

BURNOUT AMONG PUBLIC ADMINISTRATORS:
CASE OF DEPUTY GOVERNORS AND DISTRICT GOVERNORS IN TURKEY

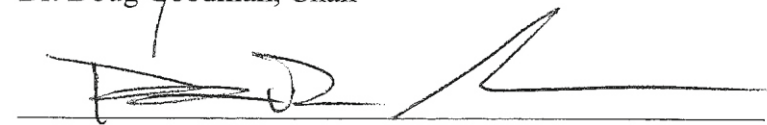
by

Sezer Isiktas

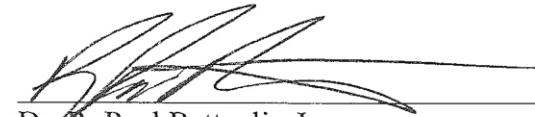
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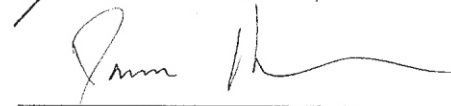
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To my family

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CASE OF DEPUTY GOVERNORS AND DISTRICT GOVERNORS IN TURKEY

by

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DISSERTATION

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This dissertation explored burnout level of Turkish public administrators, namely deputy governors and district governors, and relationships between perceived job stress, imbalance, distributive fairness, ambiguity, supervisor support and each dimension of burnout. In order to examine the relationships between these predictors and each dimension of burnout, the study utilized bivariate correlation and multiple regression analysis. Also, moderated multiple regression analysis was employed to test moderator effect of supervisor support on the relationship between job stress, imbalance and burnout. According to the results of multiple regression analyses, there were significant positive relationships between perceived job stress and each dimension of burnout, and significant inverse relationships between supervisor support and each dimension of burnout. The results of the study did not indicate relationships between perceived imbalance, ambiguity, distributive fairness and any dimension of burnout. The findings also showed that supervisor support did not have any moderator effects. The findings of

the study suggests that when public administrators perceive high level job stress, they are more likely to experience emotional exhaustion, depersonalization, and reduced personal accomplishment. Another finding of the study is that public administrators who feel high level support from supervisor experience low level emotional exhaustion, depersonalization, and reduced personal accomplishment. At the end of the study, these findings and policy implications are discussed.

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CHAPTER I

INTRODUCTION

Although burnout is an individual psychological problem, its reasons and outcomes consist of both individual and organizational factors and consequences. Reasons for burnout range from individual characteristics, such as introvert or neurotic personality, to organizational factors, such as excessive workload, lack of social support, fairness, or autonomy (Jackson, Schwab, and Schuler 1986). Similarly, burnout is associated with individual psychological outcomes as well as organizational outcomes such as turnover, negative work attitudes, lack of job satisfaction and organizational commitment, and reduced organizational performance (Kim 2011). These factors and outcomes have been the focus of a number of studies in the field of applied psychology, organizational behavior and theory, business management, and public administration for many years. Similarly, researchers in the same field have studied burnout as a reason for or result of these factors for almost four decades.

Although there is no single definition of burnout, general agreement exists on some common characteristics of this syndrome. One of these fundamental characteristics is that burnout exists at an individual level. The second common agreement is that burnout is a psychological syndrome that includes feelings, attitudes, motives, and expectations. Thirdly, burnout is a negative experience for the individual characterized by distress, discomfort, dysfunction, and finally results in organizational consequences (Maslach 1982, 32). According to Maslach and Schaufeli (1993), burnout syndrome has five common elements: (1) It can be seen

through dysphoric symptoms such as mental and emotional exhaustion, and depression, (2) Psychological and behavioral symptoms are more prevalent than physical symptoms, (3) Burnout symptoms are related to work, (4) Burnout symptoms can be seen among normal individuals who have not experienced any psychological problems before, (5) Burnout reduces job performance because of negative attitudes and behavior towards work.

This study examines burnout among district governors and deputy governors who are representative of central government in local areas and who play important roles within the centralized administrative structure and unitary state system in Turkey. Governors and district governors as mid-level public administrators are career officers, and they act as representatives of each Ministry and central government in local areas. In this chapter, the problem of the study, the purpose of study, and research questions are presented. Also, the administrative system of Turkey, as well as tasks, duties, and responsibilities of district governors and deputy governors are briefly explained in order to better understand their roles and positions in the Turkish administrative system.

Administrative System in Turkey

Turkey is a unitary state governed under a democratic parliamentary system. The legislative power is used by the Turkish Grand National Assembly, composed of 550 members who are directly elected by Turkish citizens for a four-year term. The judiciary power is vested in independent courts. The executive power and function is shared by the President of the Republic, elected by direct popular vote, and the Council of Minister, consisting of the political party or parties who have the majority of seats in parliament, and headed by the Prime Minister (Constitution of Turkey 1982).

Article 123 of the Constitution of Turkey states that “the organization and functions of the public administration are based on the principles of centralized and decentralized administration.” However, the centralized structure is more prominent in the administrative system. The central government conducts a number of public services, such as education, public health, social services, and public safety and security services.

In Turkey, the public administration system and relating acts and regulations have been affected by the French administrative tradition. The influence of the French administrative system became prominent in the 19th Century of the Ottoman era. After collapsing the multinational Ottoman Empire in 1923, modern Republic of Turkey was still under the influence of the French system because of its centralized, top-down character to form a new state and society (Zucher 1994). Even though the Ottoman Empire was a multi-nation state, the modern Turkish Republic has made a huge effort to establish a unitary nation state since its establishment in 1923. In spite of the fact that Turkish public administrative structure is composed of the central government and local governments, the notion of unitary nation-state lead to the strong centralized administrative system (Lowendahl-Ertugal 2005). The strong centralized state structure is due to the Turkish Republic’s strong desire to maintain national unity and build a strong unitary nation-state (Ertugal 2010).

Because of effects of globalization after the 1980s, and effects of the candidacy for joining the European Union, there have been a number of reforms and changes in the Turkish administrative system. A decentralized approach in the administrative system has gained importance because of the accession criteria of the union. A number of authorities and responsibilities with regard to public services in local areas have been delegated to existing local

governments and new regional or local institutions (i.e. municipalities, regional development agencies). However, a centralized approach is still predominant in the public administrative system in Turkey. For instance, executive boards of regional development agencies, which were established to provide urban development and eradicate inequality between regions in Turkey, with the influence of the European Union, are still headed by the province governors, who are representatives of central government (Development Agency's... 2006).

The “central administration” consists of “central units” located in Ankara, the capital of Turkey, and “local units” located in provinces and districts. Central units of central administration comprise the President of the Republic, the Prime Ministry, the Council of Ministers, and ministries. These central units collectively constitute the main structure of executive power in Turkey. Local units of central administration are the branch offices and local agencies in provinces and districts to implement the policies and decisions of the central administration. Nearly all ministries and other central governmental agencies have their field units in provinces and districts, and these local units of central government conduct most of the public services.

In the administrative system, provinces are the main administrative unit. The Constitution defines central administration within unitary state context, and accepts province administration as a part of central administration (Ciner and Karakaya 2013). According to Article 126 of the Constitution, “in terms of the central administrative structure, Turkey is divided into provinces on the basis of geographical situation and economic conditions and public service requirements, and provinces are further divided into lower levels of administrative division.” In practice, provinces consist of lower levels of administrative divisions called districts, in which the central

administration sets up its local units. There are 81 provinces in Turkey, and 919 districts distributed through these provinces in varying numbers, from 2 to 39 (Code of Territorial Public...1986). Central governmental organizations and local governments are mostly shaped by their dependence on this administrative division.

Centrally appointed governors and district governors in provinces and districts respectively are the governing authority of public services conducted by local units of the central government (Polatoglu 2000). Province governors and district governors have to conduct and supervise almost all public services such as public security and safety, education, public health, agriculture and livestock, culture and tourism, emergency and disaster management, social services, youth and sport affairs, and so on. In addition, they are also responsible to conduct municipal and infrastructural services such as sewerage, water supply, and road construction in villages and sub-village units that are outside the municipal boundaries. This administrative system in local area is called “provincial administration” based on the principle of deconcentration (Constitution of Turkey, Article 126).

Provincial administrations are part of the central government; and make and implement decisions on behalf of the central government. The provincial administration system, reflecting the state’s organization and administration function on the basis of territory, consists of governorship and district governorship. There is a hierarchical relationship between these two administrative units (Keskin 2009). Provinces consist of city center of provinces, districts, villages, and sub village units.

In the Turkish central government model, services are carried out through “Ministries” in the central unit, and “Governorship” and “District Governorship” in the local units. Ministries

represent the executive branch of government in the central organization; and governors and district governors, who are career officers acting as representatives of all Ministries, represent the executive branch in the local units. Almost all Ministries have their own organizations as directorates in provinces and districts, and directors and other public officials are appointed by Ministries. However, these local units of central governments, except for military and judiciary, conduct their services via governorates and district governorates. Province governors have strong positions as representative of central government, and being responsible for general public administration in provinces. Similarly, district governors are responsible for general public administration in districts (Keskin 2009). Although governors, district governors, and deputy governors are responsible for all public services and agencies, they are personnel of the Ministry of Internal Affairs. Their personal affairs, personal records, discipline affairs, and records are maintained and kept by the Ministry of Internal Affairs (Ministry of Internal Affairs...1985).

Local governments, on the other hand, consist of special provincial administrations, municipalities, and villages to carry out local services. The local governments' boundaries are mostly determined by the local units of central government, provinces, and districts. It must be stressed, for the sake of clarification, that the special province administration and the province administration are different administrative units. The former is a local government whereas the latter is a local unit of central government.

Governors and District Governors in the Administrative System

District governors and deputy governors begin their civil servant careers as district governor candidates. Any Turkish citizens under 35 years old who has graduated from school of law, school of political science, school of administrative and economical science, school of

business, or school of economy, can apply to become a district governor candidate (Ministry of Internal Affairs' Civil Servant Act 1930). Applicants take two written and one verbal exams; and the Ministry of Internal Affairs selects a definite number of district governor candidates from the applicants based on the results of these exams. After the examination process, they are appointed as district governor candidates to complete a three-year training process.

Candidates complete the province and district training processes under the control of deputy governors and district governors; inspection training with civil inspectors of the Ministry of Internal Affairs; training in the Ministry; and training abroad for language course or master degree. After successfully completing the training process, candidates take a four month district governorship course at the Ministry. At the end of this course, they take a verbal exam in front of the Council of Ministry consisting of the undersecretary and general directors of the Ministry of Internal Affairs. If they are successful in this exam, they are appointed as district governors to relatively small districts (Ministry of Internal Affairs 2011a).

District governors are regularly assigned to different size districts as district governor, and to different size provinces as deputy governor based on their tenure. They have to work definite periods in five geographical regions and different class districts and provinces. (Map showed geographical regions and provinces is provided in Appendix A). According to the Civil Servants Act (1965), district governors and deputy governors are in the same professional group, called territorial public administrators. They can be reassigned as district governors or deputy governors. The assignment of a district governor as a deputy governor is not a promotion, and a deputy governor can be reassigned as a district governor without a promotion or demotion.

Bureaucrats and civil inspectors who are working in central offices of the Ministry of Internal Affairs, and province governors are also appointed and promoted among deputy governors and district governors. This study does not cover bureaucrats, civil inspectors, and province governors who are in the group of territorial public administrators because of a number of differences in job conditions and legal and administrative status. However, positions and roles of province governors are briefly explained in order to broadly understand the system and roles of district governors and deputy governors because the administrative system is based on the province administration system that is governed, controlled, and supervised by province governors.

Governors and district governors are mainly responsible for security and public safety; implementation of law and other legal regulations; conducting, inspecting, auditing, and coordinating all public services; and thus establishment of a close relationship between citizens and the state in provinces and districts (Cimen 2012). The responsibilities that are accepted as the core of their duties listed in the Province Administration Act (1949) indicate that governors and district governors, in addition to conducting and supervising daily public services, have to build a bridge between citizens and state as public administrators in local areas and representatives of the central government.

The Provincial Administration Act states that governors are representatives of each ministry, central government, and the Republic of Turkey in their province. District governors are also representatives of each ministry and central government in their districts. As indicated above, governors are the highest administrative superior in all local units of central government, except for military and judiciary. Governors are responsible for conducting the orders and

instructions of the all Ministries, and they can take precautions for all public services and the performance of local units of the Ministries. The head of local units of the Ministries, usually provincial directors, are responsible to the governors in province.

Governors control all state offices, organizations, enterprises, and properties except for military and judiciary organizations. The protection, evaluation, and administration of the properties of the state are under the control and supervision of governors. Governors have to take necessary measures against natural or manmade disasters, and conduct effective emergency management during any disasters or emergency situations in the provinces (Disaster and Emergency Management... 2009). In short, governors are responsible for all aspects of the arrangement and control of general administration of provinces.

District governors are appointed with the proposal of the Minister of Internal Affairs and the approval of the Prime Minister and the President of Republic. The district governor represents the central government and each Ministry in the district. The district governor executes the tasks and carries out services under the supervision and control of the governor of the province. District administrative structure is largely similar to provincial administrative structure. The district governor is responsible for conducting, controlling, and supervising public services carried out by the local units of the Ministries in the district. The chiefs of these local units are responsible to district governors while conducting their services. District governors are obliged to carry out the orders and instructions of Ministries and governors. District governors, like governors, have to supervise and control all the state's offices, institutions, except for military and judicial organizations, and public officials in districts. In short, district governors are

responsible for arranging and controlling all aspects of the general administration in district (Province Administration Act 1949).

According to Ciner and Karakaya (2013), after the 1980s, governors and district governors became effective in the eradication of poverty, and in establishing and strengthening civilization, human rights, ethics, transparency, and accountability in the administrative system because of effects of liberalization and the European Union policies. The candidacy process for the European Union has strengthened the decentralized approach by delegating some authority and control of public services to local governments, and by establishing new regional administrative units, but governors and district governors still play essential roles in executing the reform process.

Several new roles and duties with regards to the reforms have been given to governors and district governors. For instance, they are the head of the Province Human Rights Board and District Human Rights Board examining abuse of human rights and investigating citizen complaints relating to human rights in provinces and districts (Dervisoglu 2010). In practice, governors give this duty to a deputy governor like most of their other duties.

Governors and district governors have to inspect all public organizations at least once a year by themselves or by the hand of inspectors of these organizations. They have to act as a human resource manager because they are also responsible for appointments, reassignments, personnel records, discipline process and records, and performance assessments of all public officials in their jurisdiction. They have to accept citizens' verbal or written complaints about maintaining of public services, general problems of provinces and districts or public

administration, and complaints about individual public personnel. They must then try to solve these problems (Province Administration Act 1949).

A number of acts, regulations, and government orders regulate the tasks, duties, and responsibilities of governors and district governors. For instance, even though judicial officials are not under the authority of governors or district governors, and judges and public prosecutors in the independent courts use judicial power, governors and district governors have few duties regarding judicial power. When civil servants working in districts or provinces commit crimes relating to their job, public prosecutors cannot start the investigation process unless district governors or governors make official decisions that give permission for the litigation process (Act for Trial of Civil Servants... 1999).

Explaining all duties and responsibilities provided by several acts and other legal regulations is beyond the scope of this study. However, to understand the variety of responsibilities of district governors, the inspection guide for civil inspector can be helpful. The Civil Inspection Guide for District Governorship (Ministry of Internal Affairs 2011b) lists public services and responsibility areas that are investigated by the civil inspectors to evaluate district governors. These responsibilities follow as: coordination of public services and agencies, inspecting public agencies, protecting public property from occupation, preparing development plan for districts, eradicating human rights abuse in security services, strengthening ethical principles for public officials, and protecting consumers.

The guide also lists public services and agencies: Social aid and solidarity foundation, villages' infrastructure services, industry and trade, agriculture and livestock, environment and forestry, national education, public health, culture and tourism, youth and sport, child protection

and orphanage services, security and public safety, disaster and emergency management, and civil registry (Ministry of Internal Affairs 2011b). District directorates of related ministries or central agencies conduct most of these services, but district governors are responsible for all public services and administration in districts. Therefore, civil inspectors of the Ministry of Internal Affairs examine the general service processes of these public agencies to evaluate whether district governors effectively coordinate and control public services and agencies in districts.

It must be stressed here that despite small differences, district governors and deputy governors do similar jobs and face similar problems while performing their duties because governors allocate tasks and responsibilities among deputy governors. Deputy governors are appointed to provinces in the same procedure as with district governors. The number of deputy governors in each province ranges from two to twenty, depending on socio-economic and demographic conditions in each province (Code of Territorial Public Administrators...1986).

Province governors are the heads of a number of committees, councils, and boards that make decisions relating to general administration, specific public agencies, or individual public officials or citizens. Some of these are province administration council, province discipline committee, board of trustees of social solidarity and aid foundation, province human rights council, arbitrary council for consumer protection, police discipline committee, teacher discipline committee, province public health council, commission of grass management, and so on.

These committees and councils discuss a number of controversial issues and make decisions relating directly or indirectly to interests of public officials and citizens. For instance,

discipline committees' punishment decisions are directly related to public officials; or decisions of board of trustees of the social solidarity and aid foundation are related to citizens who are in need of financial support. Heading these committees and councils are physically and emotionally challenging. In practice, most of these councils and committees are headed by deputy governors. Many of these committees and councils are also held in districts, and districts governors are their heads.

According to the Province Administration Act of 5442, there are deputy governors in each province to do duties determined and allocated by the governor of the province. In practice, deputy governors are main officials who are responsible to establish coordination and cooperation between different public organizations, and to conduct programs and projects given by the governor and relating to public services in the provinces.

The efficiency of a deputy governor largely depends on the administrative style of the governor and the governor's attitude toward deputy governors. For instance, if a governor is likely to give more responsibilities, authority, and motivation to a deputy governor, he or she would be a more efficient, effective and productive public administrator in the province. Alternatively, if a governor is not likely to devolve responsibilities, he or she would be a resentful, diffident, stressful, and burned out public administrator (Altıparmak 2002).

As stated above, district governors and deputy governors are in the same occupational group along with central bureaucrats and civil inspectors of Ministry of Internal Affairs and province governors. The Civil Servant Act calls this occupational group as "territorial public administrator". This study excluded central bureaucrats, civil inspectors, and province governors because of differences on job definition and legal and administrative status. District governors

and deputy governors represent the majority of public administrators in Turkey. The number of public administrators is provided in Table 1.1. Therefore, this study uses the term “public administrator” instead of “district governors” and “deputy governors”, except for stressing specific characteristics of those two groups, consistent with the general acceptance in Turkey.

Table 1.1. Public Administrators Job Position

Job Title	Number
District Governor	863
Deputy Governor	454
Province Governor	81
Public Administrators working at the Ministry	217
Civil Inspector	168
Total	1783

Source: Official Records of the Ministry of Internal Affairs

Problems of Public Administrators

The provincial administrative system does not mean only power and authority of public administrators, but also the responsibility of public administrators for all public services and public agencies. Conducting and supervising the public services and being responsible for all public agencies and services in a district or province are causes of emotional and physical exhaustion, tiredness, and stress related problems. In addition to large amount of work, there are a number of factors related to burnout in the work setting and job condition of public administrators. Some of the reasons are: limited personnel power on a qualitative and

quantitative basis, limited budget, time pressure, lack of authority emanating from law compared to responsibilities, ambiguities in roles and allocation of job resources, being in the middle of interest conflicts, political pressure, lack of support from colleagues and supervisors, lack of vacation time, and perceptions of unfairness in allocation of job resources such as reward, promotion, and career concern.

Saffet Arikan Beduk (2011), the head of the Turkish Public Administrator Association and retired governor, lists some difficulties and problems that public administrators face while performing their roles in their provinces or districts. First, he stresses the lack of bureaus of governorships and district governorships on the basis of organizational structure of bureaus, and the number and quality of personnel in these bureaus. Secondly, he argues that power and authority emanating from the Province Administration Act to carry out services and meet responsibilities has been diminished by enacting other related laws; thus the integrity of law and administration has been deteriorated. As a third problem, he stresses that a number of laws, orders, and regulations give a number of duties and responsibilities to governors and district governors. These separate laws and regulations cause confusion in daily services and general administration. Fourthly, he claims that while new responsibilities have been given to administrators, the new administrative system and structure consistent with these new responsibilities and duties has not been established.

These problems let public administrators perceive their responsibilities are too much compared their authority emanating from legal documents. For instance, according to Province Administration Act (1949), district governors are the first public officials who are responsible for public safety and security in the districts. However, Act Gendarmerie Organization, Duties, and

Authorities (1983) restricts district governors supervising and controlling over gendarmerie forces that conduct safety and security services in rural area including the largest part of districts. Emre (2002) found in his study that 84 percent of public administrators reported that they do not adequately supervise and control internal security forces. According to the findings of Ozcan (2008) study, 81 percent of public administrators participated in his study reported their responsibilities are much more than their authority.

In addition, citizens expect from public administrators that they must solve all government related and also public related problems. For instance, some public agencies, such as highway authorities and hydraulic affairs agencies, have their specific administrative structure established on regional base, and conduct their services outside province administration system. Therefore, governors or district governors do not directly participate in decisions and working of these agencies. However, citizens who have problems relating with highways or irrigation apply to public administrators to solve their problems. Public administrators have to try to solve these problems. It is considered that this effort deplete energy of public administrators and might be reason for physically and emotionally tiredness and exhaustion.

The findings of Emre's (2002) study revealed that majority of public administrators participated in his study reported that the most tiring and wearing sides of their job are limited resources, and too much responsibilities compared to authority. Similarly, Ozcan's (2008) study indicated that this imbalance between responsibilities and authority is among the most important factors that cause stress among public administrators. The findings of Ozcan's (2008) study also revealed that time pressure, necessity of completing some works in a limited time, necessity of working on some weekend, national holiday, and after official working hours, and not being able

to use annual leave are the most important stressors among public administrators completed his survey.

In addition to these structural problems and difficulties that may damage job wellbeing and cause job related problems, public administrators also face political pressure, inadequate budgets, the lack of objective and transparent appointment, reassignment, promotion, and reward system, and financial issues. The result of Ozarslan's (2011) study examining the job satisfaction and personality type of deputy governors indicates that 34 percent of deputy governors are unsatisfied with their job. The study also reveals that deputy governors are unsatisfied with promotion, working in an independent work environment, and the lack of autonomy in their position. According to the results of Emre's (2002) study, 90 percent public administrators participated in his study believe that promotion, appointment, and reassignment system does not depend on objective, rational, and definite criteria and rules.

Because of these work-setting conditions, there is an increasing tendency among district governors and deputy governors to be appointed as civil inspectors of the Ministry of Internal Affairs, and to central positions at the Ministry of Internal Affairs or other Ministries and agencies. However, the private sector does not appeal to district governors and deputy governors because of the nature and values of public service, and the job security system of the public sector in Turkey.

Statement of the Problem

Burnout syndrome has commonly been accepted as a reaction to work-related stress, and the reaction results in physical, emotional, and mental exhaustion (Etzion 1984; Mirvis et al. 2006). In spite of the fact that burnout is an individual problem, its consequences can be seen not

only at the individual level but also at the organizational level, through issues such as lack of organizational commitment and reduced organizational performance. Organizational outcomes will inevitably be more severe and harmful if burnout occurs at the administrative level (Lee and Ashforth 1993a); and the degree of detrimental outcomes is positively related to the extent of authority and responsibilities of administrators.

Given the job conditions, difficulties mentioned above, job definition, and legal framework relating to district governors and deputy governors, one can reasonably claim that physical and emotional tiredness, exhaustion, stress related problem, and job burnout are inevitably common among district governors and deputy governors. Ozcan's (2008) study reveals that 68 percent of public administrators feel tiredness and exhaustion because of their job.

Even though there are some studies about stress, job satisfaction, or general perception of job well-being (Ogut, Turker, and Oztoprak 2008; Ozarslan 2011; Ozcan 2008), there are no theoretical or empirical studies specifically examining burnout among mid-level public service administrators such as district governors and deputy governors. For public organizations, detection of individual problems among officials is important to the resolution of these problems and to increasing the quality of public services. If these problems occur at the administrative level, the detection and the resolution would be more important because administrative level problems can affect more officials and services. Given that the administrative positions and responsibilities of district governors and deputy governors in the Turkish administrative system are significant, the detection of job-related problems is more important to maintaining and increasing the quality of public services. This study fills the gap in the existing literature

regarding the relationship between organizational factors and burnout among Turkish public administrators.

Purpose of the Study

The purpose of the study is to explore the level of burnout, and to examine the relationship between some individual and organizational factors and three dimensions of burnout among district governors and deputy governors in Turkey. This study explores whether perceived job stress, perceived fairness, perceived imbalance between authorities and responsibilities, perceived ambiguity on attaining job resources, and perceived support from supervisors are associated with all three dimensions of burnout. The study also examines the moderator effect of supervisor support on the relationship between perceived job stress, imbalance, and overall burnout.

Research Questions

There are three research questions developed for the study:

1. What is the level of perceived burnout among public administrators in Turkey?
2. How do Turkish public administrators perceive the relationships between certain factors and the three dimensions of burnout?
3. What are the moderator effects of supervisor support on the relationship between predictors and burnout?

Significance of the Study

A rich body of literature has been accumulated about burnout over the last 40 years in the U.S. However, there have been relatively limited studies on burnout in Turkey, and these studies

have generally focused on “people work” occupations such as teachers, police officers, and nurses or physicians. Far fewer of the studies on burnout relate to managers and administrators, especially in the public sector in Turkey. This study makes an important contribution to the literature by investigating administrator burnout in the public sector setting in Turkey.

This study explores the current level of burnout of Turkish district governors and deputy governors. The study also provides useful information about factors associated with burnout to prevent burnout syndrome, or at least to reduce the level of burnout by eliminating or reducing these factors and their effects on district governors and deputy governors. Given the responsibilities district governors and deputy governors have for public services, it is important to detect the levels of burnout and understand the factors associated with burnout for district governors and deputy governors, and other public officials’ performance. This detection is also important for the quality of public services, and the individual health of district governors and deputy governors.

Organizational Map of the Study’s Following Chapters

The next chapter outlines a literature review of job burnout by explaining dimensions of burnout, its predictors, and outcomes separately. This chapter also presents theories relating to burnout, and focuses on the Job Demand- Resources model that is behind the research hypotheses. Chapter III provides the methodology of the study. It includes a description of data source, the measurement of dependent, independent, and control variables, and research hypotheses. The chapter concludes with the analytic strategy of the study. Chapter IV presents the analysis of the study. It contains results of descriptive and inferential statistic, and hypothesis testing results. Finally, results of the findings, limitations of the study, policy implications, and

suggestions for future research are evaluated and discussed in Chapter V. This chapter also includes a conclusion.

CHAPTER II

LITERATURE REVIEW

Burnout is commonly accepted as a form of reaction to job related stressors (Mirvis et al. 2006); and it is most likely to be seen among human service professionals who are not capable of coping with extreme demands on their energy, strength, and resources (Lee and Ashforth 1993a). Burnout can also be defined as a psychological strain that is particularly connected with daily job stress, and results in physical, emotional, and mental exhaustion (Etzion 1984); or as a syndrome of work-related strain which develops as a consequence of an accumulation of work-related stress (Halbesleben and Buckley 2004; Toppinen-Tanner and Kalimo 2002) . Job related problems increase to certain level at which employees cannot cope with them; and they deplete significant amounts of physical, psychological, and emotional energy of employees. As a result of this process, employees experience burnout syndrome (Cahoon and Rowney 1989). Cherniss (1980) defines burnout by using a motivational perspective. “Burnout is defined as psychological withdrawal from work in response to excessive stress or dissatisfaction. In other words, the term refers to the loss of enthusiasm, excitement, and a sense of mission in one’s work” (16).

Early burnout researchers focused on human service professions because scholars believe that burnout is usually found in employees whose work involves interactions with people (Etzion 1984). The burnout term for a phenomenon that refers to the difficulties which employees experience in their work was used to define psychological condition of employees in human

service in the 1970s in the United States (Maslach, Schaufeli, and Leiter 2001). However, scholars from different disciplines have become studying burnout among employees in different occupations, sectors, and positions such as the public service sector and managerial positions (Cahoon and Rowney 1989).

Maslach, Schaufeli, and Leiter (2001) classified burnout studies into two categories: the pioneering phase and the empirical phase. In the pioneering phase, the researchers focused on the aim of articulating the term burnout. The initial articles were based on the experience of people who worked particularly in human services and health care. The aim of employees in these sectors is to provide services for people in need; therefore their occupations, in which the main characteristic of work is the relationships between providers and recipients, can be accepted as emotional and interpersonal stressors. Freudenberger and Maslach were the most eminent researchers at the first phase of burnout studies in the 1970s.

Freudenberger (1974) was the first researcher to establish a link between stress and job burnout. He defined burnout as to fail and become exhausted by facing excessive work demands on energy, strength, and resources. He also stressed that burnout occurs among human service personnel such as social workers, health workers, community volunteers, and nurses. Maslach (1976) provided the findings of his interview with a wide range of human service employees about the emotional stress of their jobs in his article. He concluded that the coping strategies with stress have essential impact on employee's professional identity and job behavior.

Cherniss (1980) used transactional process to explain burnout phenomenon. Burnout syndrome appears in a transactional process consisting of three stages. In the first stage, an imbalance occurs between demands and resources, which result in stress. In the second phase,

called strain phase, employees develop immediate, short term emotional responses such as feeling of anxiety, tension, fatigue, and exhaustion. In third stage, employees change their attitude and behavior, and develop defensive coping consisting of emotional detachment, withdrawal, cynicism, and rigidity. Cherniss (1980) defined burnout as a transactional process in which professional disengagement develops in response to stress and strain that are experienced in the work (18).

Maslach and Jackson (1981) explained burnout as an experience of professional staff in human service. Employees working in human service have to interact with other employees as clients or recipients in the organization and have to spend effort to find solution to their various problems. Therefore, the interaction with clients is full of anger, embarrassment, fear, and despair. These circumstances, under which human service professionals have to work with people and have to help them, lead the chronic stress which, in turn, can result in burnout among helping professionals who do 'people-work' (Maslach and Jackson 1981).

The second phase of burnout studies appeared in the 1980s. The most distinguished character of this period from previous phase was more systematic empirical research. In this period, researches became more quantitative, and were based on questionnaires, interviews, and survey methodology (Maslach, Schaufeli, and Leiter 2001). As a result of the need of assessment burnout phenomenon, several different measures were developed. The most important scale that has been used most commonly by researchers is the Maslach Burnout Inventory (MBI) developed to use in human service occupations.

The MBI was developed to measure the three dimensions of burnout. The MBI can evaluate the frequency and intensity of burnout syndrome. A preliminary version of the MBI

consisted of 47 items with two scales, frequency and intensity. But they reduced it to 25 items consisting of 9 items for emotional exhaustion, 5 items for depersonalization, 8 items for personal accomplishment, and 3 optional items for involvement. The subsequent studies have dominantly used 22 subscale items without three optional items to measure the three aspects of burnout syndrome (Maslach and Jackson 1981).

The MBI was initially developed to measure burnout among human service employees who have direct relationship with people. However, as result of the expanding burnout studies among different occupations, the MBI- General Survey and the MBI- Educator Survey were developed to measure burnout in non-human-service fields and educational settings respectively (Schaufeli et al. 1996).

Although dominant popularity of the MBI in the field, some concern and criticism have been raised against it. For instance, Demerouti et al. (2001) argued that emotional exhaustion and depersonalization items are worded negatively, whereas personal accomplishment items are worded positively; and this might result in response bias and might produce artificial conception of factors because of the negatively and positively worded items. Because of this weakness, Demerouti developed the Oldenburg Burnout Inventory (OLBI). The OLBI is based on similar conceptual model to the MBI but it measures the two dimensions of burnout: emotional exhaustion and disengagement from work. Demerouti et al. (2001) also argue that the OLBI can set up a balance between positive and negative wording questions.

Initially, job burnout was thought to be associated with helping professions such as nurse, social service workers because employees who are working at “people work” have more probability to face emotional demand (Brotheridge and Grandey 2002). Burnout was accepted as

a syndrome that occurs as a result of continuous emotional pressure resulted from an intense interaction with people over a long time to take care of their emotional, mental, social, and physical problem (Pines, Aronson, and Kafry 1981, 15). But, researchers became studying burnout among various occupations, sectors, and positions because burnout was accepted as a common problem for all employees from all organization types (Cahoon and Rowney 1989).

Demerouti et al. (2001) argued that burnout occurs when job demands are high and job resources are limited irrespective of the type of occupation and organization since such unfavorable working conditions result in energy depletion and decrease employees' motivation. The result of their study indicates that burnout occurred among employees working in human service, transport operation, and manufacturing industry. They conclude that burnout can occur in any occupational fields within and outside the human services. The findings of Brotheridge and Grandey's (2002) study reveal that employees in people work do not report significantly higher level of emotional exhaustion than those in other occupation groups.

Initial studies on burnout among managers were relatively few (Friedman 1995). Managerial burnout not only affects managers or supervisors but also has detrimental impacts on the attitudes and behaviors of the subordinates and the customers or recipients whom managers serve. Burnout that already carries contagious characteristics will become more contagious in any organization if managers suffer from it (Lee and Ashforth 1993a). Managerial burnout inhibits the ability of managers to effectively manage their organizations and lead their subordinates. Undoubtedly, if burnout syndrome is seen at managerial level, its negative impacts on subordinators and finally on organizations will be more harmful. The enormity of these negative effects may change according to authority and responsibility of managers.

In addition to some differences of antecedents and consequences of burnout between managers and employees, there are also differences between public sector managers and private sector managers in terms of reasons for burnout syndrome. According to Cahoon and Rowney (1989), there are three characteristics of the public sector that are unique work stressors for public managers. These are ill-defined responsibility and accountability, the nature of the political process, and more complicated measures of performance and success of the public manager than private sector manager. The findings of their study denotes that the public managers are more likely to burnout than private sector managers. Cahoon and Rowney (1989) claimed that the reasons for higher burnout the public managers than the private sector managers might be lower salaries, stagnation in promotion system, and eroding job security.

Even though burnout has been accepted as a reaction of white-collar workers for long years, there are similarities in burnout process in both white-collar and blue-collar workers; and the work-related antecedents of burnout is quite similar in these two group workers. Toppinen-Tanner, Kalimo, and Mutanen (2002) verified these similarities in their study examining burnout among white and blue collar workers in the forest industry company in Finland.

Dimensions of Burnout

Like other terms in social sciences, there have been several definitions of burnout. However, there has been a consensus about that burnout is a reaction against stressors and stress in work place, and that burnout has three core dimensions that are emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach, Schaufeli, and Leiter 2001). The results of the study of Cordes, Dougherty, and Blum (1997) indicate that there are high level correlations between all three dimensions and burnout. However, emotional exhaustion can be

accepted as a central dimension of burnout, the results of some studies indicates that emotional exhaustion is the most broadly reported by employees. Emotional exhaustion is closely related to stress dimension of burnout, and may result in actions of employees to distance themselves emotionally and mentally from their job, as a way of coping with the excessive workload (Maslach, Schaufeli, and Leiter 2001).

When their emotional resources are depleted, employees do not believe that they are capable of giving themselves to their job and helping people (Maslach and Jackson 1981). Individuals who do not have adequate time and manpower at work to accomplish the job spend a great amount of emotional energy, and spend their own time too much to keep performance standards and achieve individual and organizational goal. This process leads emotional exhaustion (Cordes, Dougherty, and Blum 1997).

There is a positive association between emotional exhaustion and job conditions that increase the amount of effort to do job (Jackson, Turner, and Brief 1987). The most prominent characteristic of negative job conditions is that employees have to exert high levels of effort to meet work demands. These excessive work demands are positively related to emotional exhaustion. These work demands do not only include quantitative role load but also include aspects of interpersonal interactions (Cordes, Dougherty, and Blum 1997). The qualitative and quantitative amount of interpersonal interactions, particularly the number, duration, intensity, directedness, and difficulties, affects the level of emotional exhaustion (Jackson, Schwab, and Schuler 1986; Jackson, Turner, and Brief 1987).

Depersonalization refers an attempt to put distance between employees and service recipients; and recipients are seen as impersonal objects because employees believe that their

demands and needs are more manageable if they are considered impersonal objects (Jackson, Turner and Brief 1987; Maslach, Schaufeli, and Leiter 2001). Emotional exhaustion and depersonalization appear to be related to each other because negative reactions and cynical attitudes towards clients can result from emotional exhaustion in other words depersonalization (also called as cynicism and disengagement in the literature) occurs in response to the dimension of emotional exhaustion (Halbesleben and Buckley 2004). Emotionally exhausted workers think that their clients deserve their trouble (Maslach and Jackson 1981).

According to Cordes and Dougherty (1993) depersonalization develops as response to job condition and work environment when employees perceive the job and work environment as bureaucratic, impersonal, rigid, and insensitive about them. Employees experiencing depersonalization display cynical, detached, and calloused behavior toward not only clients or recipients but also toward the organization and those whom they interact in the organization such as coworkers, subordinates, or anyone who is relating to the work (Cordes, Dougherty, and Blum 1997). If an employee feels themselves as alone, helplessness, being unjustly treated and powerless to control the environment and negative work conditions in the organizations, he or she will put a distance between him and recipients, coworkers, subordinates, and also the organizations to cope with this psychological situation.

The third aspect of burnout is an inclination to assess oneself negatively with regard to one's work. Employees feel themselves unhappy and dissatisfied because of lack of personal accomplishment on their job (Maslach and Jackson 1981). The lack of personal accomplishment appears to be a function of emotional exhaustion or depersonalization, or both of them. A work condition that increases emotional exhaustion and depersonalization is probably to reduce the

sense of effectiveness and personal accomplishment. Admittedly, it is difficult to have a sense of personal accomplishment when feeling exhausted or having negative attitude towards recipients. The reduced personal accomplishment is accepted as a result of a lack of relevant job resources, while emotional exhaustion and depersonalization seems as results of excessive work load and social conflict (Maslach, Schaufeli, and Leiter 2001).

The main factor that is at the core of the personal accomplishment is the perception of self-efficacy (Lee and Ashforth 1993b). Employees who assess themselves as incapable, helpless, and failure in their job experience diminish personal accomplishment. The lack of performance feedback, and performance related rewards in the organization contribute the feeling of lack of personal accomplishment because the lack of feedback and rewards urge employees think that they are incapable and unsuccessful in their job (Cordes, Dougherty, and Blum 1997). The results of the study of Brookings et al. (1985) indicate that emotional exhaustion and depersonalization are the main elements of burnout experience but reduced personal accomplishment is an integrative dimension of burnout.

There are two approaches regards with the sequence of the three dimensions of burnout. One of these two models was developed by Golembiewski, Munzenrider, and Stevenson (1986) by using the existing MBI. Instead of focusing the intensity and frequency of stressors at work, the phase model focuses on how employees experience whatever reasons for stress they encounter. The phase model of burnout asks this question: “Are the stressors one now experiences too much, whatever their number and severity?” (Golembiewski et al. 1998, 59). According to the phase model, each of the three dimensions of burnout can be split into high and low level, and combination of the three dimensions might result in eight phases of burnout. In

terms of development process of the three dimensions, depersonalization is the first dimension of burnout, and it is followed by reduced personal accomplishment, and finally emotional exhaustion. The phase model stresses the sequence of the three dimensions of burnout as depersonalization- reduced personal accomplishment- emotional exhaustion.

Golembiewski (1996) claimed that the level of each dimension of burnout can be changed during eight phases of burnout. At the first phase of burnout, the level of each dimension of burnout is low, but at the second phase depersonalization, at third phase reduced personal accomplishment, and at the fifth phase emotional exhaustion become high level. He also argues that as the phases progress, it can be most commonly observed that job satisfaction, group cohesiveness, and performance decreases; turnover increases; physical and emotional condition, social and family life, and health of employee become deteriorating. While some of these consequences such as low job satisfaction and health deterioration may not be seen at the beginning phase of burnout, they can be seen at the later phases of burnout.

The second model that is relating to sequence of dimensions was developed by Leiter and Maslach (1988). This model proposes that stressors increase the feeling of exhaustion among employees; high levels of exhaustion cause depersonalization; and finally exhaustion and depersonalization lead to decrease the feeling of personal accomplishment. The results of the longitudinal study of Toppinen-Tanner, Kalimo, and Mutanen (2002) support the Leiter and Maslach's model that assumes that the best sequence of the burnout dimensions is emotional exhaustion- depersonalization (cynicism)- reduced personal accomplishment. Both of these models use the Maslach Burnout Inventory (MBI) to measure the levels of burnout among employees.

Jackson, Schwab, and Schuler (1986) accept burnout as an umbrella term that refers to three related dimensions of burnout. The three dimensions can be conceptually distinct each other and may have different main predictors. For instance, the results of the study of Jackson, Turner and Brief (1987) reveal that emotional exhaustion is most strongly related to perceived quantity of work load and role conflict; reduced personal accomplishment is most strongly related to supervisor's behavior; and depersonalization is most strongly related to role conflict and nonparticipatory decision-making process. However, this distinction does not mean that they are empirically uncorrelated. A number of studies have verified the correlation among the three dimensions of burnout (Jackson, Schwab, and Schuler 1986).

Antecedents of Burnout

Burnout studies have focused on a causal sequence of burnout phenomenon; and burnout theories have been developed. The common presumption behind these theories is that there are antecedent conditions before burnout syndrome; these conditions lead individual psychological reactions (burnout); these reactions cause individual behavioral consequences; and finally the process affects organizational behavior and performance (Jackson, Schwab, and Schuler 1986).

Maslach, Schaufeli, and Leiter (2001) explain the factors that correlate with burnout in the two main categories: Situational factors and individual factors. Situational factors consist of job characteristics, occupational characteristics, and organizational characteristics. Job characteristics have two categories, job demands and job resources sides of job condition. Quantitative job demands such as excessive work load, time pressure, and qualitative job demands such as role conflict, role ambiguity are strongly related to burnout. Similarly, lack of job resources such as support from coworkers and supervisors, participation in decision making

process, proper feedback, and autonomy are also related to burnout. Kuruuzum, Anafarta, and Irmak (2008) found in their study, in which they investigated predictors of burnout among managers in the Turkish hospitality sector, that job characteristics such as workload, ambiguity of industry future, attitudes of senior management, work tempo, task complexity, and role conflict, have significantly affected the level of exhaustion and depersonalization.

As regard to occupational characteristics, burnout syndrome has more prevailed among employees who are working in the sectors in which they have to work with people; for instance human service sector, education, social services, medicine, mental health, law enforcement. Organizational characteristics include flexibility, career opportunities, fairness, job security and so on. Individual factors can be classified under three categories: Demographic characteristics such as age, work experience, sex, marital status, level of education; personality characteristics such as level of hardiness, self-esteem, external or internal locus of control; and job attitudes such as level of expectation from work are also related to burnout (Maslach, Schaufeli, and Leiter 2001).

There have been a number of studies examining the relationship among various stressors, job stress and burnout among employees and managers (Etzion 1984; Friesen and Sarros 1989; Iacovides et al. 2003; Mirvis et al. 2006; Rahim 1995; Wolpin, Burke, and Greenglass 1991). Job stress disrupts the employees' psychological and physiological homeostasis, and force employees to deviate from normal interaction with job and work environment because job stress can create an uncomfortable work environment (Jamal and Baba 2000). Job stress is also associated with reduced job performance, turnover, absenteeism, and burnout (Ross, Altmaier, and Russell 1989).

Majority of the studies examining job stress and burnout found a positive association between job stress and burnout as stated at the most common definition of burnout. Hillhouse, Adler, and Walters (2000) found in their study that there is a significant positive relationship between increased perception of job stress and increased job burnout. Findings of Jamal and Baba's (2000) study support the positive relationship between job stress and all three dimensions of burnout.

Rahim (1995) accepts job burnout as one of the consequences of work stress in his study examining the relationships among job stress, burnout, locus of control, and social support among entrepreneurs and managers. In his model, he uses locus of control and social support as the moderating variables or stress-buffering resources that protect employees from the negative effects of job stress such as burnout. According to the findings of his study, in which he used four job characteristics as stressors: role conflict, role ambiguity, role overload, and role insufficiency, there is a positive association between stress and burnout as predicted. The result also indicated that the moderating effect of locus of control on stress-burnout relationship is statistically significant, but the moderating effect of social support on the relationship is not significant.

According to the findings of Friesen and Sarros' (1989) study, overall work stress is the most important predictor of emotional exhaustion dimension of burnout for teachers and school administrators. Their study also verified that overall job stress and burnout are positively correlated, and that excessive workload is positively associated with both job stress and burnout. Job stress causes not only burnout but also anxiety, anger, behavior disorder, and depressive symptom (Iacovides et al. 2003). Lee and Ashforth (1993b) found that emotional exhaustion is

the central dimension of burnout syndrome, and role stress is directly associated with emotional association.

The other study verifying the association between stress and burnout was produced by Gmelch and Gates (1998). According the result of their study, there is a strongest relationship between emotional exhaustion dimension of burnout and overall levels of stress. Gill, Flaschner, and Shachar (2006) found that the likelihood of the occurrence and degree of burnout among customer contact service employees in the hospitality sector is positively associated with the degree of perceived job stress in their study in which they investigated the effects of transformational leadership on the job stress and burnout. The result of their study also revealed that transformational leadership style of managers is negatively related to job stress and burnout among customer contact employees.

A number of studies indicate that role stress is among the most important antecedents of burnout. Role conflict and role ambiguity, as predictors of role stress, are associated with burnout. Lee and Ashforth (1993a) found supportive findings for this assumption in their study. According to Etzion (1984), there are significant relations between various stress- producing variables such as overload, social overextension, bureaucratic pressures, lack of autonomy, appreciation, and burnout.

Excessive work load (physically or emotionally) can be accepted as one of the most common antecedents of burnout by several researchers (Bakker, Demerouti, and Euwema 2005). Workload primarily leads to emotional exhaustion; when employees feel that their workload is too heavy, they are more likely to feel exhaustion and energy depletion. The feeling of physical and emotional exhaustion can lead to depersonalization and reduced personal accomplishment.

Numerous studies examined the relationships between workload as a job demand and burnout. Most of these studies found a significant association between workload and each dimension of burnout (Bakker et al. 2003; Greenglass, Burke, and Fiksenbaum 2001; Greenglass, Burke, and Moore 2003; Jacobs and Dodd 2003 Lloren et al. 2003; Prieto et al. 2008).

Friesen and Sarros (1989) found a contributive effect of workload on burnout in their study. The results of Kuruuzum, Anafarta and Irmak's (2008) study indicate that workload as a job characteristic significantly affect the levels of exhaustion and depersonalization. Another study investigating the relationships between three components of burnout, job conditions, and organizational commitment verified the association between emotional exhaustion and perceived quantity of workload among public service lawyers (Jackson, Turner, and Brief 1987).

Time pressure is also accepted as a predictor of burnout. Time pressure as a job demand leads physical and emotional tiredness, and finally burnout. A number of studies indicated that there is a significant positive association between time pressure and burnout (Demerouti et al. 2001; Gmelch and Gates 1998; Lewig et al. 2007).

Another important factor related with burnout is the lack of autonomy in organizations. Employees who perceive that their responsibilities and works exceed their autonomy are likely to suffer from burnout. It can be argued that there is a negative relationship between autonomy and burnout among employees or managers (Lee and Ashforth 1993a). Lack of autonomy can be derived from organizational formal and informal rules or negative attitudes of supervisors or managers toward autonomy of their subordinates. If an employee has adequate autonomy in making decision in an organization, he or she can cope with negative effects of excessive work

load, emotional and physical demands and other factors that may result in burnout (Bakker, Demerouti, and Euwema 2005).

Lack of social support has been accepted as another key antecedent of burnout. Support from family, coworkers, subordinates, and supervisors are negatively correlated with perceived burnout. The literature has focused on the buffering effect of particularly supervisor support on the effects of job stress (Barnett and Brennan 1995). Social support moderates the relationships between stress and burnout among managers (Lee and Ashforth 1993a). Bakker, Demerouti, and Euwema (2005) found that social supports from colleagues are capable of mediating impact of work overload on emotional exhaustion in their study examining the buffering effects of job resources on the impact of job demands on burnout.

Similarly, the results of the same study indicate that a high-quality relationship with supervisor can moderate the effect of work overload on emotional exhaustion. According to the findings of Jawahar, Stone, and Kisamore's (2007) research, high levels of organizational support moderate the negative effects of role conflict on emotional exhaustion. The findings of the study of Baruch- Feldman et al. (2002) also support the negative relationship between burnout and social support including family, coworkers, and supervisors' support.

Even though a number of studies indicate that there is a clear negative relationship between job satisfaction and burnout, some of them assess job satisfaction as a reason for burnout, and others assess it as a result of burnout. Wolpin, Burke, and Greenglass (1991) investigated the relations among stress, burnout, and job satisfaction to clarify whether job satisfaction is an antecedent or a result of burnout. According to the findings of their longitudinal study, negative work setting characteristics may cause higher levels stressors in work place; and

greater work stressors are positively related to burnout which, in turn, reduce job satisfaction. It can be clearly seen that lower levels job satisfaction appears as a consequence of burnout.

On the other hand, Gmelch and Gates (1998) used job satisfaction as an independent variable of their study investigating relationships among three dimensions of burnout, age, tenure years, job satisfaction, role conflict, role ambiguity, level of stress, level of coping with stress among school administrators. The findings of their study indicate that there is a negative correlation between job satisfaction and burnout; and also a negative association between job satisfaction and role-based stress. They infer that administrators with lower levels of job satisfaction experience more stress and burnout.

Baruch- Feldman et al. (2002), Gabris and Ihrke (2001), and Kuruuzum, Anafarta, and Irmak (2008) also found the supportive result for the negative relationship between job satisfaction and burnout in their study. Friesen and Sarros (1987) found in their study, examining the predictors of burnout among teachers and school administrators, that satisfaction with status and recognition and job challenge are primary antecedent of personal accomplishment for teachers. But for administrators, satisfaction with status and recognition is the major reason for depersonalization.

Employees' justice perceptions are also related to burnout. Justice can be defined as "the degree to which individuals believe the outcomes they receive and the ways they are treated within organizations are fair and equitable" (Cole et al. 2010, 367). Organizational injustice as a source of work stress might impact employees' reactions, behavior, and ability to meet work demands. Emotional exhaustion is more likely to be seen among employees when resources are not sufficient to meet the demands of work environment; and if these resources are not fairly

allocated (Howard and Cordes 2010). More specifically, if an employee believes that the distribution of resources or the procedure of this distribution is injustice, he or she cannot effectively cope with work demands, and thus perception of unfairness may result in emotional exhaustion (Cole et al. 2010). This assumption is also consisted with the Conservation of Resources and Job Demand- Resources theories because employees who perceive unfairness concern about the lost of valued resources that are provided by organizations.

Cole et al. (2010) found supporter results for the negative relationship between justice perception and emotional exhaustion in their study examining the relationships among justice, emotional exhaustion, organizational commitment, and turnover intention. Their results indicate that employees who perceive organizational injustice will be more likely to experience emotional exhaustion.

Gabris and Ihrke (2001) investigated the relationships between performance appraisal, burnout, and job satisfaction in Midwest County. According to the results of their study, even though there is no significant association between employee perceptions about performance-appraisal instrument and levels of job burnout, there are significant correlations between perception of justice and levels of burnout. Employee perception of lack of distributive justice increases the levels of experienced burnout. When employees feel that their supervisors do not rate objectively their performance, and that the management of organization is not fair, they will become distrust the organization and management. Because of the unfairness in the organization, employees became passive and exhaust themselves (Gabris and Ihrke 2001).

Howard and Cordes (2010) argue that perception of justice or injustice in an organization lead a sense of emotional wellness or emotional suffering respectively. Unfair resource

allocation interferes with employee's expectations that organizational goals can be reached because unfairness increases anxiety and uncertainty among employees. Perceived unfairness arouses emotional reaction and emotional suffering, and thus contributes to emotional exhaustion. The result of their study indicates a positive relationship between perceived injustice and emotional exhaustion. According to the result of Riolli and Savicki's (2006) study examining the effect of justice, leadership, and personal coping measures on strain, burnout, and turnover during and after organizational change, low levels of procedural justice is predictive of high levels of burnout.

Mirvis et al. (2006), in their study assessing burnout among deans of medical college, supposed that rapid and intense change in organizations and environment may result in the weakening of the leadership ability in organizations, increasing various objectives to meet, ambiguity of goals, and external constrains. These factors may increase level of burnout among managers or leaders. The results of their study indicate that there is a high prevalence of burnout characteristics, particularly depersonalization among deans of medical collages. As similar to previous studies, there are strong associations between these negative characteristics and burnout.

In addition to work related and organizational related factors, individual psychological characteristics of employees are associated with perceived burnout. A number of studies have been produced to examine the relations between individual characteristics and burnout. For instance, Langelaan et al. (2006) investigated whether personality and temperament predict burnout and work engagement. There are two personality factors: neuroticism and extraversion. People who are neurotics are more likely to distress emotions such as fear, depression; on the

other hand, people who are extravert are more likely to dispose cheerfulness, sociability, and high activity. The findings of their study reveal that burned-out employees are neurotics. Yavas, Babakus, and Karatepe (2013) investigated the moderating effect of employee's hope on the relationship between burnout and performance. Their study reveals that positive hope is used as a psychological resource to decrease the detrimental effects of burnout on employees.

Doyle and Hind (1998) investigated effects of gender differences on dimensions of burnout among academic staff members. The results of their study demonstrates that there are no significant differences between female and male in emotional exhaustion and personal accomplishment; but female scholars have significantly lower level depersonalization than male academics. The results of another study examining relationship between individual characteristics and burnout indicate that age and the number of children are positively associated with job burnout; but, other individual characteristics, gender, marital status, tenure years, and education are not correlated with burnout (Grigsby and McKnew 1988).

There is also an association between leadership styles and burnout. Zopiatis and Constanti (2010) examined the relationships between leadership styles and burnout among private sector, namely hospitality sector, managers. The findings of their study reveal that there is a significant positive relationship between transformational leadership and personal accomplishment, and transformational leadership is negatively associated with emotional exhaustion and depersonalization. Transactional leadership is significantly and positively related with personal accomplishment, but there is no significant association between transactional leadership and other two dimensions of burnout. Finally, this study also showed that there is positive correlation between passive/avoidance leadership and emotional exhaustion and

depersonalization. This study empirically verified the effects of leadership styles on burnout among managers.

Outcomes of Burnout

Even though burnout can be seen in various degrees in different employees, it has certain common negative individual and organizational consequences. Burnout has been insistently associated with psychological outcomes as well as with organizational consequences such as turnover intention and turnover, negative work attitudes, and diminished organizational performance (Jackson, Schwab, and Schuler 1986; Kim 2011; Lee and Ashforth 1993a; Wolpin, Burke, and Greenglass 1991; Wright and Bonett 1997). In addition to work related problems, burnout might result in alcohol and drug abuse, and family related problems (Grigsby and McKnew 1988).

According to Rainey (1995), burnout has a number of consequences consisting of physical and psychological symptoms and behavioral outcomes. Burnout might result in depression and physical illness (Reader, Cuthbertson, and Decruyenaene 2008). Toppinen-Tanner (2011) claims that burnout is associated with cardiovascular risk factors, changes in level of stress hormones, impairment of the immune system, and physical distress symptoms. He also stresses that burnout is related to antecedents of depressive disorder (34).

Swider and Zimmerman (2010) classified negative effects of burnout into two categories: individual and organizational outcomes. Individuals who experience burnout syndrome might suffer from physical sickness, sleep disturbances, family conflict, and drug and alcohol abuse. Similarly, Maslach, Schaufeli, and Leiter (2001) states two broad categories of burnout outcomes: Health related outcomes and job performance related outcomes. Burnout leads

physical and mental health problems such as headaches, stomach problems, heart problems, depression. These individual health problems have negatively affected employee commitment and performance, and have resulted in decreased performance and production for organization (Gill, Flaschner, and Shachar 2006).

Singh, Gools, and Rhoads (1994) classified job outcomes into two distinct constructs: psychological and behavioral consequences. Psychological outcomes reflect psychological approach or avoidance attitudes toward the job such as job satisfaction, organizational commitment, and turnover intention. On the other hand, behavioral outcomes represent work performance. As regards psychological consequences, while burnout is inversely related to job satisfaction and organizational commitment, it is positively related to turnover intention. With regard to behavioral consequences, there is a negative relation between burnout and job performance because burnout depletes psychological and physical energy of employees (Reader, Cuthbertson, and Decruyenaene 2008).

Psychological and emotional consequences of burnout are associated with extreme level stress. Employees who experience burnout syndrome usually hide their problems because they feel guilty and shame (Iacovides et al. 2003). Cahoon and Rowney (1984) argued that burnout produces a negative cyclical process in which an employee attempts to combat stress exhausting energy, this attempt increases the strain. Then, he or she needs more energy, this applies more pressure and increases strain, and downward spiral continues and extends until the employee is completely exhausted. Emotional exhaustion dimension of burnout is more likely to be a reason for stress-related health problems (Maslach, Schaufeli, and Leiter 2001).

In spite of the fact that burnout is a psychological problem of employees, it has essential organizational outcomes which directly or indirectly affect organizational environment, organizational success, and organizational performance (Cahoon and Rowney 1989). A number of studies indicate that there is a significant negative relationship between burnout and job performance. Wright and Bonett (1997) found a negative association between employee performance and emotional exhaustion, and this association may result in an unhealthy working environment. According to Lin (2013) burnout might result in demotivation of employees, absenteeism, reduced efficiency, diminished time spending on the job, high level turnover intention, and reduced work performance. Increasing turnover rate might also result in overspending of time and energy on the training of new employees.

Burnout has been associated with job withdrawal forms such as absenteeism, intention of turnover, and actual turnover. Iacovides and his colleagues (2003) argue that burnout results in retirement, absenteeism in work, and reduction of performance and productivity. The result of Schaufeli, Bakker, and Rhenen's (2009) study indicated that burnout is positively associated with the duration of sickness absenteeism. The study also revealed that even if employees who suffer burnout do not leave from job, these employees become less productive and effective at work. Shirom's (2005) study verifies that burnout is one of the important reasons for sickness absence and work disability.

The findings of Swider and Zimmerman's (2010) study verify the positive relationship between burnout and absenteeism, turnover; and negative relationship between burnout and job performance. Swider and Zimmerman (2010) tested whether each dimension of burnout related to absenteeism, turnover, and job performance; and found that emotional exhaustion and

depersonalization are significantly and positively related to absenteeism and turnover, and negatively related to job performance. Reduced personal accomplishment is significantly and positively associated with absenteeism and negatively related to job performance; but unexpectedly, there is no relationship between reduced personal accomplishment and turnover. Similarly, the findings of Lin's (2013) study indicate that emotional exhaustion and depersonalization have significant positive effect on turnover intention, but reduced personal accomplishment does not have statistically significant effect on turnover intention. The findings of Rainey's (1995) study are consistent with the claim that burnout is an important factor leading to intention to terminate employment.

Burnout is also negatively associated with job satisfaction and commitment to the work and organization. According to the results of Lin's (2013) study, emotional exhaustion, depersonalization, and lack of personal accomplishment have negative significant impact on organizational commitment. Cole et al. (2010) found that there is a negative relationship between emotional exhaustion and organizational commitment, and emotional exhaustion is positively correlated with turnover intentions. Lee and et al. (2011) found their study examining antecedents and consequences of three burnout dimensions found that each dimension has close correlation with job satisfaction and turnover intention. The study indicates that correlations between all three dimensions and job satisfaction, as a positive work attitude, are stronger than their correlations with turnover intention.

The results of Singh, Gools, and Rhoads' (1994) study reveal that burnout negatively affects job satisfaction, job performance and organizational commitment. The study also indicates that burnout plays a mediator role between role stressors and behavioral and

psychological job outcomes. Low et al. (2001) investigating antecedents and consequences of burnout found that burnout significantly and inversely correlated with job satisfaction and job performance.

Cherniss (1992) examined long-term consequences of burnout in his longitudinal study. He found two statistically significant relationships between early career burnout and subsequent attitudes towards job. Employees who experienced burnout in early career are less likely to change their career. More positive experience in the early career encourages employees to take risk, and they are more willing to change their fields later in their career. The study also indicates that there is a significant positive relationship between burnout in early career and flexible approach to work later in their career.

Kaatz, French, and Prentiss-Cooper (1999) examined the relationship between conflict of city council and burnout and subsequently turnover among city managers. According to them, there are two types of conflict within the municipal decision environment: policy conflict in which political actors and managers do not agree on policy issue and political conflict which focuses on personalities and party affiliation rather than municipality issue. The results of their study denote that while political conflict increases burnout among city managers, policy conflict does not increase burnout as much as political conflict. The findings also indicate that managerial involvement in policy or political conflict has a strong positive relation with burnout. The findings also show that managers who experience high level burnout are more likely to quit their job.

Burnout Theories

There have been several models about the development of burnout among employees such as the idealistic employee model (Maslach, Schaufeli, and Leiter 2001), the stress cycle model (Gmelch and Gates 1998), the unmet expectation model (Jackson, Schwab, and Schuler 1986; Kim 2011), the conservation of resources (COR) model (Hobfoll 2001), and the job demands-resources (JD-R) model (Demerouti et al. 2001).

The idealistic employee model supposes that the most idealistic employees are more likely to suffer burnout because they devote themselves to fulfill their job perfectly, to achieve their aims, and to reach their ideals by working harder. This process leads to physical and mental exhaustion, and thus burnout (Maslach, Schaufeli, and Leiter 2001).

Another burnout model is relating to expectations of employees. According to the model that can be called ‘unmet expectation model’, differences between initial job expectations and real experiences in job may cause burnout. Unmet expectations refer to the discrepancy between workers’ expectations from job and what they really take from job. Unmet expectations have also inverse relationships with job satisfaction, performance and retention (Kim 2011). Jackson, Schwab, and Schuler (1986) classified employee expectations into two categories: achievement expectations and organizational expectations. Achievement expectations are regarding to accomplishment of work of clients or recipients. Employees who have high expectations about what they should accomplish about recipients’ work spend a great amount of emotional energy which in turn leads exhaustion.

Organizational expectations are based on employees’ assumptions about the organizations in which they work. These assumptions are that organizations are able to recognize

and reward good performance and good employees. When employees do not receive positive feedback such as monetary rewards or promotion in their job, the feeling of reduced personal accomplishment will occur. Employees also expect a humanistic management philosophy from their organization. If they feel that their organizations are dehumanizing organizations, they will adapt themselves by becoming dehumanizing and depersonalizing (Jackson, Schwab, and Schuler 1986).

Burnout syndrome is accepted as a result of chronic job stressors. A number of studies have indicated that there is a positive correlation between job stress and burnout. Job stress is accepted as a predictor of burnout; and burnout syndrome develops as a stance against job stress. According to the stress cycle model, at the first stage, an administrator faces the sources of stress. At the stage two, the administrator perceives and interprets the stressors by individually. The third stage consists of response and coping strategies of the administrator. If the administrator believes that stressors can be harmful, and that he or she can counteract the stressor. Then, he or she responds to the stressor and uses coping strategies. The administrator considers consequences and the long range effects of stress at the fourth stage. Burnout can be seen as a consequence of stress at the fourth stage (Gmelch and Gates 1998). Maslach and Jackson (1981) classified the outcomes of job stress into three dimensions of burnout.

Halbesleben and Buckley (2004) reviewed the burnout studies from 1993 to 2004, and emphasized two dominant burnout models: the conservation of resources (COR) model and the job demands- resources (JD-R) model. According to the COR model, stress and burnout occur when employees feel a threat to resources that they value. The threat may be relating to work-related demands, and to the probability of loss of work-related resources such as unemployment.

If the threat to or loss of resources continue, particularly after the employee makes a great amount of investments in the work, the process will result in burnout (Hobfoll 2001). The main assumption of the COR model is that job demands and job resources can differentially be a reason for burnout because of the different psychological experiences of loss and gain (Halbesleben and Buckley 2004).

Job demands such as work load and time spent with recipient have more impacts on burnout than lack of job resources such as social support and autonomy. Lee and Ashforth (1993b) found that central dimension of burnout is emotional exhaustion; and job demands such as time spent with client and subordinates and role stress are related positively and directly to emotional exhaustion, but social support as a job resource is not directly related to emotional exhaustion.

Another important model used to explain burnout phenomenon is the job demands-resources (JD-R) model. Two principal theoretical models that are behind the JD-R model are “job demands control model” and “effort-reward imbalance model”. According to job demands control model (Karasek 1979), there are two dimensions of organizations: work load which is characterized by psychological burden and time pressure on the demand side, and the ability and flexibility of employees to cope with these work load on the control side. The model assumes that heavy work load is related to high levels of stress, but the abilities and flexibilities that employees have decrease the detrimental effects of demanding work requirements. In the following years, this model was enriched by adding social support dimension comprising of support of supervisor, support of colleagues, and nonprofessional support. Social support is also

moderating factor to reduce negative effects of excessive work load (Giaque, Anderfuhren-Biget, and Varone 2013).

Siegrist (1996) developed the effort-reward imbalance model to explain stress condition in work organization. He assumes that employees are more likely to experience stress, if their efforts are not adequately and fairly rewarded and recognized. Detrimental effects of demanding work requirement will be more harmful if the rewards such as pay rise, career advancement, promotion, do not compensate with efforts spent by employees (Giaque, Anderfuhren-Biget, and Varone 2013).

Even though there are similarities between these two models and the JD-R model, there are some important differences between them. The most important different characteristic of JD-R model from the job demands control model and the effort-reward imbalance model is that the JD-R model does not only seek to explain negative aspects of well-being in job such as strain and burnout, but also seeks to explain positive aspects of well-being such as motivation and work engagement (Giauque, Anderfuhren-Biget, and Varone 2013; Schaufeli, Bakker, and Rhenen 2009).

The first assumption of the JD-R model is that every occupation has its own particular work characteristics that are associated with burnout. These characteristics can be classified into two broad categories, namely, job demands and job resources. Job demands are physical, psychological, social, and organizational characteristics of job that require certain amount of physical and emotional effort, and drain physical and emotional energy of employees (Demerouti et al. 2001; Bakker, Demerouti, and Euwema 2005). Excessive work load, time pressure, role overload, and poor organizational conditions are some examples of job demands. On the other

side, job resources refer to those characteristics of job that are essential to reach work goal; reduce job demands' load on employees; and induce individual growth and development (Halbesleben and Buckley 2004).

According to Bakker and Demerouti: "Job resources may be located at the level of organization at large (e.g. pay, career opportunities, job security), the interpersonal and social relations (e.g. supervisor and co-worker support, team climate), the organization of work (e.g. role clarity, participation in decision making), and at the level of the task (e.g. skill variety, task identity, task significance, autonomy, performance feedback)" (2007, 313).

The second central assumption of the JD-R model is that excessive job demands and lack of job resources stimulate two processes that lead burnout. In the first process, job demands such as work load, time pressure, and emotional demands, lead to overloading and exhaustion. Normally, people become tired by their daily work, and their physical and psychological energy resources are sufficient to meet these works. However, when people continue working under high levels of job demands, this situation results in fatigue and emotional exhaustion. In the second process, a lack of job resources such as autonomy, opportunities for individual development, supervisor support, prevents real individual and organizational goal accomplishment. This process pushes employees to a situation in which they feel failure, frustration, and finally lack of personal accomplishment and depersonalization (Bakker, Demerouti, and Verbeke 2004). The model assumes that job demands and resources affect the different dimensions of burnout; more specifically, while job demands are related to emotional exhaustion, job resources are inversely related to depersonalization (Demerouti et al. 2001).

The model also supposes that job resources have buffering effects on the relationship between job demands and employees' stress reaction including burnout. In other words, job resources may decrease negative effects of job demands on employees; therefore, it can be said that if employees have adequate job resources such as autonomy, support from colleagues or supervisors, they can effectively fight against stressors. Such resources as support from colleagues and proper feedback and support from supervisors not only increase the probability of being successful in achieving work goal but also decrease the likelihood of occurring job strain and burnout (Bakker and Demerouti 2007).

On the other hand, the effects of job demands on feeling of employees are stronger if employees have few job resources; and these effects stimulate burnout (Bakker, Demerouti, and Verbeke 2004). Hsieh (2012) found that job control, supervisor support, and rewards are significantly correlated with reduced emotional exhaustion. Burnout is the consequence of an imbalance between job demands and resources; more specifically, burnout is the result of the condition in which job resources cannot compensate job demands (Bakker, Demerouti, and Euwema 2005).

Schaufeli, Bakker, and Rhenen (2009) found in their longitudinal study examining the effects of job resources and demands on burnout, work engagement, and sickness absenteeism among telecom managers that when job demands that are excessive workload, emotional demands, and work-home interference increase, and job resources that are job control, proper feedback, social support, and learning opportunities decrease, the level of burnout increases. The result of this study also indicates that main assumption of the JD-R model is valid for managers in non-human service company.

Maslach, Schaufeli, and Leiter (2001) explained burnout by focusing on the degree of match, or mismatch, between the personal characteristics and six domains job environment. If the gap, or mismatch, between employees and the job is larger, the probability of burnout syndrome will be higher. In other words, the failure of job-person fit lead to burnout. These six work domains are workload, control, reward, community, fairness, and values. Workload mismatch may result from excessive workload and the wrong kind of job for the employee. The mismatch in control refers to employees' insufficient control over the job resources and insufficient authority. Reward mismatch involves the lack of adequate reward (financial or social) for the work that employees do. The mismatch with community can be seen when employees lose sense of positive connection with others in the work organizations. Another important mismatch between the employee and the job exists when there is perceived unfairness in organization. Perception of unfairness can occur when employees perceive the inequity of workload or pay, the cheating, and inappropriate evaluation and promotion. The last mismatch can be seen when there is a conflict between values. For instance, employees who have to do some duties that they consider as unethical are more likely to experience burnout syndrome.

CHAPTER III

METHODOLOGY

The study aims to investigate the relationships between burnout predictors and all three dimensions of burnout among Turkish public administrators. A quantitative research design was utilized to investigate these relationships. To collect required data from Turkish public administrators, the survey instruments including burnout, job stress, imbalance between responsibilities and authority, ambiguity on attaining job resources, distributive fairness, supervisor support scales, and demographic questionnaire were conducted. A total of 241 public administrators who work in districts and provinces throughout Turkey responded the survey, but 66 of them were removed because they did not complete the survey. To examine the relationships between independent variables and dependent variables, the multiple regression analysis was employed in this study. The study also employed a t-test and ANOVA tests to explore and compare the burnout level of deputy governors and district governors in more detailed way.

Definition of Key Indicators

A number of terms were used in this study, and these terms have several definitions. Therefore, the definitions of terms are provided in this section as they were used in the study.

Burnout: Burnout is a state of physical, emotional, and mental exhaustion characterized by chronic fatigue and depletion, feelings of helplessness and hopelessness, the loss of idealism,

lack of energy and purpose, the development of negative self-assessment, and negative attitudes towards job, life, and other people (Maslach 1982, 30). *Emotional exhaustion* refers to emotional and cognitive tiredness and exhaustion because of the work setting. *Depersonalization* is an attempt to put distance between employees and service recipients and organizations. *Reduced personal accomplishment* is an inclination to assess oneself negatively with regard to one's accomplishment in work (Maslach and Jackson 1981).

Job Stress: “Job stress can be conceptualized as an individual's reactions to work environment characteristics that appear threatening to him or her” (Gill, Flaschner, and Shachar 2006, 471). Job stress contributes to individual health problems and organizational problems such as burnout, dissatisfaction, absenteeism, turnover intention, and reduced productivity (Parker and DeCotiis 1983).

Imbalance between Responsibilities and Authority: In this study, imbalance between authority and responsibilities (hereinafter referred to as imbalance) means that responsibilities, including de facto ones and authority emanating from laws, are not equally provided for district governors and deputy governors. In other words, district governors and deputy governors do not have adequate legal authority to fulfill their responsibilities.

Ambiguity: In this study, ambiguity refers to a perceived situation in which timeline, processes, conditions, and requirements for obtaining job resources such as rewards, promotions, and appointments, are unclear. Along with the lack of job resources, the uncertainty about how and when to attain these resources is also considered a factor related with burnout.

Distributive Fairness: Fairness can be defined as the degree to which employees believe the outcomes they received and the treatment they experienced in organizations are fair and

equitable (Cole et al. 2010). The lack of the perceived fairness in organizations is one of the antecedents of burnout. Maslach, Schaufeli, and Leiter (2001) claims that if there is a mismatch between expected fairness and perceived fairness in an organization, employees will be more vulnerable to burnout. *Distributive fairness* can be defined as a situation in which job resources, such as rewards and promotions, are allocated in accordance with the general principle of equality and justice.

Supervisor Support: Supervisor support refers to social supports received from a supervisor. Social support has been accepted as an interpersonal transaction that involves emotional concern, instrumental assistance, information, and appraisal (Etzion 1984). Support from a supervisor enables employees to carry out their jobs effectively and deal with stressful circumstances (Hsieh 2012).

Research Hypotheses

In the light of existing assumptions and theories mentioned in the literature review, this study has generated six hypotheses and 17 sub hypotheses. The first hypothesis was developed by consisting with the assumption that accepts burnout is a reaction to job stress and the stress cycle model (Gmelch and Gates 1998). Job stress is also accepted as a job demand within the context of the JD-R model (Lee et al. 2011). The rest of the hypotheses were generated by following the assumptions of the JD-R models. Imbalance between responsibilities and authority of district governors and deputy governors is considered a factor that increases the load of job demands, and thus burnout. The lack of proper legal authority to deal with administrative problems is considered factors that place extra burdens on the shoulders of administrators. The findings of Ozcan's (2008) revealed that majority of public administrators believe that they have

much more responsibilities than their authority; and they reported that this imbalance is one of the important reasons for tiredness and stress in work.

According to the JD-R model, job resources decrease the probability of burnout and moderate the relationship between job demands and burnout. In other words, the lack of job resources is considered a reason for burnout. Similarly, this study presupposes the relationships between perception of fairness in the allocation of job resources and each dimension of burnout; and the relationship between perception of ambiguity for the allocation of job resources such as rewards, promotions, appointments, and each dimension of burnout. Consistent with the model and previous studies, support from supervisors has been accepted as a factor that is inversely related to burnout, and one that moderates the relationship between job demands and burnout. In the light of these assumptions, the hypotheses generated for this study are listed below:

Hypothesis 1:

- a) There is a positive relationship between perceived job stress and emotional exhaustion,
- b) There is a positive relationship between perceived job stress and depersonalization,
- c) There is a positive relationship between perceived job stress and reduced personal accomplishment among Turkish public administrators.

Hypothesis 2:

- a) There is a positive relationship between perceived imbalance and emotional exhaustion,
- b) There is a positive relationship between perceived imbalance and depersonalization,
- c) There is a positive relationship between perceived imbalance and reduced personal accomplishment among Turkish public administrators.

Hypothesis 3:

- a) There is a positive relationship between perceived ambiguity and emotional exhaustion,
- b) There is a positive relationship between perceived ambiguity and depersonalization,
- c) There is a positive relationship between perceived ambiguity and reduced personal accomplishment among Turkish public administrators.

Hypothesis 4:

- a) There is an inverse relationship between perceived distributive fairness and emotional exhaustion,
- b) There is an inverse relationship between perceived distributive fairness and depersonalization,
- c) There is an inverse relationship between perceived distributive fairness and reduced personal accomplishment among Turkish public administrators.

Hypothesis 5:

- a) There is an inverse relationship between perceived supervisor support and emotional exhaustion,
- b) There is an inverse relationship between perceived supervisor support and depersonalization,
- c) There is an inverse relationship between perceived supervisor support and reduced personal accomplishment among Turkish public administrators.

Hypothesis 6:

a) Supervisor support moderates the relationship between perceived job stress and burnout

b) Supervisor support moderates the relationship between perceived imbalance and burnout.

Research hypotheses diagram is presented in Figure 3.1.

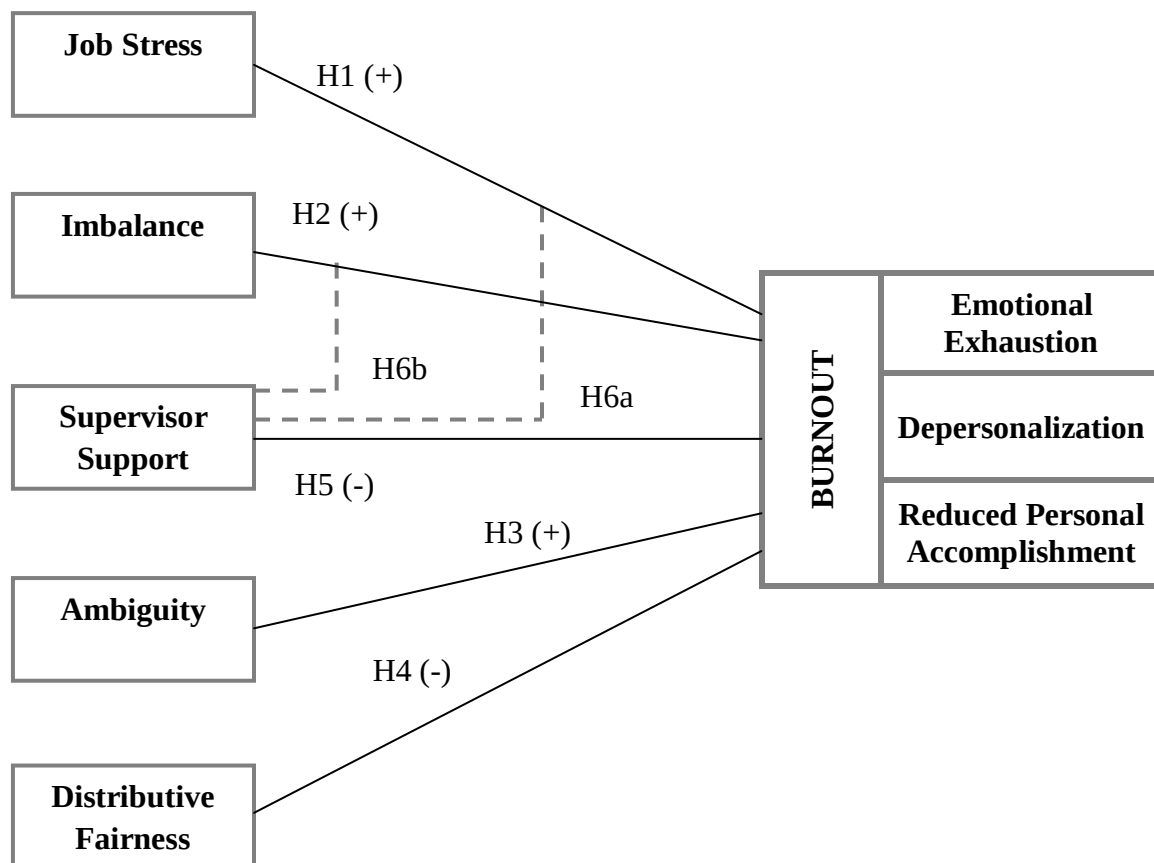


Figure 3.1. Research Hypotheses

Sample and Data Collection

To operationalize and evaluate the levels of the three dimensions of burnout and relationships between predictors and the three dimensions of burnout, the study utilized a self-

administrated electronic survey distributed to district governors and deputy governors. The unit of analysis of the study is district governors and deputy governors in Turkey. This study excluded province governors and bureaucrats who are working at the central organization of the Ministry of Internal Affairs even though they are promoted or appointed among district governors and deputy governors because there are a number of differences in their job conditions and legal and administrative status.

There are 863 district governors and 454 deputy governors in Turkey. Because the total number of units -1317- was not an unreasonably high number for an electronic survey, there was no need for a sample selection from the total population. Therefore, all district governors and deputy governors were targeted in the survey. The survey was conducted via e-mail. Considering that all district governors and deputy governors have to have an official e-mail address, provided by the Ministry so they can electronically sign all official documents and writings, there was no problem obtaining email addresses for the study. E-mail addresses of district governors and deputy governors were obtained from the Ministry of Internal Affairs.

To increase the response rate, the author cooperated with the Turkish Ministry of Internal Affairs. Participants received a pre-notice email including the recruitment letter, followed by an email including a link to the survey. Two reminders emails were sent over the course of eight weeks. In total, 175 public administrators (13.3% percent of the total population of 1,317) completed the survey.

The Qualtrics survey system provided by the University of Texas at Dallas was used to create and administer the survey. The recruitment letter, survey script, questionnaire and research

procedures were approved by the Office of Research Compliance at the University of Texas at Dallas.

Measures

In order to examine relationships between predictors and each dimension of burnout among Turkish public administrators, this study employed a survey package that included the Maslach Burnout Inventory General Survey (MBI-GS), Job Stress Scale, Imbalance Scale, Ambiguity Scale, Distributive Fairness part of the Fairness Scale, Supervisor Support Scale, and a demographic questionnaire.

Burnout, job stress, distributive fairness, and supervisor support scales were chosen from previous studies that examined burnout and its predictors and consequences. Imbalance and ambiguity scales were developed for this study by examining scales used in related studies. Existing scales have not been officially translated into Turkish before current study. Therefore, these scales were translated into Turkish by using back-translation method (Sechrest, Fay, and Zaidi 1972). In this method, the survey is translated into second language by one translator, and translated back to original language by a second translator. The scales used in this study were translated into Turkish by three Turkish. Two of them studied in public administration program in English for BA, MA, and PhD degree; and one of them studied in sociology program in English for MA and PhD degree, and is an associated professor at sociology department. First, one Turkish translated the scales into Turkish, and then another Turkish back-translated into English. Finally, third translator compared the back-translation with original, and three translators agreed on a final translation. Imbalance and ambiguity scales were developed in Turkish, and translated into English in the same way.

Burnout: Burnout syndrome was measured by using the Maslach Burnout Inventory General Survey (MBI-GS). The MBI-GS is one of the three MBIs developed to measure the levels of burnout for three distinct populations: human service work settings (Maslach and Jackson 1981), education work settings, and general work settings (Schaufeli et al. 1996). The MBI-GS was used in this study because it is more suitable for non-social service settings and governmental agencies.

Most of the burnout studies in Turkey (Kuruuzum, Anafarta, and Irmak 2008; Yavas, Babakus, and Karatepe 2013) used the Turkish version of MBI-HS adapted by Ergin (1996). The Turkish version MBI reduced the original seven-point scale to a five-point scale, and changed daily basis graduations (from never to everyday). Similarly, this study used a five-point scale because daily basis graduation may not have seemed logical to participants, and it would have been difficult to answer the daily basis scale in Turkey. The respondents answered the statements by rating them zero to four, with each number having a meaning such as 0 = never, 1 = very rare, 2 = sometimes, 3 = often, 4 = always. A high score on emotional exhaustion and depersonalization, and low score on personal accomplishment indicates burnout. Items of reduced personal accomplishment were reversed before analysis in the study because of positive wording. Exemplary items are “I feel burned out from my work” for emotional exhaustion, “I have become less interested in my work since I started this job” for depersonalization; and “I have accomplished many worthwhile things in this job” for personal accomplishment.

The MBI-GS is a valid scale that has been used for 18 years. Schutte et al. (2000) examined its construct validity and reliability with a sample of 9,055 participants from different occupational groups such as managers, clerks, and technicians. The result of the study supported

its construct validity and internal consistency reliability with the alpha values of .86, .82, and .75 for emotional exhaustion, depersonalization and reduced personal accomplishment respectively.

Job Stress: Job stress was measured by a 13-item job stress scale developed by Parker and DeCotiis (1983). Table 3.1 provides the items of the scale and summary of statistics in this study.

Table 3.1. Job Stress Scale (Parker and DeCotiis 1983)

No	Items	Mean	Std. Dv.
1	I have felt fidgety or nervous as a result of my job.	2.52	1.15
2	Working here makes it hard to spend enough time with my family.	3.15	1.19
3	My job gets to me more than I should.	2.59	1.14
4	I spend so much time at work; I cannot see the forest for the trees.	2.58	1.06
5	There are lots of times when my job drives me right up the wall.	3.75	.88
6	Working here leaves little time for other activities.	3.18	1.14
7	Sometimes when I think about my job I get a tight feeling in my chest.	2.53	1.12
8	I frequently get the feeling I am married to the company.	2.78	1.15
9	I have too much work and too little time to do it in.	2.54	1.03
10	I feel guilty when I take time off from job.	2.30	1.16
11	I sometimes dread the telephone ringing at home because the call might be job-related.	3.52	1.17
12	I feel like I never have a day off.	3.07	1.25
13	Too many people at my level in the company get burned out by job demands.	3.31	1.05

N=175; Index: Range= 16 to 64 (possible range= 13 to 65, 1: Strongly Disagree to 5: Strongly Agree), Mean=37.84 (SD=9.30), Cronbach's alpha= .88

The scale is a five-point Likert-type scale with response options from strong disagreement to strong agreement. Parker and DeCotiis (1983) divided scale items into time pressure and anxiety. This study used 13 items to measure overall job stress. The scale has been

use frequently to measure overall job stress, and has good psychometric properties (Jamal and Baba 2000).

Imbalance between authority and responsibilities: Perceived imbalance between authority and responsibilities was measured with a four-item scale developed for this study. A five-point Likert scale, from strong disagreement to strong agreement, was used for these items. Four statements used to measure perceived imbalance between responsibilities and authority emanating from existing legal documents. Table 3.2 provides the items and summary of statistics of this study.

Table 3.2. Imbalance Scale

No	Items	Mean	Std. Dv.
1	I have too many responsibilities in my job compared to my authority emanating from laws.	4.12	.90
2	I do not have enough authority to meet my responsibilities in my job.	4.00	1.04
3	Works expected from me are beyond my authority.	3.07	1.22
4	Usually, I cannot meet my recipient's expectations because of the lack of legal authority.	3.84	.95

N= 175; Index: Range= 6 to 20 (possible range= 4 to 20, 1: Strongly Disagree to 5: Strongly Agree), Mean= 15.02 (SD= 2.98), Cronbach's alpha= .71

Ambiguity: Ambiguity on requirements for attaining job resources such as promotion, rewards, or reassignment was measured with a four-item scale formulated for this study. These items were evaluated by a five-point Likert scale from strong disagreement to strong agreement. However, before statistical analysis, items of the scale were reverse coded because of their positive meaning. Four statements used in the scale focused on ambiguity perception of participants on time, standards, and requirements for attaining job resources (reassignment,

promotion, and rewards) that are most valued by Turkish public administrators. The summary of descriptive statistics of scale items of this study is presented in the following table.

Table 3.3.Ambiguity Scale (Reverse Code)

No	Items	Mean	Std. Dv.
1	I have a clear prediction on where I will be regarding my job position.	4.02	1.07
2	In my job, standards and requirements for rewards are foreseeable and transparent.	4.26	.83
3	In my job, standards and requirements for promotions are foreseeable and transparent.	4.26	.89
4	In my job, appointment decrees are usually declared on time.	4.00	1.03

N= 175; Index: Range= 8 to 20 (possible range= 4 to 20, 1: Strongly Disagree to 5: Strongly Agree), Mean= 16.56 (SD= 2.90), Cronbach's alpha= .74

Distributive Fairness: Distributive fairness was measured by using the four-item distributive justice part of Colquitt's (2001) justice measure items consisting of procedural justice, distributive justice, interpersonal justice, and informational justice. This study used only distributive justice items because the study evaluated perception of fairness about allocation of job resources such as promotion and rewards. The fairness scale is a five-point Likert scale from "to a small extent" to "to a large extent". The results of Colquitt's (2001) study indicate the validity of distributive fairness scale; and supported internal consistency reliability as alpha value of .92. The following table demonstrates the questions of the scale and summary of descriptive statistics of this study.

Table 3.4.Distributive Fairness Scale (Colquitt 2001)

The following items refer to your outcome (Pay, promotion, rewards etc). To what extend:

No	Items	Mean	Std. Dv.
1	Do those outcomes reflect the effort you have put into your work?	2.83	1.14
2	Are those outcomes appropriate for the work you have completed?	2.72	1.14
3	Do those outcomes reflect what you have contributed to your work?	2.79	1.17
4	Are those outcomes justified, given your performance?	2.47	1.18
N= 175; Index: Range= 4 to 20 (possible range= 4 to 20, 1:to a small extend to 5: to a large extend), Mean= 10.81 (SD= 4.22), Cronbach's alpha= .93			

Supervisor Support: Supervisor support was measured by using the ten-item supervisor support scale modified by Baruch-Feldman et al. (2002) from Karasek's (1985) Job Content Survey. The summary of statistics of scale items of the study is provided in Table 3.5.

Table 3.5. Supervisor Support Scale (Baruch-Feldman et al. 2002)

No	Items	Mean	Std. Dv.
1	My supervisor is concerned about the welfare of those under him or her.	2.22	.80
2	My supervisor pays attention to what I'm saying.	2.41	.66
3	My supervisor exposes me to hostility and conflict. (Reversed)	3.39	.74
4	My supervisor is helpful in getting the job done.	2.43	.66
5	My supervisor is successful in getting people to work together.	2.50	.70
6	My supervisor gives me credit for things I do well.	2.38	.72
7	My supervisor criticizes me for small things. (Reversed)	3.08	.80
8	My supervisor backs me up if there is a problem.	2.39	.74
9	My supervisor cares about me.	2.23	.69
10	My supervisor appreciates me.	2.32	.73
N= 175; Index: Range= 12 to 40 (possible range= 10 to 40, 1: not at all to 4: very much), Mean= 25.36 (SD= 5.57), Cronbach's alpha= .92			

The scale is a four-point Likert scale with the options from “not at all” to “very much”. Two items were reverse coded because of their negative meaning. Several studies supported the validity and reliability of the Supervisor Support Scale of the Job Content Survey (Karasek et al. 1998; Pelfrene et al. 2001).

Control Variables

A number of demographic questions were asked to determine the demographic characteristics of participants in the survey. These variables included age, gender, tenure years, education level, and current job position (deputy governor or district governor). The survey also included two questions relating to districts and provinces: geographical region in which participants are working, and districts or provinces’ class, reflecting socioeconomic conditions, development level, and size of districts and provinces.

Code of Appointment, Evaluation and Reassignment for Public Administrators divides Turkey into five regions based on geographical location. The first region, including the west part of Turkey, is the most developed and industrialized part of the country; and the fifth region is composed of east and southeast Turkey, and is the least developed part of the country. The Code also classifies provinces into four classes, and districts into six classes based on socio-economic conditions. (The maps of Turkey showed regions, and classes are provided in Appendix A) While the first class provinces are the most developed, populated, and metropolitan cities, the fourth class provinces are the least developed and populated cities with poor socio-economic conditions. Similarly, each class roughly refers to development level of the districts with respect to some indicators such as population, the number of employment, the size of public agencies, and also the number of public officials in the districts.

Research Design

In order to examine the data collected from the demographic questionnaire, the study employed descriptive statistics. Descriptive statistical analysis was also employed to examine variables' means, ranges, and standard deviations. This study aimed to explore burnout level of public administrators in detailed way; therefore, the study compared burnout mean scores among groups. In order to compare burnout mean differences between district governors and deputy governors, a t-test was applied in the study. Analysis of variance (ANOVA) statistical tests were also employed to compare burnout means among age groups, tenure groups, region groups, and class of district and province groups. In order to detect correlation between variables, the Pearson product correlation analysis was applied. To test research hypotheses 1 through 5, three separate multiple regression analyses were employed by using emotional exhaustion, depersonalization, and reduced personal accomplishment as the dependent variable. Two moderated multiple regression analyses were also applied to test hypothesis 6.

Data Screening and Evaluation of Assumptions

The data used in the study was collected using Qualtrics Electronic Survey Instrument, and uploaded into the SPSS software program for analysis. Before performing statistical analyses, some arrangements were done on the data collected for the study, such as reverse coding, determining outliers and missing values, and evaluating assumptions multiple regression analysis. At first, some items of the MBI and supervisor support scale, and ambiguity scale required reverse coding to create the index variables accurately. The six items measuring the reduced personal accomplishment dimension of burnout, items of ambiguity scale, and two items having negative meaning in supervisor support scale were reverse coded.

Secondly, missing data, outliers, and assumptions of regression analysis were evaluated separately. To begin with, all cases were examined, and 66 cases of the total 241 responses were deleted because they did not complete the survey, and 175 cases remained. The number is enough to do regression analysis [$175 > 98$ ($50 + 8 \times 5$ (the number of independent variables))]. Missing data were replaced with the mean for continuous variables, and with the mode for categorical variables. In order to identify any outliers in the data, the Mahalanobis distance scores were used. The critical chi square value is 20.52 for six independent variables (Tabachnick and Fidell 2007). The values in data that exceed this value are accepted as outliers. The maximum Mahalanobis distance was calculated as 17.337 that did not exceed the critical value; therefore, there was no need for removal of any cases because of outlier conditions in the study.

The Multivariate linear regression requires multicollinearity, normality, linearity, and homoscedasticity assumptions. In order to determine whether multicollinearity was a problem among the independent variables, linear regression was conducted. A tolerance value of less than 0.1 or a variance inflation factor (VIF) value of more than 10 indicates a multicollinearity problem (Mertler and Vanatta 2010; Tabachnick and Fidell 2007). The tolerance values for the independent variables in the study ranged from .761 to .937, and the VIF values ranged from 1.067 to 1.314; therefore, multicollinearity was not a problem in the study.

Next, the normality assumption was tested by using skewness and kurtosis values of all variables. If these values are more than 2.0 or less than -2.0 , there might be a normality problem (Garson 2012). In this study, skewness and kurtosis values of variables meet this assumption (Appendix B).

Linearity and homoscedasticity assumptions were tested by evaluating the residual plots. The distributions of the plots indicated that data were roughly rectangularly spread out, and meet the assumption of linearity and homoscedasticity in the models using overall burnout, emotional exhaustion, depersonalization, and reduced personal accomplishment as dependent variables (Appendix C).

CHAPTER IV

DATA ANALYSIS

The study analyses the effects of job stress, imbalance between responsibilities and authority, ambiguity on attaining job resources, distributive fairness, and supervisor support on each dimension of burnout for deputy governors and district governors in Turkey. The data analyzed in this study were collected through self-administered e-mail surveys. The study utilized a non-experimental survey research design to analyze the relationship among variables. In this chapter, at the first place, the descriptive results for each demographic, independent, and dependent variables are presented. Secondly, this chapter displays the results of t- tests to compare means of burnout scores of district governors and deputy governors, and ANOVA test results to compare burnout score means based on age groups, tenure groups, education level, districts and provinces, and geographical regions of participants. Then, bivariate correlation analysis is presented to examine direct correlations between variables. The last section evaluates the research hypotheses by using multiple regression analysis.

Descriptive Statistics

This section of the chapter provides the descriptive summarized results for demographic variables, dependent variables, and independent variables. The demographic variables include participants' personal information such as age, gender, tenure years, education level, and position, as well as geographical regions and classes, which represent the socio-economic conditions of districts and provinces.

Demographic Variables

The electronic surveys were sent to the total population consisting of 863 district governors and 454 deputy governors, and totally 1317. 241 participants responded to the survey during the two-month period. 66 of the responses was eliminated because of uncompleted survey, so the total number of units for the analysis is 175 (13.3 % response rate which is acceptable for an electronic survey). A summary of demographic characteristics of the participants is provided in Table 4.1.

The results of the survey indicate that nearly half of the participants (49.1%) are between 31 and 40 years old, and only 20 participants are over 50 years old. The response rate of female participants is consisted with their actual number in the population (the total number of female district governors and deputy governor is 21). Of the 863 district governors and 454 deputy governors, 115 district governors and 57 deputy governors completed surveys with the percentage of 65.7% and 34.3% respectively. These ratios represent their actual proportion in total population.

39.3 % of participants worked less than 10 years as public administrators, and 30.9% of participants worked between 11 and 20 years. Only 12 participants' tenure years were over 30 years. 101 participants, 57.8%, have at least a Master's Degree. This ratio is higher than the overall actual ratio, which is 23.8%, for the total population (36 PhD, 277 MA). This is likely because participants who participate in higher levels of academic study are more likely to respond to the surveys used in an academic study.

Table 4.1. Demographic Characteristics (N= 175)

Age	Frequency	Percentage
≤ 30	28	16.0
31-40	86	49.1
41-50	41	23.5
≥ 51	20	11.4
Total	175	100.0
Gender		
Female	3	98.3
Male	172	1.7
Total	175	100.0
Position (Job Title)		
District Governor	115	65.7
Deputy Governor	57	34.3
Missing	3	
Total	175	100.0
Tenure Years		
≤ 10	69	39.3
11- 20	54	30.9
21- 30	40	22.9
≥ 31	12	6.9
Total	175	100.0
Educational Attainment		
Bachelor's Degree	74	42.3
Master's Degree	93	53.2
PhD Degree	8	4.6
Total	175	100.0

The summary of geographical and socio-economic characteristic of districts and provinces where participants are working are provided in Table 4.2.

Table 4.2. Geographical Attainments (N= 175)

Geographical Region	Participants		Actual Number	
	Frequency	Percentage	Frequency	Percentage
Region 1	55	31.4	358	27.2
Region 2	23	13.1	242	18.4
Region 3	31	17.7	194	14.7
Region 4	21	12.0	259	19.7
Region 5	45	25.7	264	20.0
Total	175	100.0	1317	100.0
Class of Province				
1	22	38.6	230	50.6
2	7	12.3	143	31.5
3	15	26.3	42	9.3
4	13	22.8	39	8.6
Total Deputy Governors	57	100.0	454	100.0
Class of District				
1	20	17.4	159	18.4
2	11	9.6	118	13.6
3	27	23.5	161	18.7
4	21	18.3	190	22.1
5	23	20.0	113	13.1
6	13	11.3	122	14.1
Total District Governors	115	100.0	863	100.0

Code of Appointment, Evaluation, and Reassignment for public administrators divides Turkey into five regions on the basis of geographical location. The first region, including the west part of Turkey, is the most developed and industrialized part of the country. The majority of the participants (31.4%) are working in the first region. 25.7 percent of the participants are working in the fifth region, which is composed of east and southeast Turkey, and is the least developed part of the country. The remaining 42.8 percent of district governors and deputy governors completing the surveys are working in the other three regions.

The Code also classifies provinces into four classes, and districts into six classes, based on socio-economic conditions. While the first class provinces are the most developed, populated and metropolitan cities, the fourth class provinces are the least developed and populated cities in the poor socio-economic conditions. Similarly, the first class districts are the most developed and populated cities; sixth class districts are the least developed and populated cities. The majority of deputy governors participating in the study (38.4%) are working in the first class province. 21% of deputy governors participated in the survey from the least developed provinces. As for district governors, the majority of them are working in third class districts with 23.5 %. While twenty district governors completing survey are working in the first class district, thirteen district governors are working in the least advantageous district group. Class of districts or provinces affects a number of things relating to the work life and social life of district governors and deputy governors, such as the number and quality of public officials, leisure time activities, individual development facilities, and so on.

Reliability and Descriptive Statistics of Scales

Public administrators completed six survey instruments, the MBI-GS (Schaufeli et al. 1996), the Job Stress Scale (Parker and DeCotiis 1983), the distributive justice part of Colquitt's (2001) Justice Scale, the Supervisor Support Scale (Baruch-Feldman et al. 2002), and imbalance and ambiguity items developed for this study. The descriptive statistics for dependent and independent variables and Cronbach's alpha coefficients for each scale are provided in Table 4.3. Before any inferential or correlational analysis, Cronbach's alpha coefficients were calculated to assess internal consistency reliability of the scales. The MBI-GS (16 items) demonstrated adequate internal consistency reliability with $\alpha=.89$. Subscales of burnout dimensions alpha

values were as follows: emotional exhaustion (5 items, $\alpha=.85$), depersonalization (5 items, $\alpha=.78$), and personal accomplishment (6 items, $\alpha=.79$). Schutte et al. (2000) found internal consistency reliability with the alpha values of .86, .82, and .83 for each dimension of burnout in their study.

Table 4.3. Reliability and Descriptive Statistics for Scales (N= 175)

	Cronbach's Alpha	Mean	Standard Deviation	Range	Possible Range
Burnout	.89	22.92	8.63	3-51	0-64
Emotional Exhaustion	.85	7.71	3.47	0-18	0-20
Depersonalization	.78	9.46	3.92	1-20	0-20
Reduced Personal Accomplishment	.79	5.74	2.94	0-18	0-24
Job Stress	.88	37.84	9.30	16-64	13-65
Imbalance	.71	15.02	2.98	6-20	5-20
Ambiguity	.74	16.56	2.90	8-20	5-20
Fairness	.93	10.81	4.22	4-20	4-20
Supervisor Support	.92	25.36	5.57	12-40	10-40

Parker and DeCotiis (1983) classified scale items into time pressure and anxiety and found alpha values of .86 and .74 respectively. In this study, 13 items were used to measure overall job stress, and Cronbach's alpha value for the scale was .88. Colquit (2001) reports reliability coefficient of $\alpha=.92$ for distributive justice part (4 items) of the Justice Scale; similarly, in this study, reliability coefficients was $\alpha=.93$. Baruch-Feldman et al. (2002) found the reliability coefficient as $\alpha=.86$ for the Supervisor Support Scale for immediate supervisor. In this study, reliability coefficient value was $\alpha=.92$. The imbalance (4 items) and ambiguity (4

items) scales alpha values were .71 and .74 respectively. Even though these values were below the Cronbach's alpha values of other scales used in this study, they were slightly above the recommended level of .70 for reliability acceptance. Overall, alpha scores for each scale are greater than the recommended alpha level of .70 (DeVellis 2003; Nunnally and Bernstein 1994).

Table 4.3 shows the mean scores, standard deviations, the range of responses, and possible range for each of the scales and subscales used in the study to measure dependent and independent variables in the study. The MBI-GS yielded scores for three dimensions: emotional exhaustion, depersonalization, and personal accomplishment (reverse). According to the original version of MBI-GS, the scale ranges of scores of emotional exhaustion are as follows: low (0-10), moderate (11-15), and high (16 and over) (Schaufeli et al. 1996). In this study, the mean scale score of 7.71 indicates that participants report moderate levels of emotional exhaustion, but slightly more than low level, on average. This is because the original version of the scale is a seven-point Likert scale, and this study used a five-point Likert scale. The scale ranges of depersonalization are low (0-5), moderate (6-10), and high (11 and over) (Schaufeli et al. 1996). In this study, the mean score of 9.46 for depersonalization is considered to be a high level because of the point difference of the Likert scale used in the study. As for the reduced personal accomplishment dimension, the participants' reported mean score, 5.74, indicates that they have felt little or no reduced personal accomplishment. The mean score of overall burnout was 22.92 in the study.

The mean score of job stress scale was 37.84. The mean scale scores of 15.02 and 16.56 for imbalance and ambiguity indicate that the participants have experienced high levels of imbalance between responsibilities and authority, and ambiguity on attaining job resources. The

mean score of 10.81 for the fairness scale indicates moderate level distributive fairness among the participants. Lastly, the participants reported higher than moderate level supervisor support with the mean score of 25.36.

Before presenting the results of regression analyses and hypotheses testing, two occupational groups (district governors and deputy governors) were compared based on their overall burnout scores via an independent samples t-test. Prior to the independent samples t- test, the homogeneity assumption of error variance was tested by using Levene's test for equality error variance. The results from the Levene's test of homogeneity indicate that the assumption was not violated ($p=.36$) and, therefore, there is equal error variance between two groups of participants. The result of the t-test presented in Table 4.4 reveals that district governors and deputy governors were significantly different in their mean burnout scores at $p\leq 0.05$ level [$t(170)= 2.09, p= .03$]. Deputy governors have statistically significant higher level burnout scores ($m= 24.99, SD= 9.38$) than district governors ($m=22.09, SD= 8.09$).

Table 4.4. T-test table for job position

Job position	N	M	SD	T	df	p
				2.091	170	.038
Deputy Governor	57	24.99	9.38			
District Governor	115	22.09	8.09			

In order to compare participants' overall burnout scores on the basis of their age, tenure years, education level, and geographical region, the one-way ANOVAs were calculated. In addition, two separate ANOVA tests were employed to compare burnout scores of deputy governors and district governors on the basis of province class and district class. According to the results of Levene's test, the homogeneity of variance assumption was not violated for all ANOVA tests in the study. The results of tests are provided in Table 4.5.

Table 4.5. ANOVA Tests Results for Demographic Variables

Age	N	M	SD	F	p
				4.169	.007
≤30	28	25.43*	6.87		
31-40	86	24.10*	8.80		
41-50	41	19.19*	8.39		
≥51	20	21.97	8.92		
Total	175	22.92	8.63		
Tenure Years					
				1.986	.118
≤10	69	24.26	7.97		
11-20	54	23.48	9.59		
21-30	40	20.35	8.70		
≥31	12	21.29	5.72		
Total	175	22.92	8.63		
Education Attainment					
	N	M	SD	F	p
				.023	.977
Bachelor's Degree	74	22.75	8.54		
Master's Degree	93	23.03	8.63		
PhD Degree	8	23.12	10.52		
Total	175	22.92	8.63		

* Differences is significant at the 0.05 level

According to the results of ANOVA test, there is a statistically significant difference in their burnout scores for age groups [$F(3, 171) = 4.169, p = .007$]. The result of post hoc Tukey's HSD test indicate that the mean score for age group 41-50 ($m = 19.19, SD = 8.39$) is statistically and significantly lower than the under 30 age group ($m = 25.43, SD = 6.87$) and age group 31-40 ($m = 24.10, SD = 8.80$). The results of one-way ANOVA tests also indicate that there were no statistically significant differences in burnout scores of participants on the basis of their tenure years [$F(3, 171) = 1.986, p = .118$] and their education levels of all [$F(2, 172) = .023, p = .977$].

Table 4.6 shows ANOVA test results on the basis of geographical regions and classes of provinces and districts in which participants are working.

Table 4.6. ANOVA Test Results for Places

Geographical Region	N	M	SD	F	p
				2.478	.046
Region 1	55	21.52	8.89		
Region 2	23	23.30	7.05		
Region 3	31	24.06	8.40		
Region 4	21	19.21*	6.83		
Region 5	45	25.38*	9.32		
Total	175	22.92	8.63		
Province Class for Deputy Governors					
				.930	.433
1	22	22.95	9.21		
2	7	24.85	8.49		
3	15	28.20	10.65		
4	13	24.80	8.53		
Total	57	24.99	9.38		
District Class (District Governors)					
				3.087	.012
1	20	17.75**	7.75		
2	11	20.16	7.02		
3	27	22.40	8.37		
4	21	21.01	7.71		
5	23	24.53	7.11		
6	13	27.23**	8.04		
Total	115	21.54	8.09		

** Differences is significant at the 0.01 level, * Differences is significant at the 0.05 level

The results of ANOVA tests indicate statistically significant differences in burnout mean scores on the basis of geographical region in which public administrators are working [$F(4, 170) = 2.478, p = .046$]. The Tukey's HSD test results demonstrate that public administrators working in region 5, which is the least developed region ($M = 25.38, SD = 9.32$), report higher

levels of burnout than those working in region 4 ($M= 19.21$, $SD= 6.83$). The results also reveal that deputy governors working in different class provinces did not report statistically significant different levels of burnout [$F(3, 53)= .930$, $p= .433$] (Table 4.6).

Table 4.6 also shows the results of ANOVA test for burnout scores of district governors based on class of their districts. According to the results, there are statistically significant differences among district governor groups [$F(5, 109) = 3.087$, $p= .012$]. The results of the post hoc Tukey's HSD test reveal that burnout mean score of district governors working in the sixth class districts ($m= 27.23$, $SD= 8.04$) is statistically and significantly higher than the mean score of district governors working in the first class districts ($m= 17.75$, $SD= 7.75$). District governors working in the least developed districts are more likely to report higher levels of burnout than district governors working on the most developed districts.

Bivariate and Multivariate Analysis

The previous section of this chapter provided descriptive data analysis of demographic variables, dependent and independent variables, and reliability analysis of the scales. This part of the chapter presents the inferential statistical analysis to test the research hypotheses. Research hypotheses 1 through 5 state relationships between dependent and independent variables; therefore, the multivariate linear regression analysis for each dimension of burnout was used to test these hypotheses. Hypothesis 6 was tested by using two-step hierarchical regression analysis.

Bivariate Correlation Analysis

Correlation analysis is used to identify the strength and direction of relationships between variables. The Pearson product-moment correlation coefficient is designed to measure correlation between variables (Levin and Fox 2006). There were a number of significant

relationships between outcome and predictor variables. Correlation coefficients “r” values between dependent and independent values are presented in Table 4.7.

Table 4.7. Bivariate Analysis (N= 175)

	1	2	3	4	5	6	7	8	9
1 Burnout	1								
2 EE	.84**	1							
3 DEP	.89**	.65**	1						
4 RPA	.74**	.41**	.52**	1					
5 Job Stress	.55**	.65**	.44**	.26**	1				
6 Imbalance	.19**	.25**	.16*	.05	.41**	1			
7 Ambiguity	.15*	.17*	.14	.04	.32**	.35**	1		
8 Fairness	-.06	-.08	-.04	-.04	-.19**	-.13	-.30**	1	
9 Supervisor Support	-.30**	-.27**	-.28**	-.18*	-.28**	-.17*	-.29**	.19**	1

** Correlation is significant at the $p \leq 0.01$ level, * Correlation is significant at the $p \leq 0.05$ level. EE: Emotional Exhaustion, DEP: Depersonalization, RPA: Reduced Personal Accomplishment

Emotional exhaustion was strongly and positively related to job stress ($r=.65$, $p \leq 0.01$), significantly and positively related to imbalance and ambiguity ($r=.25$, $p \leq 0.01$; $r=.17$, $p \leq 0.05$), and significantly and negatively related to supervisor support ($r=-.27$, $p \leq 0.01$). There were significant positive relations between depersonalization and job stress, and between depersonalization and imbalance ($r=.44$, $p \leq 0.01$; $r=.16$, $p \leq 0.05$). There was also a significant inverse relationship between depersonalization and supervisor support ($r=-.28$, $p \leq 0.01$). As for the reduced personal accomplishment, there was a significant positive correlation with job stress ($r=.26$, $p \leq 0.01$), and a significant negative correlation with supervisor support ($r=-.18$, $p \leq 0.05$).

Overall perceived burnout was significantly and positively correlated with job stress, imbalance, and ambiguity ($r=.55$, $p\leq 0.01$; $r=.19$, $p\leq 0.01$; $r=.15$, $p\leq 0.05$). There is also a statistically significant and inverse correlation between overall burnout and supervisor support ($r=.30$, $p\leq 0.01$). The table also revealed that there is no correlation with the value more than .70 between independent variables, which also indicated that there is no multicollinearity among independent variables. Correlation tables for each of the scales are also presented in Appendix D.

Multivariate Analysis

In order to analyze effects of selected predictors on outcomes, three dimensions of burnout, three separate multiple regression analyses were applied in the study. The effects of job stress, imbalance, ambiguity, fairness, and supervisor support on emotional exhaustion, depersonalization, and reduced personal accomplishment were examined by applying three separate regression analysis models. Hypotheses through 1 to 5 were tested by using these three models. The results of the first regression model are presented in the Table 4.8.

According to the result of the first regression analysis, the model has overall significance, and overall independent variables significantly predicted perceived emotional exhaustion ($R^2=.443$, $p=0.000$). The model explains approximately 44% of the variation of perceived emotional exhaustion. The results of the multivariate regression model reveal that two out of six independent variables have statistically significant relationship with the dependent variable at 0.01 alpha level and 0.10 alpha level. According to these results, there was a significant positive relationship between job stress and the emotional exhaustion dimension of burnout ($\beta=.65$, $p\leq 0.001$). H1a is retained. The results indicate that there is a significant inverse relationship

between supervisor support and emotional exhaustion ($\beta = -.11$) at the 0.10 alpha level, which is also an acceptable statistical level. Therefore, H5a was retained.

Table 4.8. Multiple Regression Predicting Emotional Exhaustion

Variable	B	St. Error	β
Job Stress	.244	.025	.653**
Imbalance	-.121	.076	-.018
Ambiguity	-.056	.079	-.047
Fairness	.039	.050	.047
Supervisor Support	-.072	.038	-.116*
Constant	1.129	2.129	
$R^2 = .443^{**}$	$F = 26.841$		
$N = 175$			

**Significance at $p \leq 0.01$ level, *Significance at $p \leq 0.1$ level, Note: Inclusion of control variables did not significant effect on the model.

There is no relationship between other predictors and emotional exhaustion. Perceived imbalance, ambiguity, and fairness do not have significant relationship with emotional exhaustion ($p = .787$, $p = .481$, and $p = .441$ respectively). Therefore, H2a, H3a, and H4a are rejected, and null hypotheses are retained.

In order to detect effects of independent variables on depersonalization, the second regression analysis model was applied. Table 4.9 presents the results of the second multiple regression model in the study. According to the results of the analysis, three independent variables are significantly related with depersonalization; and all predictors explain 23% of the perceived depersonalization ($R^2 = .234$, $p = 0.000$) in the model. Job stress is positively and significantly related to depersonalization with the β value of .427 ($p \leq 0.01$); therefore, H1b is

retained. Supervisor support has significant and inverse effect on depersonalization ($\beta = -.180$, $p \leq 0.01$). This result supports the H5b, and the null hypothesis is rejected.

Table 4.9. Multiple Regression Predicting Depersonalization

Variable	B	St. Error	β
Job Stress	.180	.033	.427*
Imbalance	-.040	.101	-.030
Ambiguity	-.022	.104	-.017
Fairness	.066	.066	.072
Supervisor Support	-.132	.051	-.187*
Constant	6.236	2.818	
R² = .234*	F = 10.329		
N = 175			

* Significance at $p \leq 0.01$ level, Note: Inclusion of control variables did not significant effect on the model.

The other three predictors, imbalance, ambiguity, and fairness, are not significantly related to the dependent variable ($p = .692$, $p = .831$, and $p = .318$ respectively). H2b, H3b, and H4b are rejected, and null hypotheses are retained.

The third multiple regression analysis was employed to reveal the effects of predictors on reduced personal accomplishment. The results of regression analysis are presented in the following table. The results of the analysis reveal that all predictors explain only 9% of perceived reduced personal accomplishment ($R^2 = .089$, $p \leq 0.01$) in the model. Even though effects of predictors are quite small, there are statistically significant relationships between two predictors and reduced personal accomplishment. Perceived job stress is significantly related to reduced personal accomplishment ($\beta = .265$, $p \leq 0.01$), therefore, H1c was retained. Supervisor support has

significant inverse effect on reduced personal accomplishment ($\beta = -.139$, $p \leq 0.10$). The results supported H5c, and null hypothesis was rejected.

Table 4.10. Multiple Regression Predicting Reduced Personal Accomplishment

Variable	B	St. Error	β
Job Stress	.084	.027	.265**
Imbalance	-.054	.082	-.055
Ambiguity	-.056	.086	-.055
Fairness	.006	.054	.008
Supervisor Support	-.073	.042	-.139*
Constant	6.121	2.307	
R ² =.089**	F= 3.294		
N= 175			

**Significance at $p \leq 0.01$ level, *Significance at $p \leq 0.1$ level, Note: Inclusion of control variables did not significant effect on the model.

H2c, H3c, and H4c were rejected, and null hypotheses were retained because perceived imbalance, ambiguity, and fairness were not significantly related to the outcome variable ($p = .510$, $p = .513$, $p = .917$ respectively). In order to test moderator effect of supervisor support on relationship between job stress and burnout dimensions, moderated multiple regression analyses were applied. The models assessed whether there is a significant interaction between job stress and supervisor support, and between imbalance and supervisor support on the prediction of burnout. Moderated multiple regression analysis is the most common choice to detect interaction affect. The most common way to test interactions statistically is to regress a dependent variable

on the independent variable, the moderator variable, and the interaction of independent and moderator variable (Dawson and Richter 2006).

In the study, two-step hierarchical regression analyses were applied. At the first step, independent variables and supervisor support were entered, and at the second step, interaction term of independent variables and supervisor support were entered in the models for burnout as dependent variable. Two separate moderated multiple regression analyses were employed for perceived job stress and imbalance. Table 4.11 shows the results of the first moderated multiple regression analysis predicting burnout.

Table 4.11. Moderated Multiple Regression for Supervisor Support and Job Stress (N= 175)

Variable	B	St. Error	β
Step 1			
Job Stress	.475	.060	.512**
Supervisor Support	-.245	.101	-.158*
Constant	11.187	3.909	
R²= .333**	F= 42.848		
Step 2			
Job Stress	.479	.061	.517**
Supervisor Support	-.251	.101	-.162*
Job Stress* Supervisor Support	.006	.009	.039
Constant	11.242	3.917	
R²= .334**	F= 28.593	ΔR²= .002	ΔF= .387
N=175			

**Significance at $p \leq 0.01$ level, *Significance at $p \leq 0.05$ level

According to the result of first the model, the interaction term failed to explain any additional variance in burnout after entering the interaction of job stress and supervisor support ($\Delta R^2=.002$, $p=.535$). Therefore, H6a was rejected, the null hypothesis was retained.

Table 4.12. Moderated Multiple Regression for Supervisor Support and Imbalance (N= 175)

Variable	B	St. Error	β
Step 1			
Imbalance	.430	.210	.149*
Supervisor Support	-.429	.113	-.277**
Constant	27.354	4.658	
R²=.113*	F= 10.979		
Step 2			
Imbalance	.401	.212	.139
Supervisor Support	-.438	.113	-.283**
Imbalance* Supervisor Support	.036	.032	.082
Constant	28.126	4.705	
R²=.120**	F= 7.756	$\Delta R^2=.007$	$\Delta F=1.274$
N= 175			

**Significance at $p \leq 0.01$ level, *Significance at $p \leq 0.05$ level

The interaction effects of imbalance and supervisor support are provided in Table 4.12. According to the results of regression, supervisor support did not have a significant moderator effect on the relationship between perceived imbalance and burnout ($\Delta R^2=.007$, $p=.261$). Therefore, H6b was rejected. Overall, although supervisor support had statistically significant

inverse effect on each dimension of burnout, supervisor support did not have a statistically significant effect on the relationship between perceived job stress, imbalance and burnout.

The results of hypothesis testing are summarized in Table 4.13.

Table 4.13. Hypotheses Results Summary

Hypotheses	Results
H1a: There is a positive relationship between perceived job stress and emotional exhaustion.	Supported
H1b: There is a positive relationship between perceived job stress and depersonalization.	Supported
H1c: There is a positive relationship between perceived job stress and reduced personal accomplishment.	Supported
H2a: There is a positive relationship between perceived imbalance and emotional exhaustion.	Rejected
H2b: There is a positive relationship between perceived imbalance and depersonalization.	Rejected
H2c: There is a positive relationship between perceived imbalance and reduced personal accomplishment.	Rejected
H3a: There is a positive relation between ambiguity and emotional exhaustion.	Rejected
H3b: There is a positive relation between ambiguity and depersonalization.	Rejected
H3c: There is a positive relation between ambiguity and reduced personal accomplishment.	Rejected
H4a: There is an inverse relationship between perceived distributive fairness and emotional exhaustion.	Rejected
H4b: There is an inverse relationship between perceived distributive fairness and depersonalization.	Rejected
H4c: There is an inverse relationship between perceived distributive fairness and reduced personal accomplishment.	Rejected
H5a: There is an inverse relationship between perceived supervisor support and emotional exhaustion.	Supported
H5b: There is an inverse relationship between perceived supervisor support and depersonalization.	Supported
H5c: There is an inverse relationship between perceived supervisor support and reduced personal accomplishment among.	Supported
H6a: Supervisor support moderates the relationship between perceived job stress and burnout.	Rejected
H6b: Supervisor support moderates the relationship between perceived imbalance and burnout.	Rejected

CHAPTER V

CONCLUSION

This study aimed to explore burnout level of Turkish public administrators, and to determine whether there is a relationship between certain job-related factors and burnout, and a moderator effect of supervisor support on the relationship between two predictors and burnout. Through multiple regression analyses, the study revealed whether perceived job stress, imbalance between responsibilities and authority, distributive fairness, ambiguity on attaining job resources, and supervisor support affect each dimension of perceived burnout measured by the MBI among Turkish public administrators. The study also revealed if there is a moderator effect of supervisor support on the relationship between perceived job stress, imbalance, and overall burnout via multiple moderated regression analyses.

This chapter summarizes the findings of the study. The results of the study are discussed, and then compared with the results of previous studies. Next, policy implications are suggested by using the findings of the study and discussions. Following, the limitations of the dissertation and suggestions for future researches are presented. Lastly, a summary of dissertation and conclusion are presented.

Summary of Findings

Deputy governors and district governors who completed the survey reported moderate level of burnout. Their emotional exhaustion, depersonalization, and reduced personal

accomplishment levels were moderate, high, and low, respectively. The results of comparison of groups' burnout mean scores on the basis of job position, age, tenure years, education level, geographical regions, and class of provinces and districts indicated some statistically mean differences. The results of t-tests revealed that deputy governors reported significantly higher levels of burnout than district governors. The one-way ANOVA test results indicated that public administrators in the age group 41- 50 reported lower level burnout than younger groups. Public administrators working in the region five, which is the least developed part of Turkey, experience statistically higher level burnout than those who works in the region four. Similarly, district governors working in the sixth class districts reported significantly higher levels of burnout than district governors working in the first class districts. However, there is no statistically mean score differences on the basis of education level, tenure, and provinces class for deputy governors.

Emotional Exhaustion

According the results of bivariate correlation and multiple regression analysis, there is significant correlation between perceived job stress and emotional exhaustion. When public administrators perceive higher level job stress, those administrators are likely to report higher level emotional exhaustion than those who perceive lower level job stress.

The results of bivariate analysis demonstrated perceived imbalance and ambiguity are significantly and positively related to emotional exhaustion. However, the regression analysis indicated that there is no relationship between imbalance and emotional exhaustion, or between ambiguity and emotional exhaustion. Neither the results of bivariate correlation nor multiple regression analysis demonstrated that distributive fairness is statistically related to emotional

exhaustion. Both bivariate and multiple regression analyses found statistically significant inverse relationship between perceived supervisor support and emotional exhaustion. Public administrators who perceive lower level supervisor support are more likely to experience emotional exhaustion than those who perceive higher level supervisor support. Overall, according to the results of multiple regression analysis, perceived job stress is positively related to emotional exhaustion; supervisor support are negatively related to emotional exhaustion; and imbalance, distributive fairness, and ambiguity are not significantly related to emotional exhaustion.

Depersonalization

The results of bivariate correlation analysis demonstrated that there is a statistically significant positive correlation between job stress and depersonalization. Similarly, the findings of multiple regression analysis indicated that job stress is a predictor of depersonalization. Public administrators who experience higher levels of job stress are more likely to report higher levels of depersonalization than those who experience lower level job stress. While the results of bivariate correlation analysis indicated a positive relationship between imbalance and depersonalization, the multiple regression analysis did not indicate any significant relationship between imbalance and depersonalization.

According to the results of both bivariate correlation analysis and multiple regression analysis, there is no relation between ambiguity on attaining job resources and depersonalization. Similarly, the results of both analyses indicated that perceived distributive fairness is not related to depersonalization.

Both analyses demonstrated that there is a statistically significant inverse relationship between perceived supervisor support and depersonalization. When public administrators feel higher level support from their supervisor, they are inclined to report lower levels of depersonalization. In summary, the findings of multiple regression analysis revealed that there is significant and positive relationship between perceived job stress and depersonalization, significant and inverse relationship between perceived supervisor support and depersonalization. There is no significant relationship between imbalance, ambiguity, distributive fairness, and depersonalization.

Reduced Personal Accomplishment

The results of bivariate correlation analysis indicated a positive relationship between perceived job stress and reduced personal accomplishment. Similarly, the multiple regression analysis demonstrated a statistically significant relationship between perceived job stress and reduced personal accomplishment.

Neither bivariate correlation analysis nor multiple regression analysis demonstrated a significant relationship between reduced personal accomplishment and imbalance, or ambiguity, or distributive fairness. According to the results of both bivariate correlation and multiple regression analysis, supervisor support is significantly and negatively associated with reduced personal accomplishment. Public administrators who receive higher levels of support from their supervisor are more likely to experience higher levels of personal accomplishment. Overall, consisted with the other two dimensions of burnout, the findings of multiple regression analysis revealed that perceived job stress is positively, and supervisor support are negatively related to

reduced personal accomplishment. There is no significant relationship between other predictors and reduced personal accomplishment.

Moderator Effect of Supervisor Support

According the result of two moderated multiple regression analyses, supervisor support did not have any moderating effect. Despite the significant inverse relationships between supervisor support and all three dimensions of burnout, the interaction items of job stress and supervisor support, and imbalance and supervisor support were non-significant. Therefore, this study did not find supportive evidences that support from a supervisor served to moderate the effects of job stress and imbalance on burnout.

Discussion of Findings

Turkish public administrators who participated in this study reported moderate level overall burnout scores. Regarding each dimension, they reported high level depersonalization, moderate level emotional exhaustion, and low level reduced personal accomplishment. The majority of public administrators who completed the survey feel that they have lost their identity and meaningfulness; and they have begun seeing their jobs as less effective and significant. However, nearly all public administrators feel satisfied with their accomplishment on their jobs.

District governors reported lower level burnout than deputy governors. The probable explanation for this difference is that district governors have relatively higher autonomy as a job resource than deputy governors because they are the highest public administrators in the district despite of hierarchical dependency on province governors. A number of studies indicated that perceived autonomy as a job resource reduces the level of burnout in the work place (Bakker, Demerouti, and Euwema2005; Turnipsed 1994). The findings of Ozarslan's (2011) revealed that

deputy governors are unsatisfied with their autonomy in work. Consistent with previous studies and assumptions (Maslach, Schaufeli, and Leiter 2001; Randall 2007; Vredenburg, Carlozzi, and Stein 1999), younger public administrators participated in this study experienced higher levels of burnout.

Regarding geographical region, public administrators working in the region five, the least developed region of Turkey, reported the highest level of burnout in the study. This result might stem from negative effects of socio-economic conditions of districts or provinces. Similarly, while district governors working in the least developed and the smallest districts reported the highest level burnout, district governors working in the most developed and the biggest districts reported the lowest level burnout. In addition to social and economic characteristics of districts, these results might also reflect the effect of organizational structure of public agencies on the burnout level of district governors. The majority of first class districts have more institutionalized and well-equipped public agencies and adequate qualified public officials, while district governors in sixth class districts have to struggle against the lack of public officials on the basis of quality and quantity.

The results of this study derived from Turkish public administrators confirmed that job stress is significantly and positively related to all three dimensions of burnout. These results are in general agreement with a number of previous studies (Hillhouse, Adler, and Walters 2000; Gmelch and Gates 1998; Griffin et al. 2010; Jamal and Baba 2000; Lee and Ashforth 1993b; Rahim 1995). For instance, similar to results of this study, the findings of Jamal and Baba's (2000) study examining the association between job stress and burnout indicate that job stress is significantly and positively related to overall burnout and each dimension of burnout. The

findings of the study are also consistent with stress cycle model and Maslach's definition of burnout that can be conceptualized as a psychological process resulting from chronic stress which causes emotional, physical, and behavioral symptoms (Maslach 1982). The present study's findings of a significant positive relationship between job stress and burnout are also consistent with those in Gray-Stanley and Muramatsu's (2011) study that examined relationships between job stress, social and personal resources, and burnout. The results of their study demonstrated a significant positive relationship between job stress and burnout.

Some studies investigated whether there are statistically significant relationships between job stress and each dimension of burnout; and the findings show that job stress is not related to each dimension. For example, Tourigny, Baba, and Lituchy (2005), examining buffering effects of absence and supervisor support, found that while job stress is significantly and positively associated with emotional exhaustion, it is not statistically associated with depersonalization or reduced personal accomplishment. Another study (Griffin et al. 2010) examining whether job involvement, job stress, and organizational commitment are related to each dimension of burnout revealed that job stress is a predictor for emotional exhaustion and depersonalization, but not for reduced personal accomplishment.

In spite of the fact that the present study found the relationships between job stress and each dimension of burnout, job stress' relationship with reduced personal accomplishment is weaker than relationships with emotional exhaustion and depersonalization. Even though deputy governors and district governors participated in this study reported high levels of depersonalization on average, the findings indicate that emotional exhaustion is most sensitive to the effect of job stress. The strong correlation between job stress and emotional exhaustion

means that public administrators who perceive high level job stress are more likely to report low level physical energy and the feeling of being drained.

The findings of the study reveal that job stress is the most important predictor for each dimension of burnout. The job stress scale used in this study consists of time related and anxiety related items (Parker and DeCotiis 1983). The feelings of lack of time to do all aspects of the job well, spending too much time in work without vacation or spare time, and constantly feeling burdened by responsibilities are primarily associated with burnout. These results are consistent with the findings of Gmelch and Gates' (1998) study. They found a positive relationship between time pressure and burnout. Time pressure is also accepted as a job demand by some researchers. For instance, Demerouti et al. (2001) and Lewig et al. (2007) testing job demand- resources model (JD- R), accepted time pressure as a job demand, and they found significant positive relationship between time pressure and burnout. Lee et al. (2011) accepted job stress as a job demand, and found significant positive relationship between job stress and burnout.

The main assumption of the JD-R model is that burnout occurs when certain job demands are high and job resources are low, because these negative conditions cause physical and emotional energy depletion, and prevent motivation (Bakker et al. 2003). The model also assumes that job resources have moderating effects on the relationship between job demands and burnout (Bakker and Demerouti 2007). A number of studies tested whether job demands and lack of job resources predict burnout; and job resources moderate the effects of job demands on burnout (Hsieh 2012; Lewig et al. 2007; Martinussen, Richardsen, and Burke 2007; Prieto et al. 2008; Schaufeli, Bakker, and Rhenen 2009).

Martinussen, Richardsen, and Burke (2007) examined the effects of job demands and job resources on burnout among police officers. Consistent with the main assumption of the JD-R model, the findings of their study demonstrate that job demands are significantly and positively related to each dimension of burnout; and job resources are significantly and inversely related to each dimension of burnout. These results were supported by the findings of the study conducted by Prieto et al. (2008). They found that job demands and job resources are significant predictors for burnout among teachers.

In the study, perceived imbalance between responsibilities and authority is significantly and positively correlated with emotional exhaustion and depersonalization according to the result of bivariate correlation analysis. However, the results of multiple regression analyses did not indicate any significant relationship between imbalance and these two dimensions of burnout. The findings of regression analysis indicated that public administrators' emotional exhaustion and depersonalization level depend on factors other than their perceived imbalance, particularly job stress in this model. Neither bivariate correlation nor multiple regression analyses indicated significant relationship between imbalance and reduced personal accomplishment.

In spite of the fact that deputy governors and district governors reported high level imbalance, their perceived imbalance was not related to burnout. Public administrators' perception that they have much more responsibilities than their authority did not explain their burnout. However, time pressure, lack of spare time to spend with family or for other leisure activities, and lack of annual leave time were positively related to each dimension of burnout. These findings might result from the job conditions that force public administrators to feel as if

they work nonstop without using any leisure time. They might also feel the burden of their responsibilities even while they are on their annual vacation.

Perception of fairness is an important factor for employees in the workplace. Employees perceive unfairness in the organization when there is an imbalance between performance and payment, or when rewards and promotions are not provided in objective manner. Unfairness leads to burnout among employees because the unfair experience is emotionally exhausting, and unfair treatment leads to a sense of depersonalization in the workplace (Maslach, Schaufelli, and Leiter 2001). When employees feel that the management of their organization is unfair, they will become passive and exhausted (Gabris and Ihrke 2001).

This study investigated the relationship between distributive fairness and each dimension of burnout. Distributive fairness refers to the extent to which the allocations of job outcomes are consistent with perceptions of equity and justice. These outcomes might be payment, promotion, reward, or performance feedback (Colquitt 2001) that are also considered job resources. Distributive fairness is employee's perception of whether the organization's decisions about employees are fair, and depends on what employees have contributed to the organization (Lombert et al. 2010). Officials who perceive that their inputs into the organization are not reciprocated with fair outcomes will lose trust in the organization. A perception that job resources (e.g. payment, reward, promotion) are unfairly allocated results in irritation, anxiety, and finally burnout (Maslach and Leiter 2008). This assumption is also reflected in the conservation of resources (COR) and job demand- resources (JD-R) models because employees who feel that the distribution of job resources is unfair also feel concern about the lack or loss of valued job resources.

A number of previous studies indicate that the lack of fairness in the workplace leads to burnout (Gabris and Ihrke 2001; Riolli and Savicki; Ronen and Mikulincer 2009). Boyos and Wind's (2010) study provided supporting evidence that fairness is significantly and inversely related to burnout. In their study, participants reporting higher levels of fairness experienced lower levels of burnout. Similar to these findings, Lombert et al. (2010) found in their study that distributive and procedural fairness are significantly and inversely linked to burnout and turnover intention.

Contrary to these assumptions and findings of the majority of studies examining association between distributive fairness and burnout, this study did not find any evidence that supports a significant relationship between perceived distributive fairness and each dimension of burnout. Public administrators' perception of fairness on the distribution of job outcomes did not predict their burnout level. Although these findings contradict the results of the majority of previous studies, few studies found similar results that did not support the assumption that distributive fairness is inversely associated to burnout. For instance, the findings of Peiro and Ramos' (2005) study indicated that procedural fairness is significantly and negatively related to emotional exhaustion and depersonalization, but not to reduced personal accomplishment, and that distributive and interactional fairness are not significantly related to any dimension of burnout.

Similarly, findings of this study indicated that there is no significant relationship between perceived ambiguity in allocation of valued job resources and any dimension of burnout. Even though bivariate correlation analysis indicates a weak significant correlation between ambiguity and emotional exhaustion, the multiple regression analyses revealed that level of each dimension

of burnout among public administrators depends on factors other than perception of ambiguity. Public administrators reported high level uncertainty about timing, requirements, and conditions to reach job resources (promotion, reward, and reassignment). However, this perception did not predict their burnout level.

This study also examined the relationship between supervisor support as an important job resource and each dimension of burnout; and the moderating effect of supervisor support on the relationships between job stress, imbalance and burnout. Both bivariate correlation analysis and multiple regression analyses demonstrated that supervisor support is significantly and inversely related to each dimension of burnout. Public administrators who perceived higher level support from their governors reported lower level emotional exhaustion, depersonalization, and reduced personal accomplishment. It can be concluded from these results that public administrators' perceptions about the amount of job resource predicted their level of burnout; however, their perception about fairness and ambiguity in distribution or allocation of job resources did not predict any dimension of burnout.

These results are also in line with the findings of most of the previous studies (Baruch-Feldman et al. 2002; Campbell et al. 2013; Hsieh 2012; Russell, Altmaier, and Velzen 1987). For instance, Russell, Altmaier, and Velzen (1987) found that supervisor support is significantly and negatively related to each dimension of burnout. They also found supportive evidence that supervisor support moderates the effects of stressors on burnout. Campbell et al. (2013) found that there is a significant negative association between supervisor support and emotional exhaustion.

Even though this study found negative relationships between supervisor support and each dimension of burnout, the findings did not indicate any moderator effects of supervisor support on the relationships between job stress and burnout, or imbalance and burnout. Despite the fact that public administrators' perceived support from governors had negative effects on the level of each dimension of burnout, support from governors did not have any interaction effects with job stress, or imbalance on their burnout level.

Policy Implications

The findings of this dissertation have implications for burnout studies and public administration studies. This study contributes to the field of public administration by exploring effects of job stress, imbalance, ambiguity, fairness, and supervisor support on burnout among public administrators in a different cultural environment. This study also contributes to Turkish Public Administration by exploring the level of burnout and the level of some probable predictors of burnout of deputy governors and district governors who play essential roles and have important positions in the public administrative system in Turkey. The study also explores the relationships between these predictors and burnout among administrators in the public sector setting.

Since inception of burnout studies, a number of studies have been conducted in different job environments, particularly in human service work, to examine burnout, its antecedents, and outcomes. However, there are relatively few studies on burnout among administrators. Considering public administrators' several roles and positions, as is explained in the introduction, this study makes a contribution to public administration literature by examining burnout and its probable predictors in the public sector setting in a non-Western culture.

This study makes another significant contribution to the burnout literature by examining burnout among administrators in the public sector. This study is also a test of the Job Demand-Resources(JD-R) model for public administrators in a different public administrative system and culture because the study used the main assumptions of the JD-R model while generating research hypotheses. The majority of previous studies used JD-R model were conducted in Western countries. This study was performed in Turkey, which has a partly different culture from Western countries. The findings of this study are useful for researchers who will conduct similar studies in different countries with different cultures.

This dissertation makes important contributions to Turkish public administration because this is the first study that examines burnout and its relationships between its probable antecedents among Turkish deputy governors and district governors. Although burnout is an individual problem, its consequences, as mentioned in the literature review, are seen at both individual and organizational levels. Organizational outcomes such as lack of organizational commitment, reduced performance, and low productivity, will have even more negative effects on organizations if burnout occurs among administrators (Lee and Ashforth 1993a). Burnout can be also recognized as an occupational hazard for administrative professionals. Considering roles and positions of deputy governors and district governors in the administrative system, burnout experienced by them affects all public agencies in their districts and provinces. Even though Turkish public administrators did not report high level burnout, detection of burnout and its predictors is important to reduce the level of burnout, and thus to increase the productivity of public agencies and quality of public services.

This study showed that deputy governors experienced higher levels of burnout than district governors. The reason for that might be lack of autonomy in the work place for district governors. To eliminate this problem, it could be suggested that more autonomy be provided for deputy governors by defining their job and responsibilities in more definite and clear ways. Definite duties and authority should be devolved to deputy governors by legal documents instead of governor task allocation. Each deputy governor in a province should have definite tasks and duties regulated by legal documents instead of those allocated by province governors by using their discretion.

Some social activities, such as training seminars and social rehabilitation programs, would be suggested for deputy governors and district governors working in the region five and sixth class districts to reduce their burnout level. If these programs were organized out of their districts and provinces, it would be more helpful for rehabilitation and relaxation. In addition, adequate public officials should be employed and retained in the sixth class districts by providing extra resources such as payment, rewards, or early promotion for these officials; and organizational structure of public agencies should be strengthened in these districts. The locality pay system and offering higher amount salary might be useful to encourage public officials to work in the least developed districts.

This study also revealed that burnout level of public administrators mostly depends on level of job stress consisting of time pressure and anxiety, and younger workers experienced higher levels of burnout. The district governor course and other training seminars organized by the Ministry of Internal Affairs should include time management and stress management seminars. Spending too much time at work, the lack of leisure time, the lack of adequate vacation

time, and the feeling of burden of responsibilities at all times are also important components of job stress in this study. It is not possible to prevent officials from working some weekends or after working hours, or to avoid the feeling of pressure of responsibilities, even in spare time. However, public administrators should use their annual leave without depending on province governors' permission.

Although imbalance and ambiguity did not predict any dimension of burnout, public administrators reported high levels of imbalance between responsibilities and authority, and ambiguity about attaining job resources. This might result in other job related problems or burnout in the future. Because of that, this study suggests that balance between responsibilities and authority be established by regulating legal documents to provide a legitimate source for their obligation to meet responsibilities. Objective, definite, and transparent requirements and conditions should be established and followed for promotion, rewards, or reassignment to eliminate ambiguity perception.

Limitations

The limitations of this dissertation include research design, measurement of variables, and translation of the survey instrument. One of the limitations relates to research design. Because of the time limitation, this study conducted a cross-sectional research design instead of a longitudinal research design. Public administrators filled out survey instruments only one time. Daily issues may affect the feelings of participants, and this might affect their answers, in that that answers reflect short-term feelings instead of actual long-term feelings about job conditions. For instance, if a public administrator has recently been criticized for an issue by their governor, the administrator might not report any support from their supervisors. This problem might limit

the study in its ability to present a completely accurate interpretation. In addition, due to the weakness of cross-sectional data, it is difficult to explore the full relationships between the variables measured in this study. Cross-sectional design might limit casual interpretation.

Another limitation is the method of measuring variables in the study. The study collected information about burnout and several factors related to burnout via electronic surveys distributed to public administrators to explore the relationships between burnout and these factors. Survey research is vulnerable to self-response bias because the survey relies on participants' responses that evaluate themselves. Self-report data are usually affected to some degree by participants' willingness to give answers in a truthful manner. Participants might have avoided giving correct answers that negatively evaluate participants in this study. Participants might also have given socially desirable answers to the questions about their job conditions. Survey items about ambiguity on attaining job resources and fairness on allocating job resources might be considered as evaluations of the Ministry of Internal Affairs because job resources, such as promotion and reassignment, are mostly provided by the Ministry. Province governor support was measured by the perception of deputy governors and district governors who are hierarchically subordinates of province governors. Even though the researcher assured the participants about the confidentiality of their responds, public administrators might have hesitated to report their actual views about the Ministry of Internal Affairs and their province governors.

Translation of survey instruments is another limitation for this dissertation. This study conducted existing MBI-GS, job stress scale, distributive fairness scale, and supervisor support scale; and imbalance and ambiguity scales were developed for this study. Existing scales have

not been officially translated into Turkish before this study. The translation was a problem for the study because concepts and terms in the scales might have been perceived differently in Turkish than in English. This different perception might potentially affect the results of survey. Imbalance between responsibilities and authority emanating from legal regulations and ambiguity on attaining valued job resources were measured with scales developed for this study. Even though reliability of test results of these scales met requirements with Cronbach's Alpha scores over .70, validity of the scales was not tested. This might also have affected the results of the study.

Recommendations for Future Research

Considering the limitation and findings of this dissertation, some recommendations are provided for future studies that will extend this analysis to the public administrator environment. First, the data used in this study were gathered from 175 public administrators via an electronic survey, namely deputy governors and district governors. In order to increase the reliability and to generalize the findings of the study, future studies should use more participants. Future research should include bureaucrats working at the central offices of Ministry of Internal affairs, civil inspectors, and province governors who constitute the same occupation group with deputy governors and district governors to compare differences between these job positions. The future studies should also use longitudinal research design instead of cross-sectional design to detect the effects of different factors on burnout.

Considering that burnout level of deputy governors is higher than district governors because of differences in perceived autonomy as a job resource, future research should examine the relationship between autonomy and burnout. This study found a significant relationship

between supervisor support as a job resource and burnout. Future research should also investigate whether other organizational supports such as co- worker support and subordinate support predict burnout among public administrators. It could be also recommended that the future research examine the direct effects of other job resources such as rewards, promotion, reassignment, and payment, on burnout. The moderator effects of these job resources should also be investigated.

It would be an extension of this study if future research examines the impacts of social and economic conditions of the working environment on burnout level. Whether organizational structure of public agencies, and the number of and qualifications of public officials working with public administrators are predictors of burnout should be investigated in the future research. Future researches should also investigate why imbalance between responsibilities and authority, ambiguity on attaining job resources, and distributive fairness did not explain any dimension of burnout although public administrators reported high level imbalance and ambiguity, and moderate level distributive fairness.

Conclusion

This study aimed to examine the relationships between some predictors and each dimension of burnout among Turkish public administrators. This study examined whether perceived job stress, and imbalance between responsibilities, distributive fairness, ambiguity on allocation of job resources, and supervisor support predict each dimension of burnout. This study also investigated the moderator effects of supervisor support on the relationships between job stress, workload, imbalance, and burnout. The study also explored the level of burnout of public

administrators on the basis of their age group, tenure years, job positions, education level; and geographic regions, provinces, and districts in which they are working.

The study conducted a cross-sectional research design in order to explore burnout level, and examine the relationships between probable predictors and each dimension of burnout. The MBI- GS, job stress scale, imbalance scale, distributive fairness scale, ambiguity scale, supervisor support scale, and demographic questionnaire were used to collect data from deputy governors and district governors in Turkey. A total of 175 participants' answers were used in the analyses in the study.

This study revealed that public administrators experience moderate level emotional exhaustion, high level depersonalization, low level reduced personal accomplishment, and overall moderate level burnout. Deputy governors reported higher level burnout than district governors. Public administrators working in the region five, the least developed part of the country, and district governors working in sixth class districts that are the least developed and smallest districts in the country experienced the highest level burnout.

The findings of inferential statistics indicated that job stress is significantly and positively related to each dimension of burnout. In other words, public administrators who perceived higher level job stress reported higher level emotional exhaustion, depersonalization, and reduced personal accomplishment. The study also found significant inverse relationship between supervisor support and each dimension of burnout. Public administrators who feel higher level support from province governors reported lower level burnout. However, supervisor support did not have any significant moderator effect. The study did not find any other results that support the research hypotheses.

This study contributes to both burnout and public administration literature because this is the first study to examine burnout among Turkish public administrators. This study also suggested some policy implications mentioned above. Lastly, based on the limitations and findings, the study provided a few recommendations for future research.

APPENDIX A

MAP OF TURKEY

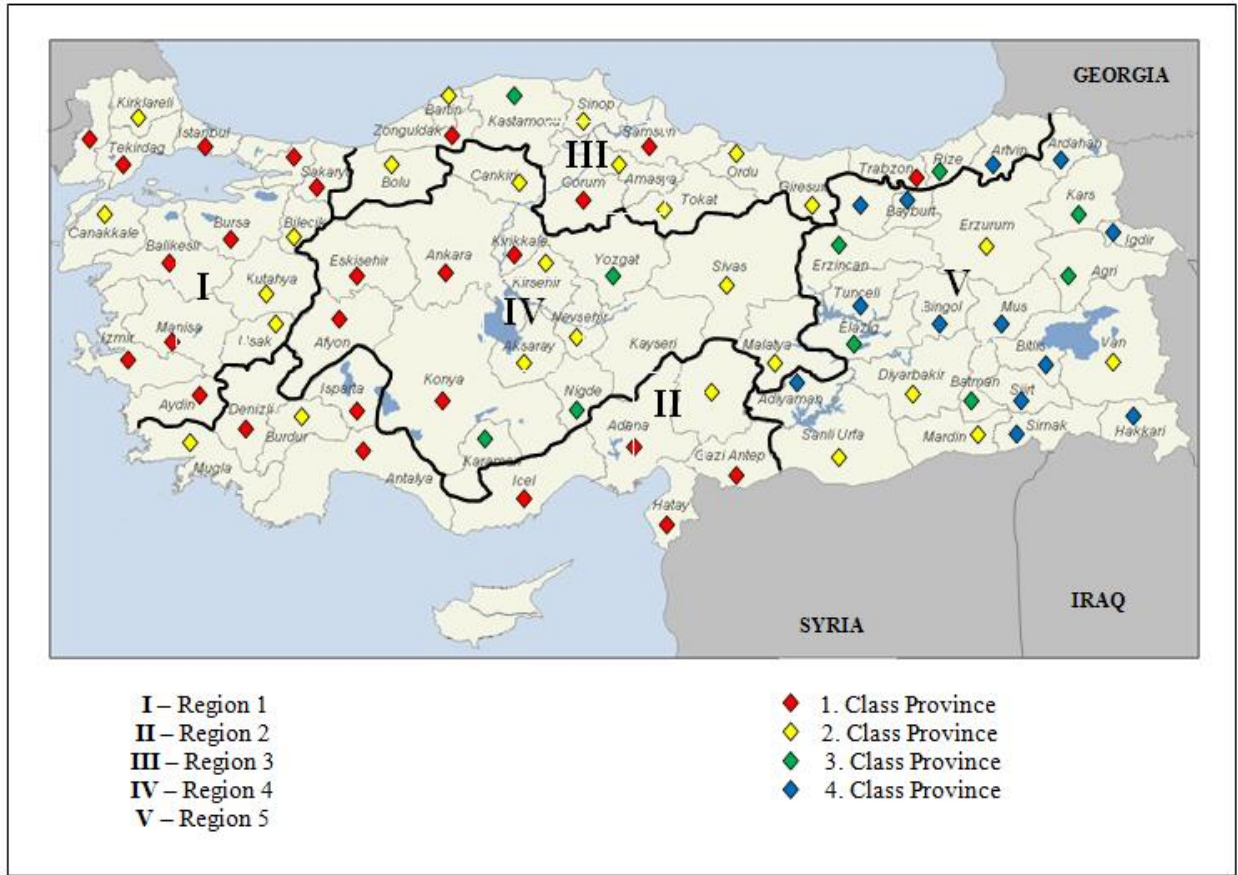


Figure A.1. Map of Turkey (Source: Code of Appointment, Evaluation, and Reassignment for Territorial Public Administrators 1986)

APPENDIX B

Table B.1. Normality of Variables

Variables	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistics	Std. Error
Burnout	175	.361	.184	.398	.365
EE	175	.185	.184	-.154	.365
DEP	175	.366	.184	-.230	.365
RPA	175	.872	.184	2.003	.365
Job Stress	175	.206	.184	-.224	.365
Imbalance	175	-.527	.184	.161	.365
Ambiguity	175	-.886	.184	.465	.365
Fairness	175	.039	.184	-.702	.365
Supervisor Support	175	.131	.184	.072	.365

APPENDIX C
RESIDUAL PLOTS

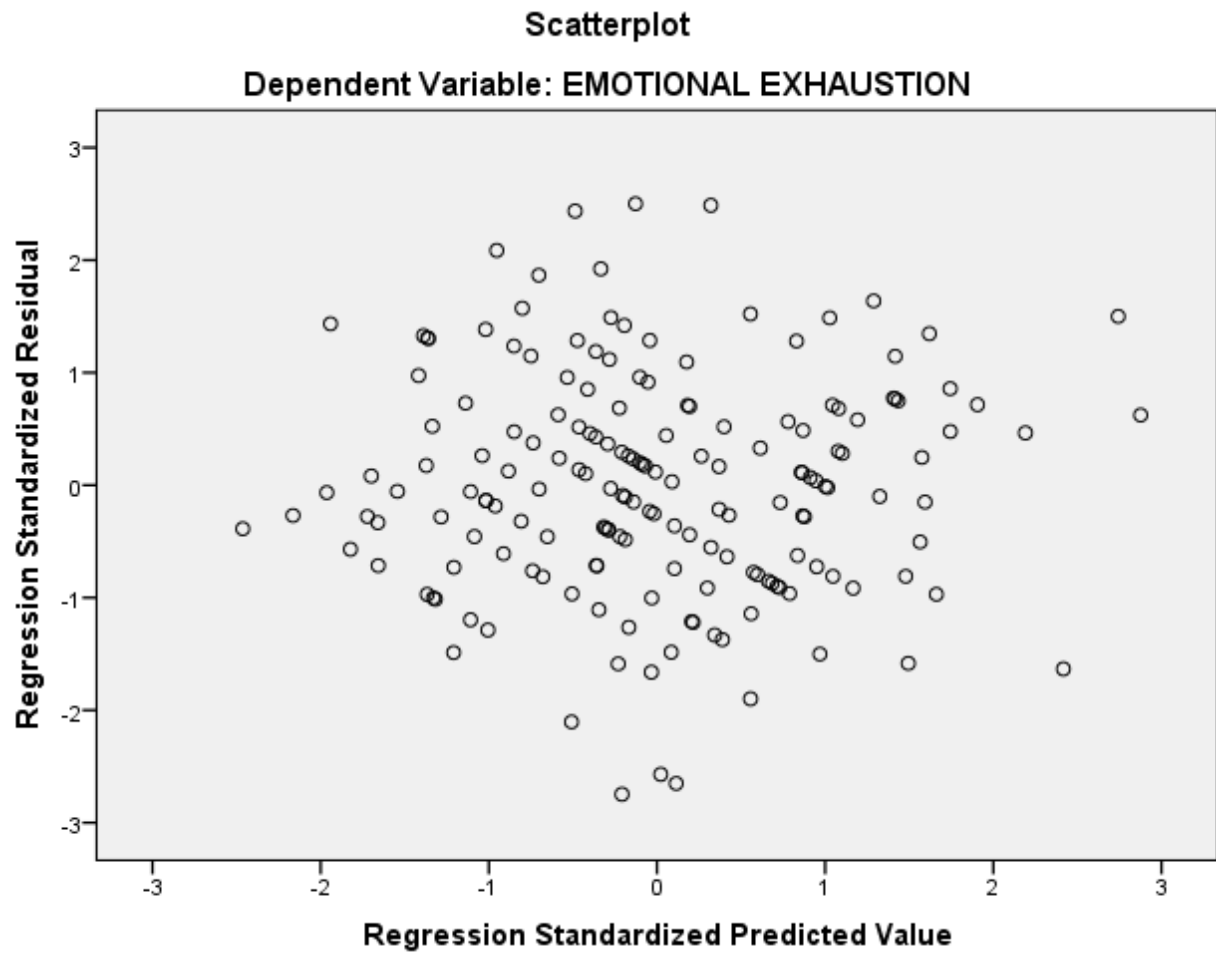


Figure C.1. Residuals plot for the first regression model

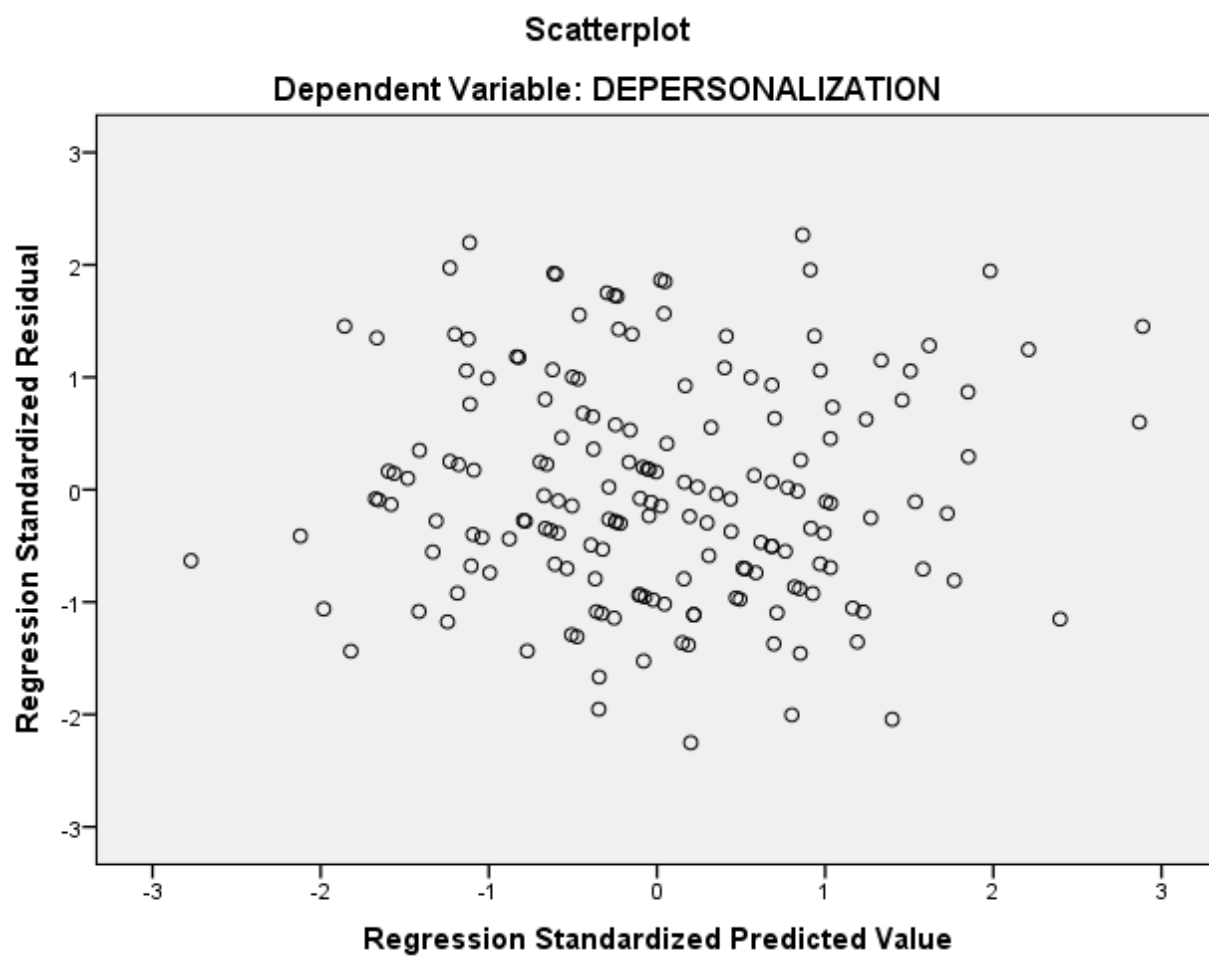


Figure C.2. Residuals plot for the second regression model

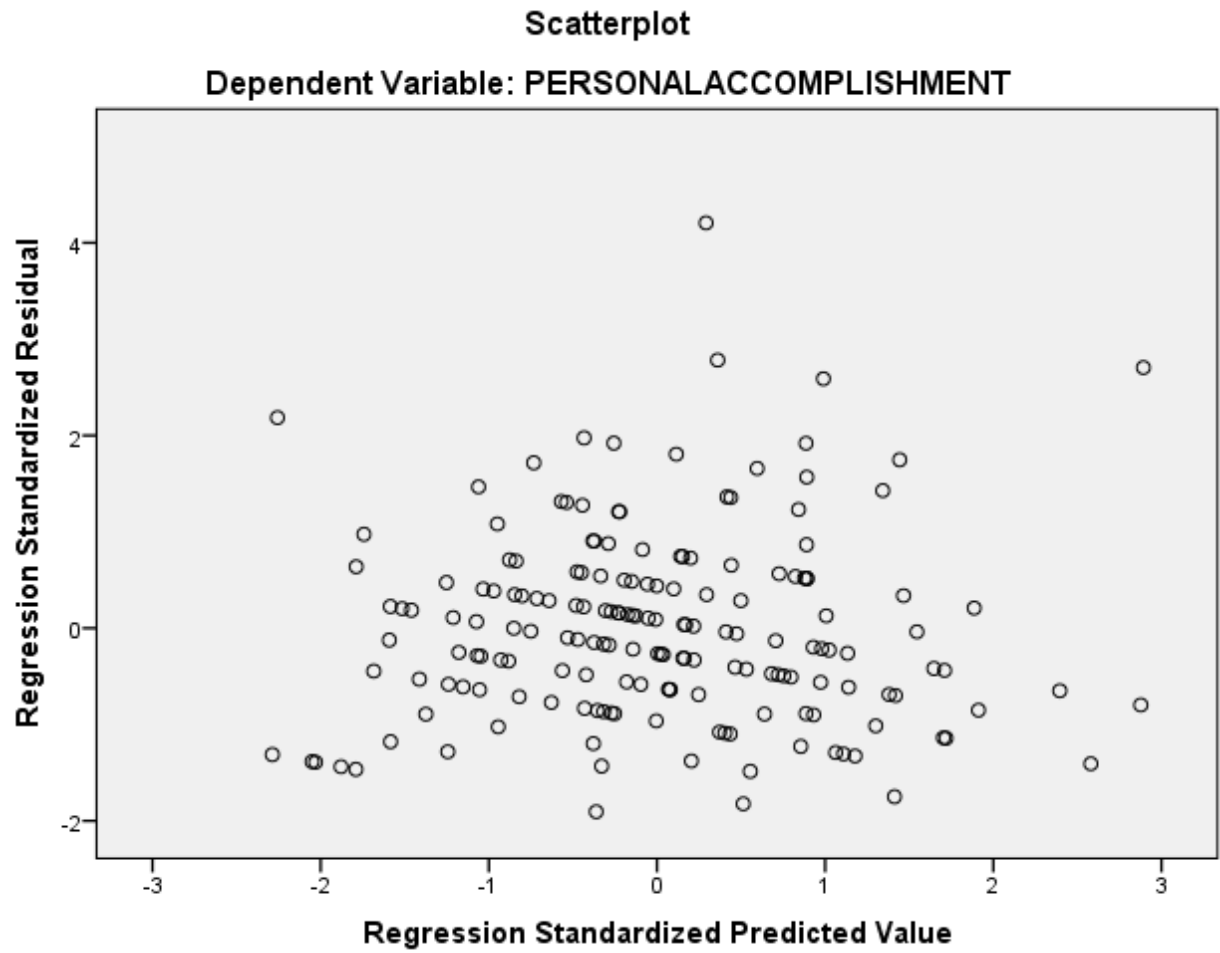


Figure C.3. Residuals plot for the third regression model

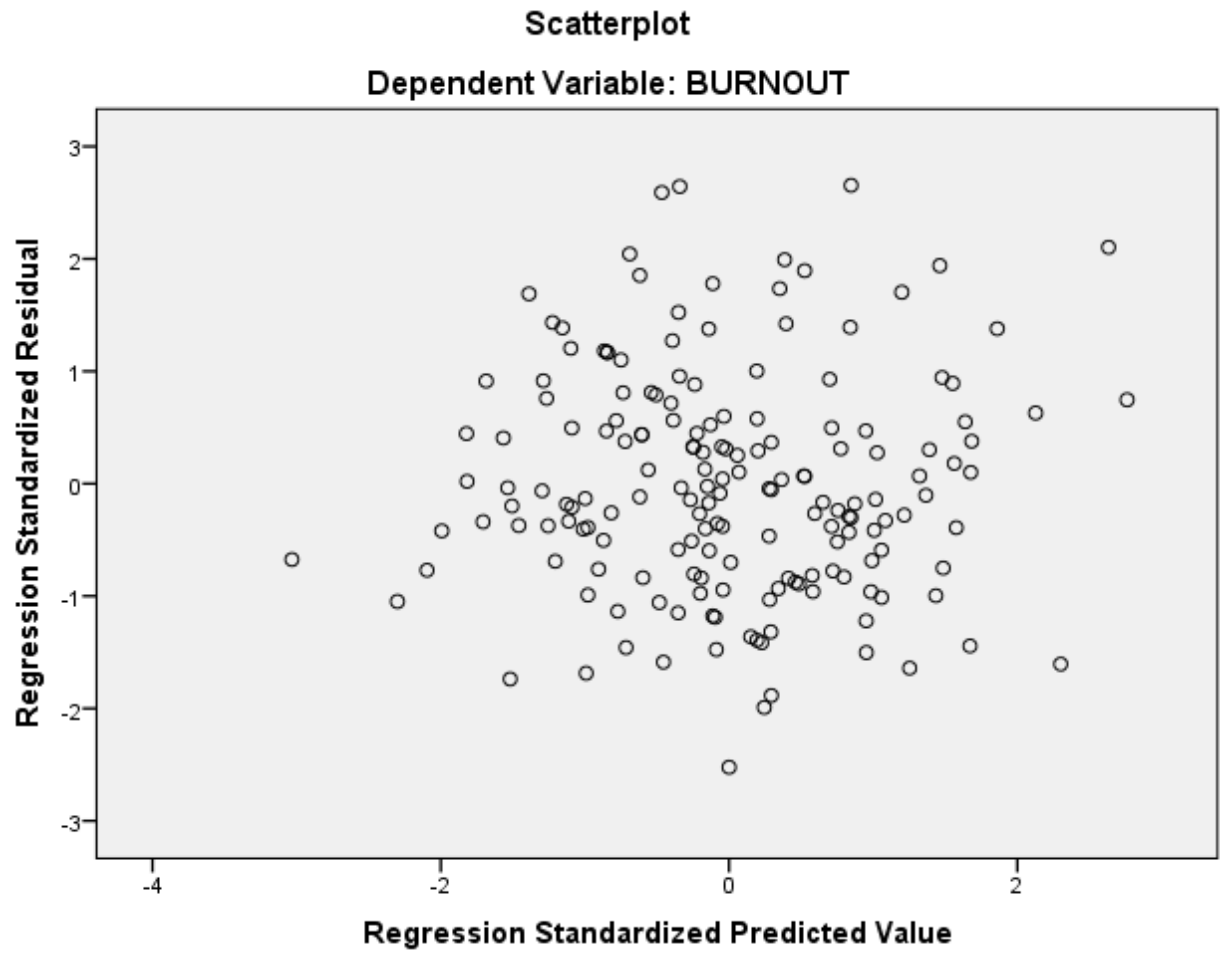


Figure C.4. Residuals plot for the fourth regression model

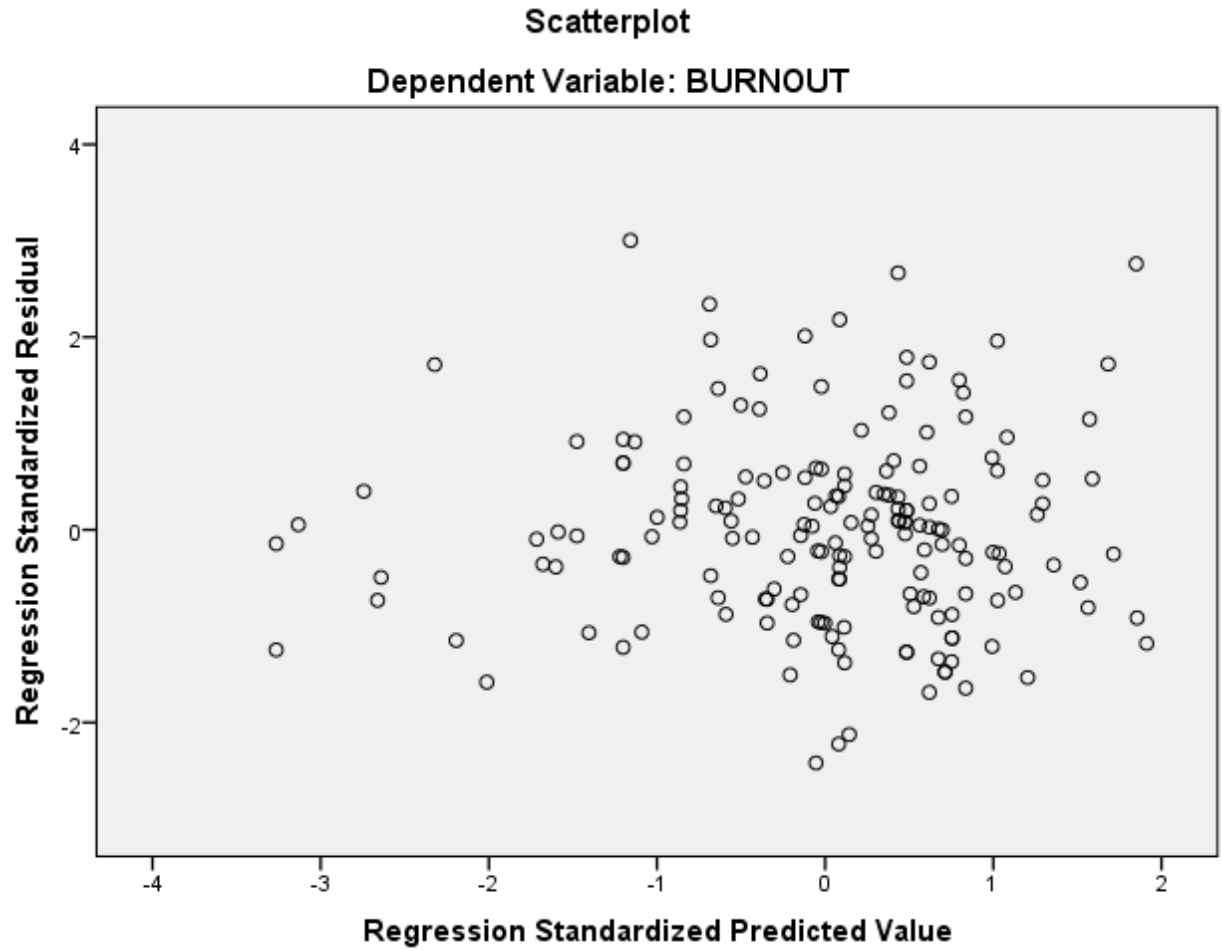


Figure C.5. Residuals plot for the fifth regression model

APPENDIX D

CORRELATION TABLES

Table D.1. Job Stress Scale (Parker and DeCotiis 1983) Correlation Table

		Burnout	EE	DEP	RPA
1	I have felt fidgety or nervous as a result of my job.	.65**	.63**	.59**	.38**
2	Working here makes it hard to spend enough time with my family.	.27**	.37**	.19**	.10
3	My job gets to me more than I should.	.59**	.59**	.57**	.26**
4	I spend so much time at work; I cannot see the forest for the trees.	.43**	.48**	.31**	.27**
5	There are lots of times when my job drives me right up the wall.	.34**	.40**	.31**	.10
6	Working here leaves little time for other activities.	.22**	.36**	.16*	.00
7	Sometimes when I think about my job I get a tight feeling in my chest.	.63**	.67**	.52**	.35**
8	I frequently get the feeling I am married to the company.	.18**	.30**	.10	.04
9	I have too much work and too little time to do it in.	.31**	.39**	.17*	.20**
10	I feel guilty when I take time off from job.	.16*	.23**	.08	.09
11	I sometimes dread the telephone ringing at home because the call might be job-related.	.27**	.28**	.20**	.20**
12	I feel like I never have a day off.	.19**	.32**	.14	-.01
13	Too many people at my level in the company get burned out by job demands.	.36**	.38**	.34**	.15**
	Overall Job Stress	.55**	.65**	.44**	.26**

** Correlation is significant at the 0.01 level, * Correlation is significant at the 0.05 level. EE: Emotional Exhaustion, DEP: Depersonalization, RPA: Reduced Personal Accomplishment

Table D.2. Imbalance Scale Correlation Table

		Burnout	EE	DEP	RPA
1	I have too many responsibilities in my job compared to my authority emanating from laws.	.12	.12	.02	-.10
2	I do not have enough authority to meet my responsibilities in my job.	.15*	.15*	.16*	.04
3	Works expected from me are beyond my authority.	.18*	.23**	.11	.09
4	Usually, I cannot meet my recipient's expectations because of the lack of legal authority.	.19**	.20**	.16*	.11
	Overall Imbalance	.19**	.25**	.16*	.05

** Correlation is significant at the 0.01 level, * Correlation is significant at the 0.05 level. EE: Emotional Exhaustion, DEP: Depersonalization, RPA: Reduced Personal Accomplishment

Table D.3. Ambiguity Scale Correlation Table (Revere Code)

		Burnout	EE	DEP	RPA
1	I have a clear prediction on where I will be regarding my job position.	.10	.19*	.05	-.05
2	In my job, standards and requirements for rewards are foreseeable and transparent.	.12	.10	.16*	.01
3	In my job, standards and requirements for promotions are foreseeable and transparent.	.18*	.15*	.19**	.08
4	In my job, appointment decrees are usually declared on time.	.06	.06	.04	.05
	Overall Ambiguity	.15*	.17*	.14	.04

** Correlation is significant at the 0.01 level, * Correlation is significant at the 0.05 level. EE: Emotional Exhaustion, DEP: Depersonalization, RPA: Reduced Personal Accomplishment

Table D.4. Distributive Fairness Scale (Colquitt 2001) Correlation Table

		Burnout	EE	DEP	RPA
1	Do those outcomes reflect the effort you have put into your work?	-.11	-.11	-.07	-.10
2	Are those outcomes appropriate for the work you have completed?	-.05	-.07	-.04	-.01
3	Do those outcomes reflect what you have contributed to your work?	-.06	-.05	-.06	-.05
4	Are those outcomes justified, given your performance?	-.01	-.07	.03	.00
	Overall Distributive Fairness	-.06	-.08	-.04	-.04

EE: Emotional Exhaustion, DEP: Depersonalization, RPA: Reduced Personal Accomplishment

Table D.5. Supervisor Support Scale (Baruch-Feldman et al. 2002) Correlation Table

		Burnout	EE	DEP	RPA
1	My supervisor is concerned about the welfare of those under him or her.	-.13	-.09	-.11	-.12
2	My supervisor pays attention to what I'm saying.	-.23**	-.20**	-.20**	-.18*
3	My supervisor exposes me to hostility and conflict. (Reverse code)	-.16*	-.19*	-.13	-.07
4	My supervisor is helpful in getting the job done.	-.24**	-.21**	-.22**	-.16*
5	My supervisor is successful in getting people to work together.	-.23**	-.23**	-.19*	-.14
6	My supervisor gives me credit for things I do well.	-.24**	-.25**	-.22**	-.12
7	My supervisor criticizes me for small things. (Reverse code)	-.09	-.06	-.11	-.04
8	My supervisor backs me up if there is a problem.	-.29**	-.24**	-.31**	-.16*
9	My supervisor cares about me.	-.34**	-.31**	-.31**	-.22**
10	My supervisor appreciates me.	-.35**	-.31**	-.34**	-.19*
	Overall Supervisor Support	-.30**	-.27**	-.28**	-.18*

** Correlation is significant at the 0.01 level, * Correlation is significant at the 0.05 level. EE: Emotional Exhaustion, DEP: Depersonalization, RPA: Reduced Personal Accomplishment

APPENDIX E
APPROVAL OF RESEARCH

THE UNIVERSITY OF TEXAS AT DALLAS

Office of Research Compliance

800 W Campbell Road AD15 Richardson Texas 75080-3021
972-883-4558 Fax 972-883-2310

Date: 18 October 2013

To: Sezer Isiktaş
Doug Goodman, Ph.D.
Economic, Political and Policy Sciences

From: Sanaz Okhovat 
Senior Director, Office of Research Compliance
Office of Research

Re: **MR 13-343**
Burnout among Public Administrators

This letter is notification of Minimal Review Approval of research project listed above. This submission meets the criteria for exemption #2 of Chapter 45 Code of Federal Regulations Part 46.101(b). IRB approval of this research begins as of **18 October 2013** and ends on **17 October 2014**.

The IRB requires all those who have access to research data be trained in research ethics and practices concerned with the protection of the welfare and rights of research participants. These ethical principles are outlined in the Belmont Report.

Investigators and key personnel involved with this protocol must have documented training with this office. The training can be found at http://www.utdallas.edu/research/orc/irb/required_training/

If you have any questions related to this approval, you may contact me by phone at 972-883-4579 or by email at sanaz.okhovat@utdallas.edu.



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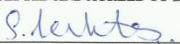
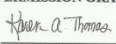
APPENDIX G

PERMISSION FOR JOB SCALE

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