

THE EFFECT OF BURNOUT SYNDROME ON JOB SATISFACTION AMONG EMPLOYEES IN THE TOURISM SECTOR IN THE TRNC

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ABSTRACT

The aim of this research is to examine the effect of burnout syndrome on job satisfaction among employees working in the tourism sector in the TRNC. The research is conducted using the relational survey model, one of the quantitative research methods. The population of the research consists of individuals working in the tourism sector in the TRNC. The sample comprises 373 tourism sector employees reached through the convenience sampling method. The data are collected through the Personal Information Form developed by the researcher, the Maslach Burnout Inventory, and the Job Satisfaction Scale. The data obtained are analyzed using the SPSS package program. In the analysis process, descriptive statistics, normality analysis, reliability analysis, independent samples t-test, one-way analysis of variance, Pearson correlation analysis, and regression analysis are applied. The research findings indicate that burnout syndrome has a negative and significant effect on job satisfaction amongst employees in the TRNC tourism sector. As employees' levels of burnout increase, their levels of job satisfaction decrease. Among the subdimensions of burnout, emotional exhaustion has the strongest effect on job satisfaction; the dimensions of depersonalisation and reduced sense of personal accomplishment also have a detrimental effect on job satisfaction. The findings highlight the importance, in terms of job satisfaction, of balancing workloads, ensuring adequate rest periods, increasing managerial support and making employees' achievements visible within tourism organisations.

Key Words: Burnout Syndrome, Job Satisfaction, Tourism Sector, TRNC.

1. Introduction

1.1. Problem Situation

In today's working life, the structure of the service sector based on intense human relations significantly strains the psychological, emotional and physical resources of the employees. The tourism sector is also among the services where employees are expected to maintain high performance, customer satisfaction, effective communication and emotional balance. Employees working in hotel businesses; may experience intense stress due to long working hours, shift work, seasonal workload, customer complaints and the pressure to constantly maintain service quality. These working conditions pave the way for the development of burnout syndrome in employees and a decrease in job satisfaction levels.

Burnout syndrome is considered an important psychological problem that occurs when employees experience a decrease in their physical, emotional and mental resources in the face of long-term work stress. Job satisfaction, on the other hand, refers to the level of satisfaction that the employee feels with his/her job, working conditions, managerial practices and professional experiences. In the literature, it is seen that there is an inverse relationship between burnout syndrome and job satisfaction. In the research conducted by Pacheco et al. on municipal employees, it is stated that burnout syndrome has significant effects on employee job satisfaction (Pacheco et al., 2023). A study conducted on emergency department workers also revealed that work-related problems increase burnout levels and affect job satisfaction levels (Moscu et al., 2023).

Research conducted in the field of health shows that burnout syndrome is closely linked to job satisfaction and psychological well-being. In a study conducted on professionals working in a teaching hospital in Brazil, it was stated that there were significant relationships between job satisfaction, burnout syndrome and depressive symptoms (Oliveira, Silva, Galvao, & Lopes, 2018). In the research conducted on doctors working in primary health care services in Turkey, it is emphasized that burnout syndrome, job satisfaction and factors related to these variables should be evaluated together (Aras et al., 2018).

The findings obtained in different study areas reveal that the effect of burnout on job satisfaction should be considered together with organizational variables. Budak and Erdal examine the mediating role of burnout syndrome in the relationship between toxic leadership and job satisfaction and show that managerial behaviors can have an impact on employee satisfaction through burnout (Budak and Erdal, 2022). In the meta-analysis study conducted on education stakeholders, it is stated that there is a significant relationship between burnout and job satisfaction (Kış et al., 2016).

The TRNC tourism sector is considered as one of the important working areas of the country's economy. Individuals working in hotel businesses operating in this sector are involved in intense customer relations, encounter increased workload, especially in the summer season, and work under the expectation of high service quality. These conditions increase the risk of burnout for employees; The increase in the level of burnout can negatively affect job satisfaction, service delivery quality, customer satisfaction, organizational commitment and competitiveness of businesses.

In this study, the effect of burnout syndrome on job satisfaction in TRNC tourism sector employees is examined. The main problem of the research is to determine how the burnout syndrome levels of individuals working in the tourism sector in the TRNC affect job satisfaction. This problem is important in terms of protecting the psychological well-being of employees, increasing job satisfaction levels and ensuring sustainable service quality in tourism enterprises.

1.2. Purpose of the Research

The aim of this study is to examine the effect of burnout syndrome on job satisfaction in individuals working in the TRNC tourism sector. Within the scope of the research, the relationship between the burnout levels of the employees and their job satisfaction levels was evaluated, and it was tried to determine to what extent burnout syndrome affects job satisfaction.

1.2.1. Sub-Objectives

In line with the main purpose of the research, answers are sought to the following sub-objective questions:

1. What are the burnout syndrome levels of TRNC tourism sector employees?
2. What is the job satisfaction level of TRNC tourism sector employees?
3. Is there a significant relationship between burnout syndrome levels and job satisfaction levels of TRNC tourism sector employees?
4. Does burnout syndrome levels of TRNC tourism sector employees have a significant effect on job satisfaction?
5. Does the emotional burnout levels of TRNC tourism sector employees have a significant impact on job satisfaction?
6. Does the depersonalization levels of TRNC tourism sector workers have a significant effect on job satisfaction?
7. Does the decrease in the perception of personal success of TRNC tourism sector employees have a significant effect on job satisfaction?

1.3. Importance of Research

This research, which is carried out specifically for the TRNC tourism sector, is important in terms of examining the effect of burnout levels on job satisfaction of individuals working in hotel businesses. Considering the place of tourism in the economic and social structure of the TRNC, the development of practices to increase the job satisfaction of employees and reduce burnout levels contributes to the competitiveness of enterprises. The research findings are expected to contribute to the regulation of human resources policies in tourism enterprises, the strengthening of employee assistance programs and the sustainability of service quality.

2. Theoretical Framework

2.1.1. The Concept and Definition of Burnout

The concept of burnout is defined as a syndrome that occurs when an individual's physical, mental and emotional resources weaken in the face of long-term stress, intense workload and emotional demands in working life. The introduction of the concept to the scientific literature takes place with the observations made by Herbert Freudenberger on volunteer health workers in the 1970s. Freudenberger explains this situation with the concept of "burnout" by determining that employees experience loss of energy, decrease in motivation, lose interest in their work and become emotionally worn out over time (Freudenberger, 1974).

Burnout is initially considered as a state of physical and emotional fatigue seen in professions that require intense communication with people. According to Freudenberger, long-term stress erodes the energy and endurance resources of the individual; over time, it becomes visible in the form of distancing from work, feeling of failure and psychological collapse (Freudenberger, 1974). The fact that the concept was discussed through healthcare professionals in the early periods shows how decisive the emotional burden is in professions based on service relations.

Theoretical development in the field of burnout gains a more systematic framework with the work of Christina Maslach. Maslach considers burnout as a psychological syndrome that develops under the influence of long-term work stress; especially individuals working in the service sector are at higher risk because they are in constant interaction with customers, patients, students or people from the service (Maslach and Jackson, 1981). Burnout

in the model developed by Maslach and Jackson; emotional exhaustion, depersonalization and decreased sense of personal achievement (Maslach & Jackson, 1981).

Since the 1980s, burnout research has gone beyond the field of health and spread to different sectors such as education, social services, banking, public administration and tourism. Pines and Aronson argue that burnout is not limited to individual fatigue; emphasizes that it is a multidimensional problem that should be evaluated together with organizational structure, working conditions and professional expectations (Pines and Aronson, 1988). Studies conducted in the 1990s show that factors such as workload, role conflict, lack of organizational support and low job satisfaction play an important role in the emergence of burnout (Leiter and Maslach, 1999).

2.2. Job Satisfaction

Job satisfaction is considered as one of the basic organizational behavior concepts that express the emotional evaluations that employees develop about their work, working environment and general work life. The harmony between the gains that the employee expects from his job and the opportunities offered by the job plays a decisive role in the formation of job satisfaction. Higher performance of individuals who are satisfied with their jobs, developing loyalty to the organization and strengthening the desire to stay in the job make job satisfaction important both individually and organizationally (Locke, 1976).

The concept of job satisfaction has long been studied by researchers working in the fields of organizational behavior and industrial psychology. The concept is defined as a general evaluation of an individual's feelings, thoughts and attitudes towards his/her job. Employees with high job satisfaction fulfill their duties more willingly, develop a positive attitude towards their working environment and contribute more to organizational goals. In employees with low job satisfaction, loss of motivation, decrease in performance, absenteeism and turnover tendency become more evident (Spector, 1997).

One of the most widely accepted definitions of job satisfaction in the literature is made by Locke. According to Locke, job satisfaction is expressed as a positive and pleasant emotional state that emerges as a result of an individual's evaluation of his/her job or work experiences. This definition shows that job satisfaction has an emotional quality along with the cognitive evaluation process. The employee compares the experiences he gains from his job with his expectations, values and needs; as the level of adaptation increases, job satisfaction also increases (Locke, 1976).

Vroom explains job satisfaction as an individual's emotional orientation towards the job role. According to this approach, an employee's satisfaction with his/her job is closely related to the positive feelings he/she develops towards his/her job. Meeting expectations, having positive experiences in the work environment, and seeing that the employee's effort produces meaningful results contribute to the strengthening of job satisfaction (Vroom, 1964).

Davis and Newstrom, on the other hand, evaluate job satisfaction as the sum of employees' positive or negative feelings towards their jobs. Job satisfaction increases when the gains of employees from their jobs coincide with their expectations; When expectations are not met, job dissatisfaction develops. This approach reveals that job satisfaction occurs as a result of the employee's holistic evaluation of their work experience (Davis and Newstrom, 1989).

Job satisfaction is a multidimensional concept. Different factors such as the quality of the work performed, wage level, working conditions, promotion opportunities, manager support, relations with colleagues, organizational justice and job security affect job satisfaction. Employees' overall satisfaction with work life is shaped by evaluating these factors together (Robbins & Judge, 2022).

Job satisfaction is also closely associated with motivation theories. Herzberg's Double Factor Theory, Maslow's Hierarchy of Needs Theory, and Vroom's Expectation Theory provide important theoretical foundations to explain why employees are satisfied with their jobs or experience job dissatisfaction. In these approaches, meeting employee needs, realizing expectations, strengthening the sense of achievement and appreciation are considered among the main factors that contribute to increasing job satisfaction (Herzberg, Mausner, & Snyderman, 1959).

METHOD 3

3.1. Research Model

The research was carried out on the basis of the relational survey model, one of the quantitative research methods. The relational survey model is defined as a research model that aims to determine the direction, level and co-change of the relationship between two or more variables (Karasar, 2016). Quantitative research, on the other hand, is based on measuring variables through numerical data and evaluating them with statistical analysis (Büyükoztürk et al., 2020). In this context, the effect of burnout syndrome on job satisfaction in TRNC tourism sector employees is examined.

3.2. Universe and Sample

The universe of the research consists of individuals working in the tourism sector in the TRNC. In the research, convenience sampling method is preferred among non-probability sampling methods because it is difficult to reach the entire universe in terms of time, cost and access. The convenience sampling method is used as a sampling method based on the collection of data from individuals who are accessible to the researcher and who agree to participate in the research (Büyüköztürk et al., 2020).

In order to evaluate the adequacy of the sample size, the sample size calculation formula used for large or unknown universes is used. As a result of the calculation, it is seen that the sample size of 373 people is sufficient for the research with a margin of error of approximately 5.1% and a confidence level of 95%. In the field of social sciences, a 95% confidence level and a margin of error of approximately 5% are considered an acceptable sample size. In this direction, the sample of the research consists of 373 employees working in the tourism sector in the TRNC and participating in the research. The sample size obtained is considered appropriate to examine the relationship between burnout syndrome and job satisfaction and the effect of burnout syndrome on job satisfaction.

3.3. Data Collection Tools

In the research, the data were collected through a questionnaire form consisting of three parts. In the first part of the questionnaire form, there is a Personal Information Form prepared by the researcher, in the second part there is the Maslach Burnout Scale, and in the third part, there is the Job Satisfaction Scale. The Personal Information Form includes the gender, age range, education level, department they work in and working time in the tourism sector.

In order to determine the burnout levels of the participants, the Maslach Burnout Scale, developed by Maslach and Jackson (1981) and used by Saçlı (2011) in the sample of hotel businesses, was used. Scale; It consists of three sub-dimensions: emotional exhaustion, depersonalization and decreased perception of personal success, and a total of 22 items. In the scale, 9 items measure emotional exhaustion, 5 items measure depersonalization, and 8 items measure decreased perception of personal success. Scale items are answered with a five-point Likert type rating. In Turkish adaptation studies, it is stated that the Cronbach Alpha coefficients of the scale are .83 for emotional exhaustion, .65 for depersonalization and .72 for personal achievement (Ergin, 1992). In a study conducted on tourism sector employees, the general reliability coefficient of the scale is reported as .953, the KMO value is .873 and the total variance rate explained is 69.02% (Güven and Sezici, 2016).

The Job Satisfaction Scale, developed by Brayfield and Rothe (1951) and short-form by Judge, Locke, Durham and Kluger (1998), was used to measure the job satisfaction levels of the participants. The scale has a one-dimensional structure and consists of 5 items. Items are scored between 1=Strongly Disagree and 5=Strongly Agree. Items 3 and 5 in the scale are scored inversely. In the Turkish adaptation study conducted by Keser and Bilir (2019), the Cronbach's Alpha coefficient of the scale was found to be .85, the KMO value was .795 and the total variance rate explained was 62.32%. In the same study, it was reported that the single-factor structure of the scale had acceptable fit values as a result of the confirmatory factor analysis ($\chi^2/df=4.6$, RMSEA=.05, NFI=.90, CFI=.92, GFI=.91, SRMR=.058).

3.4. Data Analysis

The data obtained within the scope of the research were analyzed through the SPSS package program. In the analysis process, firstly, the data set was checked, incomplete and erroneous data examinations were made, and then the assumption of normality regarding the scale and sub-dimensions was evaluated. Skewness and kurtosis values were taken into account in the normality examination. The skewness and kurtosis values are in the range of -1.50 to +1.50, indicating that the data are in accordance with the normal distribution (Tabachnick and Fidell, 2013). In order to evaluate the suitability of the scales for factor analysis, KMO values were examined, and values of .60 and above were evaluated at an acceptable level in terms of sample adequacy (Kaiser, 1974).

Table 1. Normality of Scales and KMO Analysis Results

Scale / Sub-Dimension	N	KMO Value	Skewness	Kurtosis	Evaluation
Maslach Burnout Scale	373	.884	.312	-.428	It is normally distributed
Emotional Exhaustion	373	.872	.486	-.217	It is normally distributed
Depersonalization	373	.781	.634	.295	It is normally distributed
Decreased Perception of Personal Success	373	.826	-.368	-.512	It is normally distributed
Job Satisfaction Scale	373	.807	-.451	-.338	It is normally distributed

When the findings in Table 1 are examined, it is seen that the KMO values for the scale and sub-dimensions used in the research vary between .781 and .884. These values indicate that the sample size is sufficient for factor

analysis. It is determined that skewness values are between -.451 and .634, and kurtosis values are between -.512 and .295. Since these values are within acceptable limits, it is considered that the data meet the normal distribution assumption. In this direction, it is accepted that it is appropriate to use parametric analysis techniques in the research.

In order to determine the validity and reliability levels of the scales used in the research, firstly, construct validity and internal consistency analyzes were performed. KMO values and factor structures were examined to evaluate the construct validity of the scales, and Cronbach's Alpha coefficients were calculated to determine the reliability levels. A Cronbach's Alpha coefficient of .70 and above indicates that the scale can be considered reliable (Nunnally and Bernstein, 1994). The reliability analysis results of the Maslach Burnout Scale and Job Satisfaction Scale used in the research are presented in Table 2.

Table 2. Reliability Analysis Results for Scales

Scale / Sub-Dimension	Number of Articles	Cronbach Alpha (α)	Reliability Level
Maslach Burnout Scale	22	.912	Highly reliable
Emotional Exhaustion	9	.896	Highly reliable
Depersonalization	5	.814	Highly reliable
Decreased Perception of Personal Success	8	.842	Highly reliable
Job Satisfaction Scale	5	.861	Highly reliable

When the reliability analysis results in Table 2 are examined, it is seen that the overall Cronbach Alpha coefficient of the Maslach Burnout Scale is .912. In terms of the sub-dimensions of the scale, the Cronbach's Alpha coefficient of the emotional exhaustion dimension is .896, the depersonalization dimension is .814, and the decrease in personal achievement perception dimension is .842. The Cronbach's Alpha coefficient of the Job Satisfaction Scale is determined as .861. The fact that all of the values obtained are above .70 indicates that the internal consistency levels of the scales used in the research are sufficient and provide reliable measurement.

4. Findings

Table 3 shows the distributions of the demographic characteristics of the participants. A total of 373 people working in the TRNC tourism sector participated in the research. The frequency and percentage values of the participants regarding their gender, age range, education level, department and working time in the tourism sector are presented below.

Table 3. Distribution of Demographic Characteristics of Participants

Variable	Category	f	%
Gender	Male	203	54.4
	Women	170	45.6
Age Range	18-25	86	23.1
	26-35	146	39.1
	36-45	98	26.3
	Over 45 years of age	43	11.5
Education Status	Primary Education	28	7.5
	High School	132	35.4
	Associate degree	95	25.5
	Undergraduate and higher	118	31.6
Department	Restaurant-Bar	96	25.7
	Kitchen	61	16.4
	Housekeeping	70	18.8
	Front Office	84	22.5
	Other	62	16.6
Working Time in the Tourism Sector	Less than 1 year	58	15.5
	1-4 years	138	37.0
	5-10 years	112	30.0

Variable	Category	f	%
	11 years and up	65	17.4
	Total	373	100.0

When Table 3 is examined, it is seen that 54.4% of the participants are male and 45.6% are female. In terms of age range, it is determined that the highest participation is in the 26-35 age group with 39.1%. In terms of educational status, it is seen that 35.4% of the participants are high school graduates, 31.6% are undergraduate and higher, 25.5% are associate degree graduates, and 7.5% are primary school graduates. The highest proportion in the distribution of departments consists of restaurant-bar employees with 25.7%. It is determined that the highest group in terms of working time in the tourism sector consists of those who work between 1-4 years with 37.0%.

Table 4 contains the descriptive statistics regarding the scale and sub-dimensions used in the research. Within the scope of descriptive statistics, the number of participants, minimum value, maximum value, arithmetic mean and standard deviation values are calculated.

Table 4. Descriptive Statistics on Scale and Sub-Dimensions

Scale / Sub-Dimension	n	Min.	Max.	Location.	Ss.
Maslach Burnout Scale	373	1.12	4.36	2.54	.68
Emotional Exhaustion	373	1.00	4.67	2.71	.79
Depersonalization	373	1.00	4.40	2.38	.73
Decreased Perception of Personal Success	373	1.13	4.25	2.47	.70
Job Satisfaction Scale	373	1.20	5.00	3.18	.82

When Table 4 is examined, it is seen that the overall average of the Maslach Burnout Scale is 2.54. In terms of sub-dimensions, it is determined that the highest average is in the emotional exhaustion dimension. The average emotional exhaustion rate of 2.71 shows that TRNC tourism sector employees experience a certain level of fatigue, exhaustion and loss of energy in their work life. The mean of the depersonalization sub-dimension is calculated as 2.38. This value shows that the level of developing distant attitudes towards customers, colleagues or the work environment is moderate. The mean of the sub-dimension of decrease in personal achievement perception is determined as 2.47. This finding shows that employees experience a moderate decrease in their perception of professional competence and success.

The average value for the Job Satisfaction Scale is calculated as 3.18. This finding shows that the job satisfaction levels of the participants were above the medium level.

In the study, Pearson correlation analysis was performed to determine the relationships between Maslach Burnout Scale, burnout sub-dimensions and Job Satisfaction Scale. Parametric correlation analysis was preferred because the data met the normal distribution assumption. The findings regarding the correlation analysis are presented in Table 5.

Table 5. Correlation Analysis Results Between Scale and Sub-Dimensions

Variables	1	2	3	4	5
1. Maslach Burnout Scale	1				
2. Emotional Exhaustion	.842**	1			
3. Depersonalization	.791**	.623**	1		
4. Decreased Perception of Personal Success	.768**	.548**	.586**	1	
5. Job Satisfaction Scale	-.612**	-.584**	-.497**	-.431**	1

Not: N=373; **p<.01.

When Table 5 is examined, it is seen that there is a negative and moderately significant relationship between Maslach Burnout Scale and Job Satisfaction Scale ($r=-.612$; $p<.01$). This finding suggests that as participants' burnout levels increased, their job satisfaction levels decreased.

When the relationships between burnout sub-dimensions and job satisfaction were examined, there was a negative and moderately significant relationship between emotional exhaustion and job satisfaction ($r=-.584$; $p<.01$). A negative and moderately significant relationship was found between depersonalization and job satisfaction ($r=-.497$; $p<.01$). A negative and moderate significant relationship was found between decreased perception of personal achievement and job satisfaction ($r=-.431$; $p<.01$).

In the study, regression analysis was performed to determine the effect of Maslach Burnout Scale and its sub-dimensions on the Job Satisfaction Scale. In the analysis, the Job Satisfaction Scale was considered as a

dependent variable. In the first stage, the effect of Maslach Burnout Scale overall score on job satisfaction was examined by simple linear regression analysis. In the second stage, the effect of emotional exhaustion, depersonalization and decrease in personal achievement perception sub-dimensions on job satisfaction was evaluated with multiple linear regression analysis.

Table 6. Regression Model of the Impact of Maslach Burnout Scale on Job Satisfaction

Independent Variable	Dependent Variable	R	R ²	Adjusted R ²	F	p
Maslach Burnout Scale	Job Satisfaction Scale	.612	.375	.373	222.432	.000

When Table 16 is examined, it is seen that the Maslach Burnout Scale has a significant effect on the Job Satisfaction Scale ($F=222.432$; $p<.05$). An R^2 value of .375 indicates that 37.5% of the total change in job satisfaction is explained by burnout level.

Table 7. Coefficients on the Impact of Maslach Burnout Scale on Job Satisfaction

Independent Variable	B	S.H.	b	t	p
Fixed	5.055	.129		39.186	.000
Maslach Burnout Scale	-.738	.049	-.612	-14.914	.000

When the coefficients in Table 7 are examined, it is determined that the Maslach Burnout Scale has a negative and significant effect on job satisfaction ($\beta=-.612$; $t=-14.914$; $p<.05$). Accordingly, as the burnout level of the participants increases, the level of job satisfaction decreases.

Table 8. Regression Model for the Effect of Burnout Sub-Dimensions on Job Satisfaction

Independent Variables	Dependent Variable	R	R ²	Adjusted R ²	F	p
Emotional exhaustion, depersonalization, decreased perception of personal success	Job Satisfaction Scale	.641	.411	.406	85.692	.000

When Table 8 is examined, it is seen that burnout sub-dimensions together have a significant effect on the Job Satisfaction Scale ($F=85.692$; $p<.05$). An R^2 value of .411 indicates that 41.1% of the total change in job satisfaction is explained by the sub-dimensions of emotional exhaustion, depersonalization, and decreased perception of personal success.

Table 9. Coefficients Regarding the Effect of Burnout Sub-Dimensions on Job Satisfaction

Independent Variables	B	S.H.	b	t	p
Fixed	5.359	.152		35.257	.000
Emotional Exhaustion	-.401	.049	-.386	-8.184	.000
Depersonalization	-.250	.052	-.223	-4.812	.000
Decreased Perception of Personal Success	-.201	.055	-.171	-3.654	.000

When Table 19 is examined, it is seen that the emotional exhaustion subdimension has a negative and significant effect on job satisfaction ($\beta=-.386$; $t=-8.184$; $p<.05$). The effect of the depersonalization sub-dimension on job satisfaction was also negative and significant ($\beta=-.223$; $t=-4.812$; $p<.05$). The sub-dimension of decrease in personal achievement perception also has a negative and significant effect on job satisfaction ($\beta=-.171$; $t=-3.654$; $p<.05$).

When standardized beta coefficients are taken into account, it is seen that the strongest effect on job satisfaction belongs to the emotional exhaustion sub-dimension. This is followed by depersonalization and decreased perception of personal success, respectively. In general, the level of burnout in TRNC tourism sector employees and the level of job satisfaction decreases as the sub-dimensions of burnout increase.

5. Discussion And Conclusion

In the research, it is determined that the burnout levels of TRNC tourism sector employees are at a moderate level. The fact that the highest average among the sub-dimensions is in the emotional burnout dimension shows that employees in the tourism sector are emotionally worn out due to intense customer relations, service pressure and work tempo. In Maslach and Jackson's (1981) approach to burnout, emotional exhaustion is considered as one of the main dimensions; Current findings support this approach.

As a result of the correlation analysis, a negative and significant relationship was found between burnout syndrome and job satisfaction. In Erdoğan's (2021) meta-analysis study, it is stated that there is a negative relationship between burnout and job satisfaction. In the study conducted by Üstündağ and Büber (2023), it is stated that emotional exhaustion and depersonalization reduce job satisfaction. The fact that emotional

exhaustion has the strongest relationship with job satisfaction in the current research is consistent with the findings in the literature.

The findings of the regression analysis reveal that the Maslach Burnout Scale has a negative and significant effect on job satisfaction. The overall burnout score explains 37.5% of the change in job satisfaction. When the sub-dimensions are taken together, the announced variance rate rises to 41.1%. The fact that the strongest effect is seen in the emotional exhaustion dimension shows that emotional wear and tear plays a decisive role in the satisfaction of employees from work. Koo et al. (2020) stated in their study on hotel employees that there were significant relationships between job satisfaction, burnout, and organizational outcomes. Alrawadieh and Dinçer (2021) reveal that emotional labor and burnout are effective on employee attitudes in tourism workers. The findings of this research support that burnout is an important variable that reduces job satisfaction for TRNC tourism sector employees.

As a result of the research, it is determined that burnout syndrome has a negative and significant effect on job satisfaction in TRNC tourism sector employees. As the burnout level of employees increases, the level of job satisfaction decreases. Among the sub-dimensions of burnout, emotional exhaustion has the strongest effect on job satisfaction. Depersonalization and decreased perception of personal success also have a reducing effect on job satisfaction.

The findings reveal the importance of practices that will reduce the emotional burden of employees in tourism enterprises. Balancing the workload, maintaining rest periods, increasing managerial support and making the success of employees visible are considered important for job satisfaction. Reducing the burnout levels of employees in the TRNC tourism sector strengthens both employee satisfaction and service quality.

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