Does the Perceived Organizational Support Reduce Burnout? A Survey on Turkish Health Sector

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***Abstract*--OST (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that the formation of POS is encouraged by employees' tendency to assign the organization human like characteristics (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995). Burnout is a reaction to stress and job-related demands in the work place (Raiger, 2005: 72; Halbesleben and Demerouti, 2005: 208; Lee et al., 201: 405; Salmela-Aro et al., 2009: 163; Oliviera et al., 2011: 177). Burnout is analysed in one composite general burnout measure consisting of three dimensions namely, emotional exhaustion, depersonalization and reduced personal accomplishment. Emotional exhaustion refers to the deplation of emotional resources of person. Depersonalisation refers maintaining a remote and negative attitude towards one's collegues and disregard ind them. And lastly reduced personal accomplishment means considering oneself negative and inadequate in regard to job performance (Evers, et al., 2004: 132; Raiger, 2005: 72). The aim of this study was to examine the effect of perceived organisational support on burnout. Besides it was investigated the effect of perceived organisational support on the dimensions of burnout. Data were collected from 103 health workers who are working in a private older people health caring home. Maslach Burnout Inventory was used to assess the burnout level. To assess the perceived organisational support was used measure developed by Eisenberg et al., (1986).**

Keywords: **Perceived organisational support, burnout, emotional exhaustion, depersonalization, reduced personal accomplisment, healthsector**

I. INTRODUCTION

Organizational support is the entire of the activities in regard to how much organizations value the happiness and contributions of their employees. Organizational support can be provided through doing the employees justice in the decisions concerning them and in the distribution of the material resources, manager's support, remuneration, promotion opportunities, appraisal, the degree of autonomy, training and orientation programmes, ensuring occupational safety, taking the complaints and recommendations of employees into account, and reducing the sources of stress.

One of the most significant results of the failure to induce an organizational support perception is burnout. This is because employees feel happy and peaceful as long as they receive support from their organizations. When the employees do not feel valued by the organization they work for and feel alone in the good and bad times and do not have the support of their organization, the signs of burnout will appear. Burnout will lead to negative outcomes both for the employee and for the organization. Based on the research question whether or not the perceived organizational support has any effect on burnout, an attempt was made to contribute to organizational practices in the present study.

II. PERCEIVED ORGANIZATIONAL SUPPORT

The perceived organizational support represents the belief that the efforts exerted by an employee for the goals of the organization he/she works for will be rewarded; his/her contributions will be valued; and his/her well-being will be considered important (Rhoades and Eisenberger, 2002). The perceived organizational support can also be described, in general terms, as the commitment of an organization to its employees (Makanjee et al., 2006). In another description, it is defined as follows: Organizational support is about being confident that the organization is committed to its employees and ensures the employees' keeping up working there, beyond the material benefit they get from that organization (Shaffer, et al., 2001).

The perceived organizational support is important because it indicates the perceptions encompassing the commitment of employees to their organization, the value given by an organization to the contributions of its employees and its taking care of their well-being (Zagenczyk, 2001). If the contributions of employees are valued and they feel it, their commitment to the organization will be stronger. However, the perception of support given by the organization might be different on the part of the employee. Thus, it is essential to understand the

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organizational support perceptions of employees correctly (Khurram, 2009).

The social interaction theory, reciprocity norm theory, organizational support theory, leader-member exchange theory, and ERG (Existence-Relatedness-Growth) theory form the theoretical basis of the perceived organizational support (Gouldner, 1960; Foa and Foa, 1974; Zagenczyk 2001; Cropanzano and Mitchell, 2005; Eisenberger et al., 2001; Koçel 2005; Liu 2004).

There are various factors having an effect on the perceived organizational support. These factors can be handled in 2 fundamental categories: organizational and personal factors. Personality, age, sex, education level, and time in office can be counted among the personal factors affecting the perceived organizational support (Rhoades and Eisenberger, 2002; Yoshimura 2003). On the other hand, organizational justice and its sub-dimensions which are distributive, procedural, and interactional justice besides administrator's support, rewards and working conditions, occupational safety, being distinguished, salary, promotions, sources of role stress, and training can be counted among the organizational factors (Rhoades and Eisenberger, 2002; Cropanzano et al. 2002; Moorman, et al., 1998; Babin et al. 1996).

Burnout

Burnout is described as a sensation of excessive weariness and the undermining of the commitment and idealism that a person feel towards his/her job (Maslach et al., 2001). In other words, burnout occurs in employees who set big targets for themselves in the life but cannot live up to their expectations in their professional lives, which makes them feel disappointed and exhausted (Cemaloğlu and Şahin, 2007).

The signs of burnout are mostly seen in people who work in an excessively intense pace, show a performance which is much more than what is expected from them in every work, and push the limits in order to achieve success. Especially the people who are new at a job work hard with the hope that they will attain a lot of success in a short time but their excitement fades away when they see that they cannot fulfill their aims in time. As a result, this person drifts away toward disillusionment instead of accepting the reality and lowering his/her pre-set aims, and thus burnout comes along (Güneş et al., 2009).

When the primary factors in the occurrence of burnout are examined, 3 main organizational stress factors come to the forefront: role conflict, role ambiguity, and overload (Baltas and Baltas, 2004).

The literature review indicates that researches handled the signs of burnout in 3 dimensions: physical, psychological/emotional, and behavioral. Fatigue and the feeling of weariness, lack of energy, headache, insomnia, gastrointestinal disorders, respiratory distress, weight loss, high cholesterol, increased incidence of coronary heart disease, having a tendency to feel sick frequently, skin diseases, and general pain and ache can be counted among physical signs. As for psychological/emotional signs, alienation from work, disillusionment, despair, indifference, depression, and lack of self-confidence can be mentioned (Yoğun and Esmeray, 2009; Çam, 1992). When it comes to the behavioral signs, it is possible to talk about hating the job, approaching many issues with suspicion and concern, thinking that one is not appreciated, increase in the consumption of medicine, alcohol and tobacco, decline in self-respect and self-confidence, marital problems, concentration difficulty, forgetfulness, and delaying things or procrastination (Basım and Şeşen, 2006) besides negative attitude towards the job and the life, job dissatisfaction, being late to work, absenteeism, isolation, role conflicts, task and rule ambiguities, behaving in the same way to all the people given service, underestimation and derision, being strict, and resisting to change.

Maslach's Burnout Model

According to Maslach's Burnout Model, burnout has 3 dimensions which are emotional exhaustion, depersonalization, and personal accomplishment. In order to measure these 3 dimensions, Maslach developed "Maslach Burnout Inventory (MBI)" containing 22 items (Maslach and Jackson, 1986).

Emotional Exhaustion: Emotional exhaustion occurs when a person begins to feel emotionally overextended and thinks that he/she is not behaving as sacrificing and responsible towards the organization as he/she did before (Çalışkur, 2007). This situation causes the person, who is already dissatisfied with the employment conditions, to make up excuses with a disruptive or an active behavior for not going to work, to be late for work, to quit the job, etc. (Çekmecelioğlu, 2006).

Depersonalization: Depersonalization occurs when employees give an impersonal or indifferent response towards the recipients of their service and treat them disrespectfully and inhumanely (Aslan, et al. 2005).

A Diminished Sense of Personal Accomplishment: It occurs when there is a decline in the personal accomplishment and when the person describes himself/herself negatively in his/her personal thoughts. As a result, the person begins to feel inadequate at work or towards the people he/she is in contact with due to his/her job and feels unsuccessful. In such cases, the employee thinks that he/she is not making any progress and even regress to an earlier situation so the efforts and the sacrifices he/she makes will not be worthy (Torun, 1997).

The oldest relevant study found in literature reviews is that of Cropanzano et al. (1997) on waiters working in the catering department of a hotel. The study demonstrated that there was a negative relationship between the perceived organizational support and sub-dimensions such as emotional exhaustion, depersonalization, and diminished sense of personal accomplishment. In a sample consisting

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of 367 employees selected from different organizations, Rhoades et al. (2001) found a negative relationship between the perceived organization support and the burnout of employees. The same results were obtained in the research by Jawahar et al. (2007) on 171 employees working at an American company and in the study on waiters working at hotels in Queensland/Australia by Walters and Raybould (2007). Aykan (2007) observed that the increase in teachers' perceptions of organizational support reduced their occupational burnout. Also, Şimşek et al. (2008) reached the same findings in their study carried out on the academics working at a university. Karacaoğlu and Arslan (2013) concluded in their study that there was a negative relationship between perceived organizational support and burnout.

III. HYPOTHESES OF THE RESEARCH

The following hypotheses were formulated in accordance with the literature review and the aim of the research:

- H1. Perceived organizational support has a significant effect on burnout.
- H2. Perceived organizational support has a significant effect on emotional exhaustion.
- H3. Perceived organizational support has a significant effect on depersonalization.
- H4. Perceived organizational support has a significant effect on personal accomplishment.

IV. RESEARCH SAMPLE

The research was carried out at a private patient care center in Tokat province. The sample was composed of 103 people who were chosen impartially and randomly and who were voluntary to take part in the research.

V. MEASURES

A questionnaire composed of 3 parts was used for data collection. In the first part of the questionnaire, 9 items were developed by the researcher in accordance with the sample in order to measure the demographic characteristics of the participants. In the second part, "Maslach Burnout Inventory" containing 22 items, 3 sub-dimensions, and 5 point Likert-type scale was administered. In the third part, the Perceived Organizational Support Scale was used in the same way it was done by Eisenberg et al. (1986).

Reliability Analysis

There are some methods developed for evaluating the reliability of measurement tools. Being the most common one among these, Cronbach's Alpha coefficient was used in the present study.

Table I: Reliability Analysis of the Perceived Organizational Support Scale

	Cronbach's Alpha	N of Items
Perceived Organizational Support	.774	36
Maslach's Burnout (Total)	.758	22
Emotional Burnout	.825	9
Depersonalization	.667	5
Personal Accomplishment	.736	8

Based on the criteria above, it is possible to say that our perceived organizational support scale is fairly reliable.

VI. HYPOTHESIS TESTS

In this phase of the research, the hypotheses were tested based on the analyses made on the collected data. The effect of the perceived organizational support on burnout was tested in the first place, and the obtained results are presented on Table 2.

Table II: Linear Regression Analysis Carried Out For the Effect of the Perceived Organizational Support on Burnout

Model	Stand. Coeff. Beta	t	p	Model R^2	Model F	Model p
Constant		7.570	.000	0.28	219.130	.000
Perceived org. support	-.353	-14.747	.000			

The simple linear regression analysis carried out to determine the effect of the perceived organizational support on burnout indicated that the perceived organizational support had a negative effect of -.353 on burnout (p=.000, p<.05). In other words, the perceived organizational support had a 35.3% effect on burnout. Also, the perceived organizational support accounted for 28% of the change observed in burnout (p=.000, p<.05). In the light of these results, H1 hypothesis was accepted.

Table III: Linear Regression Analysis Carried Out to Determine the Effect of Emotional Exhaustion on Burnout

Model	Stand. Coeff. Beta	t	p	Model R^2	Model F	Model p
Constant		3.031	.001	.48	233.108	.002
Perceived org. support	-.259	5.300	.002			

The simple linear regression analysis carried out to determine the effect of the perceived organizational support on emotional exhaustion indicated that the perceived organizational support had a negative effect of -.259 on emotional exhaustion (p=.002, p<.05). In other words, the perceived organizational support had a 25% effect on

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emotional exhaustion. Also, the perceived organizational support accounted for 48% of the change observed in emotional exhaustion (p=.002, p<.05). In the light of these results, H2 hypothesis was accepted.

Table IV: Linear Regression Analysis Carried Out For the Effect of Depersonalization on Burnout

Model	Stand. Coeff. Beta	t	p	Model R^2	Model F	Model p
Constant		2.389	.019			
				.27	422.798	.039
Perceived org. support	-.164	-2.673	.039			

The simple linear regression analysis carried out to determine the effect of the perceived organizational support on depersonalization indicated that the perceived organizational support had a negative effect of -.164 on depersonalization (p=.039, p<.05). In other words, the perceived organizational support had a 16% effect on depersonalization. Also, the perceived organizational support accounted for 27% of the change observed in depersonalization (p=.039, p<.05). In the light of these results, H3 hypothesis was accepted.

Table 5. Simple Linear Regression Analysis Carried Out For Effect of Personal Accomplishment on Burnout

Model	Stand. Coeff. Beta	t	p	Model R^2	Model F	Model p
Constant		8.216	.000			
				.12	245.043	.026
Perceived org. support	-.101	-2.021	.026			

The simple linear regression analysis carried out to determine the effect of the perceived organizational support on personal accomplishment indicated that the perceived organizational support had a negative effect of -.101 on personal accomplishment (p=.026, p<.05). In other words, the perceived organizational support had a 10.1% effect on personal accomplishment. Also, the perceived organizational support accounted for 12% of the change observed in personal accomplishment (p=.026, p<.05). In the light of these results, H4 hypothesis was accepted.

VII. CONCLUSION

The simple linear regression analysis carried out to determine the effect of the perceived organizational support on burnout indicated that the perceived organizational support had a negative effect of -.353 on burnout (p=.000, p<.05). The findings of the empirical studies carried out by Walters and Raybould (2007), Goldberg (2007), and Aykan (2007) are consistent with the findings of the present study.

As for the sub-dimensions, it was determined that the perceived organizational support had a negative effect of -.259 on emotional exhaustion (p=.002, p<.05). The research results concerning the negative relationship between the perceived organizational support and emotional exhaustion are in parallel with the results of the previous studies in the literature conducted by Walters and Raybould (2007), Cropanzano et al. (1997), Jawahar et al. (2007), and Şimşek et al. (2008). It was also found out that the perceived organizational support had a negative effect of -.164 on depersonalization (p=.039, p<.05). Similarly, Karacaoğlu and Aslan (2012:457), Şimşek et al. (2008) concluded that there was a negative and low interaction between the perceived organizational support and emotional exhaustion.

It was determined that the perceived organizational support had a negative effect of -.101 on personal accomplishment (p=.026, p<.05). This result is consistent with the results of study by Cropanzano et al. (1997) in the literature while it contradicts with the study carried out by Walters and Raybould (2007), Şimşek et al. (2008), and Karacaoğlu and Aslan (2012:457).

Based on the research results, some recommendations might be given regarding the employees' organizational support perception in order to reduce burnout. Managers in organizations should appreciate their employees. They should ensure that their employees work in a peaceful and comfortable environment, enhance their working conditions, value the opinions of their employees, feel proud about their successes, and reward them. In order to ensure a supportive perception among employees, their creative ideas, recommendations, and criticisms should be taken into account; an effective communication system should be established; a reward and penalty system should be established; and managers should be objective while applying this system and adopt a participatory management system. If the organizations assuming that they provide organizational support see the signs of burnout in their employees, they should find the source of the problem and take necessary measures. Future research may focus on employees from different regions, provinces, and sectors by enlarging the size of the sample. The results of the present study may be guiding for the future studies to be carried out with samples from different sectors.

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