

## RELATIONSHIP BETWEEN BURNOUT AND TURNOVER INTENTION: A RESEARCH ON HOTEL EMPLOYEES

Tükenmişlik ile İşten Ayrılma Niyeti Arasındaki İlişki: Otel Çalışanları Üzerine Bir Araştırma

Assist.Prof. Aysegul ACAR

Karabuk University, Safranbolu Faculty of Tourism, Recreation Management Department, Karabuk/TURKEY

ORCID: <https://orcid.org/0000-0002-4592-8641>

### ABSTRACT

Understanding customers and meeting the needs of society is the core competitiveness of businesses and it is very difficult for individual businesses to achieve this. If a business is to win in a competitive environment, it must identify public value as well as customer value and believe it must participate in the innovation ecosystem. This article guides other studies in the field by making recommendations in the context of empirical research, emphasizing the necessity of establishing an innovation ecosystem, analyzing the motivation and constituent elements of an innovation ecosystem, establishing the innovation ecosystem business model in the context of knowledge management, and emphasizing customer value orientation and public benefit sharing. aimed to do.

**Keywords:** technology and innovation management, innovation management, public value

### ÖZET

Müşterileri anlamak ve toplumun ihtiyaçlarını karşılamak işletmelerin temel rekabet gücüdür ve şahıs işletmelerinin bunu gerçekleştirmesi oldukça zordur. Bir işletme rekabetçi bir ortamda kazanmak istiyorsa, kamu değerini ayrıca müşteri değerini belirlemeli ve inovasyon ekosistemine katılması gerektiğine inanmalıdır. Bu makale, bir inovasyon ekosistemi kurmanın gerekliliğini, inovasyon ekosisteminin motivasyonunu ve kurucu unsurlarını analiz etmeyi, inovasyon ekosistemi iş modelini bilgi yönetimi bağlamında oluşturmayı ve müşteri değer odaklılığı ile ayrıca kamu yararı paylaşımı üzerine vurgu yapmayı ampirik araştırmalar bağlamında önerilerde bulunarak alanla ilgili yapılacak olan diğer çalışmalara rehberlik etmeyi amaçlamıştır.

**Anahtar Kelimeler:** teknoloji ve yenilik yönetimi, İnovasyon yönetimi, kamu değeri

### 1. INTRODUCTION

Burnout, a condition that can be experienced in every sphere of life, comes to the fore as a problem of immense importance for employees mainly working in the service industry, even though it can be observed in all business establishments. Burnout is an emotional state that arises from a sensation of physiological and emotional weariness and is noted as a result of not coping with stress in business life, particularly in individuals who have vocations that involve intense communication with people. Long working hours, an intense workload, a fast-paced working environment, human relations that must be maintained constantly, high sensitivity in demand for services or products, and the need to work continuously are characteristics of working life that hotel employees must endure. This state of affairs reduces job satisfaction and job contentment of hotel employees. It detaches them from their profession's original meaning and purpose, leading to withdrawal from the job in psychological terms and showing signs of burnout in response to excessive stress or dissatisfaction.

On the other hand, increased burnout levels bring specific adverse outcomes that affect employees' physical, emotional, and professional lives. Physical exhaustion, long-lasting fatigue, feelings of helplessness and hopelessness, negative attitudes towards work, energy, and other people, engaging in nervous, cynical, negative behaviors, and feelings towards the people worked with are consequences of

burnout. These problems driven by burnout in employees are likely to bear destructive implications for the organization, such as a decrease in service quality, a desire to absenteeism and quit the job, occupational accidents, and a reduction in the quantity and quality of performance. One of the consequences of burnout in employees is the intention to quit, and it is defined as the measure of an employee's intention to stay in the organization. Intention to leave is a ringing bell that signals the upcoming actual absenteeism, and it brings large amounts of costs to businesses. Through identifying the factors that affect turnover intention, researchers predict and explain the behaviors leading to turnover, intending to facilitate managers to develop measures to prevent potential quits. On the other side, researcher's manifest burnout as one of the most critical factors impacting turnover intention.

For this reason, considering that burnout has severe consequences for organizations and individuals, addressing occupational burnout and its effect on turnover intention is considered to have high added value. People in the tourism industry are more likely to suffer from burnout syndrome because of the labor-intensive nature and responsibilities imposed by profession. It is worth researching employees working in the hospitality industry, considering they may intend to leave their current jobs. Hence, the relationship between burnout and turnover intention in hotel establishments has become an important field of research. The hospitality industry is considered to yield benefits for hotel employees and the sector to increase quality standards and profit margins. The industry can either directly or indirectly contribute to the economy by having a good impact on the lives of its employees. In this respect, the current study aims to reveal the relationship between burnout and turnover intention and propose tailor-made recommendations based on the findings acquired.

## 2. CONCEPTUAL FRAMEWORK

### 2.1. The notion of Burnout and its Dimensions

As a result of the loss of control in managing the bonds that individuals form with co-workers and their surroundings in professional life and the deterioration of the established relations, burnout is one of the most serious problems experienced in our day and time. The notion of burnout was introduced in 1970 by Herbert Freudenberger, a psychologist whose field of study is organizational stress, to express the problems experienced by the employees working in the service industry in the USA. Freudenberger (1974), on the other hand, referred to this notion as emotional exhaustion to express those employees become unable to fulfill what is required by their job due to excessive workload. Burnout has undergone ongoing revisions in its definition as the topic of numerous studies, and Maslach and Jackson offered the most widely recognized explanation for burnout in the literature (1981).

Maslach and Jackson (1981) defined the notion of burnout as “emotional exhaustion and negativity syndrome that emerges as a response to stress and regression in individuals' professional lives.” On the other hand, Kim et al. (2007) address burnout as a different type of stress. In brief, burnout is a reaction that occurs due to the tension created by the task completed, and it varies in intensity and length depending on the pressure (Daley, 1979: 375). Over time, Maslach et al. (1997) studied the notion of burnout as a syndrome emerging in the form of a decrease in individual accomplishments of people working in the same capacity, emotional wear-out, and loss of self. In the subsequent years, the notion concerned started to be examined in the form of individual, chronic, and emotional stress that manifests itself in professional life (Maslach, 2003). Furthermore, Maslach (1981) developed the Maslach Burnout Inventory, which is named after her. It stated that burnout emerges in three different forms: emotional exhaustion, depersonalization, and lack of personal accomplishment, examining the notion under three dimensions.

Emotional exhaustion is acknowledged as the infancy phase of burnout and the central dimension that requires utmost attention. It has been observed that emotional exhaustion is primarily experienced by those who occupy professions that require an ongoing face-to-face relationship with people, such as those in the service industry. It is a component linked to the intensity of work stress. Employees confronting excessive emotional workload and working in a fast-paced environment tend to push their limits as much as possible to complete the tasks they have. They suffer from being crushed under the emotionally heavy demands of other people. In response to this state, emotional exhaustion occurs. In addition, low energy, excessive weariness, exhaustion, and fatigue represent emotional exhaustion. Emotionally exhausted individuals suffer from the symptoms of facing the risk of occupational accidents, restlessness, fatigue, depression, and excessive alcohol consumption (Maslach et al., 1997). Depersonalization is defined as employees' uninterested, unconcerned, and negative attitudes and behaviors towards customers. In addition,



depersonalization is reflected in the way that the employee behaves in a humiliating and degrading manner toward the customer, discriminates among the people served, and acts distantly to some, and last but not least, disregards the elements assuring the quality of service or product (Leiter and Maslach, 2003). This is often linked with the loss of idealism about work and a rapidly increasing sense of alienation.

The last dimension of burnout in Maslach's Model is the lack of personal accomplishment. It corresponds to the feeling of self-inadequacy and lack of success. If the individual has a negative image of herself, it may signal that the person suffers from a lack of personal accomplishment. In general, employees are occupied by the conception that they are not sufficiently valuable and helpful to the guests they serve. Thus, they experience a feeling of incompetency that shows an increasing tendency constantly. These individuals usually tend to blame themselves, believing that they make no progress at work, run around in circles or even show regression in performance. Consequently, such individuals may suffer from depression due to decreased self-esteem and feelings of guilt, disapproval, and failure. Burnout imposes high costs on both individuals and the organizations for which they work. Low performance in working life, high turnover rate, intention to quit, decrease in service quality, reduced organizational commitment, lower job satisfaction, less creativity, and hampered problem-solving skills can be listed as some of the costs to be borne (Halbesleben and Buckely, 2004). Coping solutions with a burnout on a personal and business level have been proposed to address individual and organizational expenses. Training unearthing the spirit of creativity in employees, the level of self-competence, the ability to spend time in a right and proper way, developing hobbies to have leisure time, going on a vacation for recreation, and attending relaxation sessions are some of the elements considered helpful in coping with a burnout at the individual level (Şahin, 1998).

The methods of coping with burnout implemented at the organizational level are more permanent than those adopted at the individual level. From another aspect, coping strategies at the corporate level allow recognizing that burnout exists in the organization, leading to the formation of employee groups who have broader knowledge about coping with burnout and who are more resilient in the face of burnout. Expanding opportunities for individuals to make their own decisions and encouraging their participation in decision-making processes, ensuring that challenging work is evenly distributed to prevent the workload from piling up on the same people continuously, promoting teamwork in the organization and thus enhancing organizational commitment, providing employees with career opportunities to ensure constant development, and commuting are some of the methods concerned. Hence, employees will experience job satisfaction in the long run and feel like an essential component of the organization.

## 2.2. Turnover Intention

Turnover intention is defined as an employee's intention to quit the job (Slattery and Selvarajan, 2005); in other words, a wage-earning individual leaves the employment voluntarily (Hom and Griffeth, 1995). The body of literature encompasses a range of definitions of turnover intention. Slattery and Selvarajan (2005) express that turnover intention is an employee's tendency to quit the job (Slattery and Selvarajan, 2005). Rusbult et al. (1988) conceptualized turnover intention as the active and destructive actions of wage-earning employees in response to their dissatisfaction with the working conditions in the organization they work for. Lambert (2006) describes turnover intention as a cognitive process comprising three phases as thinking, planning, and intending to leave the job (Lambert, 2006:59). In contrast, Özcan et al. (2012) define employees' thoughts of quitting the job when they feel discomfort related to their work conditions (Özcan et al. 2012:2). Turnover and turnover intention are two different concepts that are compared frequently in the literature. Turnover is described as the actual leave of an employee from the organization, whereas turnover intention refers to the behavioral reflection of an employee's desire to withdraw from the organization (Telli et al., 2012:238). Tett and Mayer explain this state with the following words: "Turnover intention is the most important precursor predicting the turnover behavior." (Tett and Meyer, 1993:259).

In the body of literature, turnover is addressed from two aspects: voluntary leave and mandatory leave of employment. While voluntary leave of work refers to a person leaving the job with free will, a mandatory break occurs when the person is dismissed from the job or has to quit due to severe illness or death (Price, 2004:3-4). Reduced employment opportunities due to economic crises in countries limit voluntary leaves from organizations. Even though employees intend to quit, many cannot take action for a reason explained above. Nevertheless, the likelihood of employees turning their voluntary intention to leave employment into action is much higher in developed countries. The literature review has revealed a wide range of

domestic and foreign studies addressing turnover intention. In their study, Daly and Dee (2006) associated the arousal of turnover intention with several factors such as emotional exhaustion, unclear job descriptions, low wages, limited promotion opportunities, job stress, job fatigue, role ambiguity, role incompatibility, and role conflict. In the study of Cotton and Tuttle (1986), which addresses turnover behavior and the factors affecting it, it was put forth that external factors such as unemployment rate and alternative employment opportunities, organizational factors such as management style, job satisfaction and rewarding, and personal characteristics such as gender, age and family do have an impact on turnover intention. Also named as environmental factors, external factors such as unemployment rate, perception of job, existence, and stance of trade unions are non-controllable elements for organizations, which makes employers need to dismiss specific fractions of the labor force where necessary (Varol,2010). Leave of employment is a critical decision containing various risks, financial costs, and psychological costs. Therefore, Moffitt, Allen, and Weeks (2005) argued that the intention to quit is a much more straightforward action than actual leave from the job. Particularly the leave of employment of qualified and experienced employees performing the tasks that require advanced and high-cost training causes various expenses such as training costs for the organization they work for. Recruitment of additional staff, recruitment of new employees, occupational training costs, potential problems to arise between new team and the customers who are used to take service from the former employees, decrease in productivity and inability to achieve performance throughout the process that the newly-recruited staff gets familiar with the job are the negative consequences that an organization would pay in the face of turnover (Sanderson, 2003:46; Bingöl, 2006:517). Moreover, the fact that the staff quitting the job is employed by a rival firm would bring a competitive advantage to the firm concerned (Stovel and Bontis, 2002).

For this reason, it is of vital importance that organizations prevent turnover of the employees whom they have made significant investments and whose leave is likely to result in material and immaterial losses (Varol, 2010). Recruiting eligible employees, ensuring that rewards are relevant and tailored to the person rewarded, and identifying motivational factors for employees in addition to wage is essential to minimize the costs caused by turnover (Sanderson, 2003:92; Tütüncü and Demir, 2003:165; Tuna,2007:51; Firth, Mellor, Moore and Loquet, 2004:181). Studies examining turnover intention in the hospitality industry context are pretty scarce, and further research is needed, according to Kim and Brymer (2001). The authors argue that turnover intention should be one of the most significant concerns to be dwelled upon in the hospitality industry. Furthermore, it was revealed that the costs increase dramatically in hotel establishments where the turnover intention is high (Tracey and Hinkin,2003). Reducing turnover rate in hotel establishments will only be possible through ensuring organizational commitment of employees.

### 2.3. Relationship Between Burnout and Turnover Intention

The studies in the literature on burnout and turnover intention (Lazaro et al.,1984; Maslach and Schaufeli,1993:8; Jackson and Maslach, 1982; Jackson et al., 1986; Singh et al., 1994:563; Weisberg, 1994:4) have revealed the fact that there is a positive relationship between burnout and turnover intention, meaning that turnover intention grows as burnout escalates. In the study on teachers, where Pines and Kafry's (1981)'s scale was adopted, a statistically positive relationship was found between burnout and turnover intention (Weisberg, 1994:12). In their study on customer representatives in America, Singh et al. (1994:563) unearthed the fact that burnout and each of its dimensions increase the turnover intention of employees. Likewise, Schaufeli and Backer (2004:293) found in the context of different occupational groups that there is a positive relationship between turnover intention and burnout. Their study on burnout levels and turnover intentions of hotel employees in Hatay, Aslan, and Etyemez (2015) concluded that burnout levels of employees have a positive effect on their choices to leave. In the study aiming to identify burnout levels and turnover intentions of bank employees, Yıldırım et al. (2014) found a positive relationship between burnout and turnover intention. In the study conducted by Onay and Kılıcı (2011) on kitchen personnel working in four- and five-star hotels in Alsancak/İzmir, emotional exhaustion was found to have a positive effect on turnover intention, whereas no significant relationship was observed between depersonalization and turnover intention.

### 2.4. Aim of Research

The current study aims to reveal the relationship between burnout accompanied by its sub-dimensions and turnover intentions of employees working in five-star hotels in Antalya operating in the tourism industry, a service-oriented sector. In this respect, the research model is designed as follows:

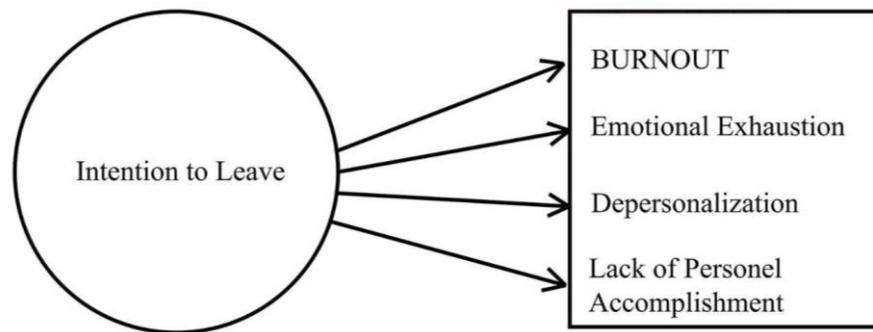


Figure 1: Research Model

Research hypotheses developed in line with the research model are presented below.

**H<sub>1</sub>:** Burnout predicts turnover intentions of employees.

**H<sub>2</sub>:** Emotional exhaustion, which is a sub-dimension of burnout, predicts the turnover intentions of employees.

**H<sub>3</sub>:** Depersonalization, which is a sub-dimension of burnout, predicts the turnover intentions of employees.

**H<sub>4</sub>:** Lack of personal accomplishment, a sub-dimension of burnout, predicts employees' turnover intentions.

### 3.METHOD

The current study reflects the characteristics of correlational research. It intends to reveal the impact of burnout and its sub-dimensions on the turnover intentions of employees working in five-star hotels in Antalya. A correlational study aims to determine whether two and more variables undergo changes in company with one another (Martella, Nelson & Martella, 1999: 201). Correlational research falls into two categories as exploratory and predictive correlational research (Fraenkel & Wallen, 2009: 329). The experimental correlational study is utilized to explain an essential phenomenon through analyzing inter-variable relations. A remote possibility for conducting correlational research could be to reveal cause-and-effect connections (Büyüköztürk et al. 2011: 227). There are two types of variables in the predictive correlational study: a, In contrast, no predictive variable and a criterion variable (Martella et al., 1999: 201; Fraenkel & Wallen, 2009). In predictive correlational research, inter-variable relationships are analyzed and, with the help of analyzing one out of two variables, it is tried to make predictions about the other variable (Büyüköztürk et al., 2011: 227). Therefore, the current study employs a forecast for the effect of burnout on turnover intention due to the emerging positive relationship between the levels of "burnout" accompanied by its sub-dimensions and "turnover intention." For data collection, a survey technique was used. The survey form comprises three parts. The first part contains items to identify demographic and working-life characteristics of the respondent employees. For the second part, Maslach's Burnout Inventory, developed by Christina Maslach and Susan Jackson et al. and adopted by Saçlı (2011), was employed to determine employees' levels of burnout and its sub-dimensions; namely, emotional exhaustion, depersonalization, and lack of personal accomplishment. The scale concerned comprises 22 items covering "emotional exhaustion," "depersonalization," and "lack of personal accomplishment." Of 22 items, nine are for emotional exhaustion, 5 for depersonalization, and 8 for lack of personal accomplishment. The items are designed in line with the 5-point Likert scale. For the third part, the 'turnover intention' scale comprising three items developed by Carson et al. (1999) in a 5-point Likert scale design was used to measure employees' turnover intentions. Surveys were applied in July and August 2019, and the application process lasted approximately two months. The research population encompasses employees working in five-star hotels in Antalya. Due to constraining factors such as large population size, time, and cost, a research sample was extracted from the employee population via the Simple Random Sampling method. To determine the sample size to be removed from the employee population, the formula suggested by Özdamar (2001) for limited people (N<10.000) and quantitative research was adopted. The sample size calculated corresponds to 343 respondents. Four hundred fifty-eight eligible survey forms were used for analysis. Consequently, the research sample in the current study embodies 458 employees working in five-star hotels in Antalya.

### 4. FINDINGS

This section presents the findings concluded in the current research.

**Table 1.** Statistical Information Introducing the Sample (n= 458)

Variables	Groups	f	%	Variables	Groups	f	%
Gender	Male	301	65.6	Title	Employee	380	82.5
	Female	157	34.4		Low-level manager	26	5.8
Age	18 – 23	146	31.8		Mid-level manager	44	9.7
	24 – 29	179	39.0		High-level manager	8	1.9
	30 – 35	68	14.9	1 year and less	113	24.7	
	36 and above	67	14.3	2 – 5 years	158	34.4	
Level of Education	Primary school	68	14.9	6 – 10 years	125	27.3	
	High school	272	59.1	11 years and more	62	13.6	
	Associate	77	16.9	Duration of employment in the sector	1 year and less	244	53.2
Marital Status	Undergraduate	41	9.1	2 – 5 years	172	37.7	
	Single	244	53.2	6 years and more	41	9.0	
Wage (TL)	Married	214	46.8	Duration of employment in the hotel	Front desk	59	13.0
	Min. wage.-1200	209	45.5	2 – 5 years	Accounting	26	5.8
Wage (TL)	1201 – 1500	203	44.2	6 years and more	Service-Bar	170	37.0
	1501 and above	48	10.4	Department	Kitchen	71	15.6
					Housekeeping	90	19.5
					Sales and marketing	42	9.1

Table 1 introduces percentage and frequency analyses of information concerning demographic characteristics and the working life of employees. As demonstrated by Table 1, most respondents are male, aged between 18-29, have graduated from high school or an associate degree program, have an income ranging from minimum wage to 1200 TL, and work as an employee in the hotel. Besides, the time they remained in service in the sector shows that they worked in an establishment for 1 year or less and then quit the job. The reason could be the high turnover rates in the tourism industry, particularly in hotel establishments, due to seasonality and overwhelming working conditions. It is seen that the majority of respondents work in the service delivery-bar section, kitchen and housekeeping services, which are characterized by heavy workload and fast-paced working environment.

#### 4.1. Findings on Burnout and Turnover Intention

This section presents descriptive statistics (mean, standard deviation, minimum and maximum, correlation) on burnout and turnover intention, the scores of Cronbach's Alpha ( $\alpha$ ) for the reliability of the scale items, and the Kolmogorov-Smirnov (K-S) test results for the conformity of the responses to normal distribution. First, the reliability of the two scales was tested. It was revealed that Cronbach's alpha coefficients are 0.854 for burnout, 0.801 for emotional exhaustion, 0.877 for depersonalization, 0.782 for lack of personal accomplishment, and 0.945 for turnover intention. The scores exceeding the threshold value of .70 (Nunnally and Bernstein, 1994:265) prove that both scales are reliable.

**Table 2.** Descriptive Statistics and Kolmogorov – Smirnov Test Results for the Measurements on Burnout and Turnover Intention

Burnout, its Sub-dimensions and Turnover Intention	$\bar{X}$	s.d.	Min.	Max.	K-S (p)	$\alpha$	Correlation (r)				
							1.	2.	3.	4.	5.
1. Burnout	3.42	0.43	2.18	4.35	0.512*	0.823	-	0.67	0.42	0.42	0.78
2. Emotional exhaustion	3.58	0.74	1.74	4.88	0.547*	0.888	0.68	-	0.58	0.53	0.68
3. Depersonalization	3.21	0.85	1.00	4.20	0.862*	0.929	0.52	0.61	-	0.72	0.73
4. Lack of personal accomplishment	3.11	0.61	1.47	4.23	0.238*	0.874	0.32	0.54	0.72	-	0.82
5. Turnover intention	3.27	0.52	1.03	4.83	0.066	0.817	0.45	0.45	0.73	0.68	-

\*  $p > 0.05$  in Kolmogorov-Smirnov indicates normal distribution.

Analyzing the arithmetic means ( $\bar{X}$ ) of the responses given to each item in the scales of burnout and turnover intention, it is observed that the scores are above "Moderately agree (3)" and very proximate to moderate. In addition, it grasps the attention that standard deviations (s.d.) of the mean values concerned are also high. Hence, the findings can be interpreted in that the respondents, in a broad sense, moderately agree with the survey items related to burnout and turnover intention.

For the data acquired in the research to be parametric, data must have a normal distribution. In this respect, the Kolmogorov-Smirnov test results presented in Table 2 reveal that all the dimensions except turnover intention are typically distributed. In correlation analysis, inter-dimensional relations were estimated

through the Spearman Correlation coefficient (Ural and Kılıç, 2006:250). The analysis results demonstrate that there is a positive and high-level relation between burnout and turnover intention ( $r= 0.78$ ), between emotional exhaustion and turnover intention ( $r=0.68$ ), depersonalization and turnover intention ( $r=0.73$ ), and between lack of personal accomplishment and turnover intention ( $r=0.82$ ), disclosing the fact that burnout and its sub-dimensions are directly proportional to turnover intention.

Table 3 presents regression analysis results concerning the prediction of turnover intention by burnout and its sub-dimensions.

**Table 3.** Regression Analysis Results for the Prediction of Turnover Intention

Variable	B	Standard Error B	$\beta$	T	p	Paired r	Partial r
Invariant	0.226	0.338	-	0.671	0.503	-	-
Burnout	0.332	0.138	0.210	2.408	0.017	0.623	0.232
Emotional exhaustion	0.599	0.114	0.460	5.273	0.000	0.683	0.494
R= 0.722		R <sup>2</sup> =0.478					
F = 47.737		p= 0.000					

Analyzing the correlations between the predictor variables and the dependent (predicted, criterion) variable, it is observed that there is a positive and moderate-level correlation between burnout and turnover intention ( $r= 0.62$ ). When the other variable is controlled, the correlation between the two variables is noted as  $r=0.23$ . In addition, there is a positive and high correlation ( $r= 0.68$ ) between emotional exhaustion and turnover intention, and if the other variable is controlled, the correlation is noted as  $r= 0.49$ . As burnout and emotional fatigue are paired, they result in a moderate and significant correlation with turnover intention ( $R= 0.722$ ;  $R^2=0.478$ ;  $p=0.000<0.01$ ), explaining approximately 47% of the total variance related to turnover intention.

Table 4 presents regression analysis results concerning the prediction of turnover intention by depersonalization and lack of personal accomplishment.

**Table 4.** Regression Analysis Results for the Prediction of Turnover Intention (continued)

Variable	B	Standard Error B	@	T	p	Paired r	Partial r
Invariant	0.726	0.300	-	2.424	0.017	-	-
Depersonalization	0.238	0.122	0.173	1.953	0.003	0.599	0.257
Lack of personal accomplishment	0.546	0.101	0.478	5.415	0.000	0.796	0.603
R= 0.639		R <sup>2</sup> =0.551					
F=34.580		p=0.000					

Analyzing the correlations between the predictor variables and the dependent (predicted, criterion) variable, it is observed that there is a positive and moderate-level correlation between depersonalization and turnover intention ( $r= 0.59$ ). When the other variable is controlled, the correlation between the two variables is noted as  $r=0.25$ . In addition, there is a positive and high correlation ( $r= 0.79$ ) between lack of personal accomplishment and turnover intention. If the other variable is controlled, the correlation is noted as  $r= 0.60$ . As depersonalization and lack of personal accomplishment are paired, they result in moderate and significant correlation with turnover intention ( $R= 0.639$ ;  $R^2=0.551$ ;  $p=0.000<0.01$ ), explaining approximately 55% of the total variance related to turnover intention. Based on the standardized regression coefficient (b), the relative order of significance in terms of the effect of the predictor variables on turnover intention is as follows: emotional exhaustion, lack of personal accomplishment, burnout, and depersonalization. The results of the t-test for the significance of regression coefficients have disclosed that burnout, emotional exhaustion, depersonalization, and lack of personal accomplishment are significant predictors of turnover intention. On the grounds of the multiple regression analysis results concerning turnover intention, which are presented in Table 3 and Table 4, it is revealed that “H<sub>1</sub>: Burnout predicts turnover intentions of employees.”, “H<sub>2</sub>: Emotional exhaustion, which is a sub-dimension of burnout, predicts turnover intentions of employees.”, “H<sub>3</sub>: Depersonalization, which is a sub-dimension of burnout, predicts turnover intentions of employees.”, and “H<sub>4</sub>: Lack of personal accomplishment, which is a sub-dimension of burnout, predicts turnover intentions of employees.” are supported.

## 5. CONCLUSION AND SUGGESTIONS

In the light of the findings of the current research intending to reveal the impact of burnout on turnover intention through investigating whether burnout levels and sub-dimensions of burnout would predict turnover intentions of employees working in five-star hotels in Antalya, which operates in the tourism industry, being a service-oriented sector, the conclusions are compiled as follows: the reason for most of the respondents being high school graduates can be linked with the existence of vocational high schools in the area that offer education in the field of tourism and hospitality management. The fact that most of the respondents work in the organization for 1 year and less demonstrates that turnover rates in hotel establishments are high, which results from the labor-intensive nature of the tourism industry characterized by long working hours and limited time for recreational activities and vacation. Looking at the departments the respondents work in and the duties they perform, it is observed that most of them work as a service-bar (37.0%) attendants. The reason can be that the food and beverage department requires establishing constant face-to-face communication with customers and serving a large number of customers quickly. Therefore it necessitates the presence of a higher number of employees compared to other departments.

Looking at the results concerning the relationship between burnout and turnover intention, it is observed that the respondents suffer from moderate emotional exhaustion, depersonalization, and lack of personal accomplishment. Therefore, the overall burnout levels of the respondents are average, and accordingly, they have average turnover intention. Aiming to test the relation between burnout accompanied by its sub-dimensions and turnover intention, the findings support the research hypotheses concluded in the current study. It has been revealed that burnout and all three dimensions of it escalate turnover intention. In other saying, burnout and its sub-dimensions, namely, emotional exhaustion, depersonalization, and lack of personal accomplishment, are the predictors of turnover intention. The research findings show parallelism with the conclusions embodied in the literature (Jackson & Maslach, 1982; Lazaro et al., 1984; Jackson et al., 1986, Maslach & Schaufeli, 1993, p. 8; Singh et al., 1994, p. 563; Weisberg, 1994, p. 4). The study on burnout levels and turnover intentions of employees working in hotel establishments in Hatay, Aslan, and Etyemez (2015) concluded that burnout levels of employees have a positive effect on their preferences to leave. Similarly, Schaufeli and Backer (2004:293) revealed in their study that there is a positive relation between turnover intention and burnout. Unlike other studies, Onay and Kılıcı (2011) put forward their research on kitchen personnel working in four- and five-star hotels in Alsancak/İzmir that emotional exhaustion had a positive effect on turnover intention while no significant relationship was observed between depersonalization and turnover intention.

Hotels are such establishments where the labor force is benefitted from in great measure. Hotel managers bear the capacity to prevent employees from experiencing burnout by caring for the employees, reducing their working hours, offering fair salaries, and ensuring that they exercise annual leave regularly. Another way to mitigate burnout can be that managers listen to what employees say, take their efforts at work seriously, reward them when necessary, listen to their problems and help them. Thus, the employee will perceive herself as a valuable person in the organization, have greater motivation, and reduced risk of suffering from burnout. On the contrary case, the person will become alienated from work and start feeling exhausted. In summary, the current research presents data on burnout levels and turnover intentions of hotel employees in Antalya. The fact that the research was conducted in Antalya and thus the findings cannot be generalized to hotel employees in other provinces in Turkey is the most remarkable limitation in the present study. Future research with the same research design in different areas with the participation of a larger sample group will enrich the existing body of literature on occupational burnout.

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