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The Influence of Organization Support Perceived in Enterprises on Burnout Feeling: A Field Research

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Abstract

While the current business environment provides individuals with conveniences on one hand, it also pushes them into a more stressful life. In business life which is an open system, this kind of stress can be more destructive for working people. This case brings about several physical and psychological problems for them.

The burnout syndrome which we come across within this process is accepted as a notion which is defined to understand the people who have negative business experiences and it is regarded as emotional burnout in business environment, desensitization of working people and a kind of stress which includes low level of personal success towards the managers and those who concern.

It has been an issue on which several studies are carried out that how the effect of organizational support toward burnout feeling will be; it is seen that some arguments are put forward in terms of meeting socio-emotional needs of the working people, rewarding their increasing efforts and taking their happiness into consideration.

The objective of this study is to contribute to the mentioned argument process, to define the organization support on working people in hotel enterprises and to examine the effect of this support on the burnout feeling.

Accordingly, this study takes it as a goal to reveal the effect of organizational support on the working people in hotel enterprises by applying the questionnaire form which has been prepared for the employees of four and five star hotels which operate in Istanbul.

Basing on the findings – especially the data about eliminating the burnout feeling - which are obtained as a result of this research,

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it is tried to propose suggestions about what to do related to organizational support in hotel enterprises. The research is seen important since it underlines that organizational support which is applied by managers towards hotel employees would diminish the burnout feeling. It is expected that this research would contribute to the applications related to the organizational support and to the studies in this field.

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1. Introduction

Organizational support which has been worked on since 1960s has been in front of us as the theory of social change, mutual relations, leader-member change and erg. After the burnout feeling was accepted as a social problem, it has been mentioned as a study subject by the researchers since 1970s (Budak and Sürvegil, 2005).

When it is decided that the socio-emotional needs of the employees be met and the increased efforts be rewarded in a work place; it is seen that the approaches, in which happiness is taken into consideration and the efforts are appreciated, are set forth (Rhoades, Eisenberger, Armeli, 2001). Such approaches are considered as organizational support and at the same time this organizational support is also related to the situations where the organization is under stress (Rhoades, Eisenberger, 2002).

The perceived organizational support sets forth an expectation of the workplace employees that spending more effort for reaching the organizational goals would be rewarded. Additionally, the organizational support which would be provided by the managers for the enterprise employees will have a positive influence on the burnout feeling of the employees.

2. Perceived Organizational Support

The organizational support states the issue that the corporate values should have a happiness booster influence for the employees. Organizational support is accepted as a perception method related to appreciating the employee by the enterprise and managers and taking their happiness into consideration (Eisenberger, Huntington, Hutchison, Sowa, 1986). And the perceived organizational support comes into sight with the belief achieved as a result of the voluntary work by the organization. The organizational rewards and the convenience of the working conditions make great contributions to the perceived organizational support (Rhoades, Eisenberger, 2002).

The perceived organizational support is regarded as a psychological agreement that the employee makes with the enterprise (Aselage, Eisenberger, 2003). The researches made find out that the perception of organizational support will emerge when the performance-reward expectations are mutual between manager and employee (Eisenberger, Aselage, Sucharski, Jones, 2004). When the perceived support and the needs of compliment and recognition are met, the employees will have an emotional bond with the enterprise and therefore they will increase the efforts for reaching the organizational goals by presenting more participations and success.

2.1. Determinants of Organizational Support

We can list organizational justice, support of manager, organizational rewards and working conditions and individual characteristics as the determinants of organizational support (Rhoades, Eisenberger, 2002).

The organizational justice is accepted as the factor which influences the organizational support the most. Organizational justice is based on the justice perception of the employees. As long as the employees believe that they confront with fair behaviors, they present positive attitudes (Beugre, 2002). In this case, the employees will develop relationships basing on trust and which are in harmony with their managers and colleagues (Folger, Knovsky, 1989).

The fact that there is a positive relationship between perceived organizational support and perceived manager support is evaluated as an indicator which shows that perceived organizational support is influenced by the perceived manager support.

Since the organizational supports such as wages, promotion opportunities and job enrichment enable employees to evaluate the enterprise in a positive manner, they will cause the organizational support to increase. In the research carried out by Eisenberger et al., it is stated that the more recognition, wage and promotion opportunities are in a positive relationship with the perceived organizational support (Eisenberger, 2002).

The different personality dimensions of the employees and their way of interpreting the behaviors related to the organization influence the perceived organizational support; the positive behaviors make positive impressions and suggest efficient working relationships. Negative behaviors also influence the working conditions and cause the organizational support to decrease (Rhoades, Eisenberger, 2002).

2.2. Results of Organizational Support

The organizational support brings some positive results to us such as mutuality, loyalty to the organization and some other positive outcomes.

The employees generally react to the proper and valid applications with positive attitudes. It is accepted that the mutuality rule is valid for the interpersonal relationships and it is argued that it is appropriate to the human nature (Settoon, Bennet, Liden, 1996).

The theory of social change sets forth that there is a strong relationship between organizational support and emotional loyalty (Shore, McFarlane, Tetrick, 1991). According to this theory, the employees who are supported by the organization display emotional loyalty on a high level in return for this support and increase their efforts for realizing the organizational goals (Eisenberger, et al., 2001). Allen and Meyer suggest that organizational loyalty as a psychological situation which displays the relationships between the employees and the organization and which states their decision to continue in the organization; and explain the definition in three dimensions. These are emotional loyalty, commitment for continuing and normative loyalty. The four features accepted for these dimensions are (Allen, Meyer, 1990) that they are related to the psychological conditions of the employees, that they reflect the relationships between employee and organization, that they have a detractive influence on speed of labor turnover and that they sustain the will of employees to continue in the organization.

The employees who have strong emotional loyalty stay in the organization because they want to do so; those with strong commitment for continuing stay there because they need to do so; those who have strong normative loyalties stay there because they have to do so. The other positive results of organizational support are also mentioned. These results are (Yıldız, 2008) the increase in performance, increase in work commitment, decrease in absence, increase in job satisfaction, decrease in work related stress and increase in psychological health.

3. Burnout

3.1. Notion of Burnout

The notion of burnout is put forward by clinical psychologist Herbert Freudenberger who would work on organizational stress. The notion of burnout means individual's getting emotionally exhausted as a result of hard work. Maslach et al., have carried out important studies for developing the notion of burnout as a scientific notion. The three dimensional burnout notion used by Maslach et al., is known as the generally accepted definition of burnout. According to this definition, burnout is the situation which is observed on the employees of the professions offering service to the people and the indications are the emotional burnout, insensitivity towards people who offer service and decrease in personal sense of achievement.

3.2. Indications of Burnout

The well-known indications of burnout are (Domeyer, 2004) reluctance and disappearance of enthusiasm towards work, long working hours or lack of resting hours, frequent tardiness, inability in management of the work, failing to fulfill the work till the deadline, chronic problems with the other employees in the working environment, performance loss, missions forgotten, reluctance for obtaining or fulfilling new duties.

The indications of burnout come to the fore front with different manners and an employee who experience the emotion of burnout realizes that he/she is having job dissatisfaction and the sense of fatigue. Moreover, the employee does not want to go to work, begins to have self-doubt and displays the attitudes which are not appropriate to individual characteristics (Kırlangıç, 1995).

3.3. What Should be Done for Preventing the Burnout Feeling

In order to fight against burnout feeling, first of all, it is necessary to admit the existence of the problem. The employees and the organization itself are able to cope with the burnout feeling and it is necessary to use some techniques (Sürgevil, 2006). In this process, even though the responsibilities of method detection, planning and application are accepted as the duties of organization, embracing both individual and organizational techniques together will enable the results to be more positive (Sürgevil, 2006).

Here are some behaviors and methods for coping with burnout feeling individually: recognizing the self, detecting realistic goals, changing the method of the work, psychological retreat, having a break, communicating with the inner self, realizing the positive features, giving up internalization of problems, time management, stress management, respiration control, exercise for resting and relaxing, healthy diet, sufficient amount of sleep, developing the sense of humor and change of profession (Maslach, Zimbardo, Burnout, 1982).

And here are some techniques for coping with the burnout feeling organizationally: selection of personnel, developing of managerial and organizational structure, empowering the personnel, participating management, enrichment of the work, career consultancy, optimization of environmental conditions, management of problems, provision of social support, training and performance evaluation programs.

4. Method

4.1. Population

The population of the research comprises of 5 star hotel enterprises in Istanbul. According to the data by Turkish Ministry of Culture and Tourism, there are 51 5 star hotel enterprises in Istanbul. Since it is possible to reach the entire population, the sampling method is not utilized. 38 5-star hotel enterprises accept to participate in the research and 265 employees in these enterprises fill the questionnaire forms.

4.2. Data Collection Technique

Questionnaire technique is utilized for determining the influence of organizational support on burnout feeling. The questionnaire has three sections. The first section includes the question form about the demographic features of the study participants. In the second section, "Maslach Burnout Inventory" which is developed by Christine Maslach and Susan E. Jackson (1981) as a data collection tool, is generally accepted in the related literature and the reliability and validity of which is performed by Ergin (1992), is used. Maslach burnout scale has three dimensions. These dimensions categorize emotional exhaustion, depersonalization and emotions related to personal accomplishment. In the scale, the questions numbered 1, 2, 5, 7, 12, 13, 15, and 19 are related to emotional exhaustion, the questions numbered 4, 9, 10, 14, and 21 are related to depersonalization and the questions numbered 3, 6, 8, 11, 16, 17, 18, and 20 are related to personal accomplishment. In order to measure the organizational support perception, the Six Point

short version of the scale [which includes 36 questions in total and belongs to Eisenberger et al., (1990)] which is developed by Eisenberger et al., (2001), Shanock and Eisenberger (2006) (Kalaycı, 2008).

For the reliability of the scales used in the research, the Cronbach Alpha coefficient is checked. It can be said that the Cronbach Alpha coefficients detected for burnout perception ($\alpha=0,89$) and organizational support ($\alpha=0,87$) are on a reliable and acceptable level in terms of social sciences.

4.3. Data Analysis Method

For the analysis of research data, SPSS 21.0 statistical package program is used. After the data is entered into SPSS package program, the normality of the distribution is examined and the percentage-frequency values of the demographic features of the study participants are detected. Then, the regression analysis is performed in order to reveal the cause and effect relationship related to the variables.

5. Findings

In this section of the research, the percentage-frequency distribution related to the demographic features is stated. Then, the regression analysis is performed in order to determine the influence of organizational support perception on the burnout feeling.

5.1. Findings Related to the Individual Characteristics of the Study Participants

The findings related to the percentage and frequency of the individual characteristics of the study participants in the research on the employees of hotel enterprise are stated in Table 1. Accordingly, 66% of the participants are male and 34% of them are female; 62,3% are single and 37,7% are married. Considering the education level of the study participant, 18,5% of them are graduated from high school or secondary school, 43,4% of them have associate degree, 25,3% have bachelor's degree and 12% of them have master's degree. Looking at the age distribution, it is detected that 19,2% of them are in the range of 20-25; 17,0% are in the range of 26-30; 27,5% are in the range of 31-35; 26,8% are in the range of 36-40 and 9,4% of them 41 or older. Examining the departments of the study participants, F&B department is determined to be 24,5%; front office department to be 21,5%; housekeeping department to be 18,5%. As for the term of employment, the percentage of those who work less than 5 years in the hotel is detected to be 48,3.

Table 1. Percentage and Frequency Distribution Related to the Individual Characteristics of the Study Participants

Individual Characteristics	f	%	Individual Characteristics	f	%
Gender			Work Department		
Male	175	66,0	F&B	65	24,5
Female	90	34,0	Human resources	25	9,4
Marital Status			Front office	57	21,5
Single	165	62,3	Accounting	17	6,4
Married	100	37,7	Sales and marketing	12	4,5
Education Level			Housekeeping	49	18,5
High School or lower	49	18,5	Security	27	10,2
Associate degree	115	43,4	Others	13	4,9
Bachelor's degree	67	25,3	Term of Employment		
Master's degree	34	12,8	Less than 1 year	25	9,4
Age Group			1-5 years	103	38,9
20-25	51	19,2	6-10 years	86	32,5
26-30	45	17,0	11-15 years	39	14,7
31-35	73	27,5	16-20 years	12	4,5
36-40	71	26,8			
41-+	25	9,4			
Total	265	100	Total	265	100

5.2. The Influence of Organizational Support Perception on Burnout Feeling

Related to the main objective of the research, in order to determine the influence of organizational support perception on the burnout feeling, the regression analysis is utilized. The results of the regression analysis can be seen in Table 2.

Table 2. Results of the Regression Analysis Related to the Influence of Perceived Organizational Support on Burnout Feeling

Dependent Variable	Independent Variable	B	St. Error	β	t	p	R
Burnout Perception	Stable	48,397	4,860	-	9,958	0,000*	0,093
	Organizational Support	0,519	0,100	-0,304	5,181	0,000*	

As is stated in Table 2, the perceived organizational support is defined as independent variable and burnout perception as the dependent variable. In order to find what percentage of the total change in dependent variable is explained by independent variables, the R² value is utilized for regression analysis.

In the research, the relationship between the perceived organizational support and burnout feeling is found to be statistically significant (p<0,00). The determinateness coefficient related to the influence of organizational support perception on burnout feeling (determination-r²) is detected to be 0,093. It can be said that the perceived organizational support is efficient on eliminating the burnout perception by hotel employees with a rate of 0,09.

6. Conclusion and Suggestions

This research is carried out in order to determine the influence of organizational support perceived in hotel enterprises on the burnout feeling; the fact that the majority of the participants is male, single and does not have high education levels reflects the structure of the tourism sector. Also, looking at the term of employment, we can see that the ratio of those who work less than 5 years in the same enterprise is very high. In this point, we can talk about the high ratio of employee turnover. The burnout feeling can be an important factor for the high speed of employee turnover. In this sense, it is necessary to manage the organizational support perception in order for the employees to continue working in their organization for longer times. That the organizational support is clearly explained to the employees, that they feel themselves important by the management side, that contribution is made to their career development and the work-life balance is provided will be important elements for long term employment.

Within the frame of the research, it is detected that providing organizational support for employees of hotel enterprises is an important factor for diminishing the burnout feeling in tourism which is a sector basing on intense work pressure and effort. Accordingly, the management should provide organizational support for the employees in order to diminish or eliminate the burnout feeling in organizations.

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