

T.C.  
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SOSYAL BİLİMLER ENSTİTÜSÜ  
KAMU YÖNETİMİ ANABİLİM DALI  
HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT BİLİM DALI

**THE RELATIONSHIP BETWEEN THE BURNOUT AND ORGANIZATIONAL  
COMMITMENT LEVELS OF THE POLICE OFFICERS': A RESEARCH ON  
ISTANBUL POLICE HEADQUARTERS**

Yüksek Lisans Tezi

SAMET ARI

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Danışman: PROF.DR. CANAN ÇETİN

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Marmara Üniversitesi  
Sosyal Bilimler Enstitüsü Müdürlüğü

Tez Onay Belgesi

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## ABSTRACT

The aim of this research is to determine the relationship between the burnout and organizational commitment levels of the police officers'. To reach this aim, burnout and organizational commitment were examined from different dimensions and literature review was done. The information concerning the burnout levels of police officers', which served as the independent variable, was collected by using Maslach Burnout Inventory (developed by Maslach and Jackson, 1981), adapted Turkish by Ergin (1993). The information concerning the organizational commitment, which served as the dependent variable in this research was collected through Organizational Commitment Questionnaire (developed by Meyer and Allen, 1991) and for personal information "Personal Information Form" were used.

This research was conducted on 112 police officers on Bosphorus Bridges Guarding Directorate (BBGD) in Istanbul. Data was analyzed by Pearson correlation coefficient, linear regression, independent sample t-test and one-way analysis of variance (ANOVA).

As a result of analysis, there was found a significant negative relationship between burnout and organizational commitment levels of the police officers'. There was a significant negative relationship among Emotional Exhaustion with Normative Commitment and Continuance Commitment. It was found Depersonalization showed a significant negative slightly relationship with Normative Commitment. And also there was found a significant negative relationship between Personal Accomplishment and Affective Commitment. Besides with the results of regression analysis, Emotional exhaustion, Depersonalization and Personal accomplishment are significant predictor of Affective, Normative and Continuance commitment.

Also police officers were compared burnout and organizational commitment levels according to age, marital status, tenure, department, work experience, disciplinary punishment, rewarded and Inquiry variables. Among organizational commitment level with Disciplinary Punishment and Rewarded variables were found a significant difference of the police officers'.

**Keywords:** Police, Burnout, Organizational Commitment.

## ÖZET

Bu araştırmanın amacı, polis memurlarının tükenmişlik ve örgütsel bağlılık düzeyleri arasındaki ilişkiyi belirlemektir. Bu amaca ulaşmak için, tükenmişlik ve örgütsel bağlılık literatür taraması yapılarak farklı boyutlarıyla incelendi. Bu çalışmada polis memurlarının bağımsız değişken olan tükenmişlik düzeyleri ile ilgili bilgiler, Maslach ve Jackson (1981) tarafından geliştirilen ve Ergin (1993) tarafından Türkçe'ye uyarlanan Maslach Tükenmişlik Envanteri ile toplanmıştır. Bağımlı değişken olan örgütsel bağlılık Meyer ve Allen (1991) tarafından geliştirilen Örgütsel Bağlılık Anketi aracılığı ile toplanmıştır. Kişisel bilgiler için "Kişisel Bilgi Formu" kullanılmıştır.

Bu araştırma İstanbul Emniyet Müdürlüğü Boğaziçi Köprüleri Koruma Şube Müdürlüğü'nde görevli 112 polis memuru üzerinde yapılmıştır. Veriler Pearson korelasyon katsayısı, doğrusal regresyon, bağımsız örneklem t-testi ve tek yönlü varyans analizi (ANOVA) ile analiz edilmiştir.

Analiz sonucunda, polis memurlarının tükenmişlik ve örgütsel bağlılık düzeyleri arasında anlamlı negatif bir ilişki bulunmuştur. Duygusal Tükenmişlik, Normatif bağlılık ve Devam bağlılığı ile anlamlı negatif bir ilişki göstermiştir. Duyarsızlaşma ile Normatif bağlılık arasında anlamlı negatif düşük düzeyde bir ilişki bulunmuştur. Ayrıca Kişisel Başarı ve Duygusal bağlılık arasında anlamlı negatif bir ilişki bulunmuştur. Ayrıca regresyon analizinin sonuçlarına göre Duygusal, Normatif ve Devam bağlılığının duygusal tükenme, duyarsızlaşma ve kişisel başarı tarafından anlamlı olarak yordandığı bulunmuştur.

Araştırmaya katılan polis memurlarının tükenmişlik ve örgütsel bağlılık düzeyleri yaş, medeni durum, kıdem, görev yeri, çalışma süresi, disiplin cezası, ödül ve soruşturma gibi değişkenler açısından karşılaştırılmıştır. Polis memurlarının Disiplin cezası ve Ödül değişkenleri ile örgütsel bağlılık düzeyleri arasında anlamlı bir farklılık bulunmuştur.

**Anahtar Kelimeler:** Polis, Tükenmişlik, Örgütsel Bağlılık

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## INTRODUCTION

Policing is expressed as one of the most stressful job among the other job groups and lives the burnout intensely. It is seen that the studies about the burnout and organizational commitment of the police are quite a few in Turkey. With this research, it is aimed to show the scientific findings in terms of both the burnout and organizational commitment for the employees of Istanbul Police Headquarters, moreover both to make the arrangements related to the job and to reduce the negative effects of burnout by organizing training programs.

This thesis provides results and findings about relationship between burnout and organizational commitment of the police officers' working on Bosphorus Bridges Guarding Directorate in Istanbul.

In first part of the thesis, explanations of general definitions, basic concepts, models and theories, burnout researches in the literature and results of burnout are explained.

In the second part of the thesis, definition, theoretical approaches, models and theories and consequences of organizational commitment are discussed.

In the third part of the thesis, the purpose and significance of the research, hypotheses, assumptions, and limitations are described. Then the research model, the universe and sample for research, validity and reliability studies, procedure and data analysis are described respectively.

The last part contains the analysis for the research, results of it and the conclusion which reveals the general comments about the results of the application part.

## **CHAPTER ONE**

### **1. BURNOUT**

This first chapter provides explanations of general definitions and basic concepts of burnout in the literature. In the second chapter organizational commitment will be explained. There are many different definitions for each concept. These concepts are the base for this thesis, therefore that would be more adequate to give some different definitions or explanations for each of them.

#### **1.1. Concepts of Burnout**

For more than three decades, researchers in psychology and sociology empirically explored the burnout construct. The construct of burnout has appeared in the literature for approximately last 25 years. At first, the development of burnout research stemmed as a branch of stress studies, and then became its own subject as research findings gradually shifted away from an individual's perspective to a broader organizational interaction approach (Pearlman and Hartman, 1982, p.284). Freudenberger is often given credit for first coming the term burnout in workers. He noted characteristics of a burned-out person including boredom, unhappiness, and depression.

In the 1970s there was increased attention on occupational stress and Maslach and Pines continued burnout research by making several contributions including developing the Maslach Burnout Inventory (MBI) (Maslach and Leiter, 1997, p.177).

In the 1980's, burnout matured as a full- fledged field, as the development of instrumentation, research findings and numerous articles gave growing support to this field. Thousands of professional and lay articles and books have been published on the topic (Chuo, 2003,p.14).

In 2000s a trend in burnout research is to study burnout as a process that occurs over time and by studying factors that contribute to burnout over time. This provides the opportunity to see what factors may alleviate burnout (Schaufeli and Greenglass, 2001, p.501). As organizations see the impact of stress and burnout they are investing more in corporate wellness programs.

The term burnout is applied to varying circumstances; it is commonly used to refer to an aspect of exhaustion which may be physical, emotional, spiritual, intellectual or interpersonal.

As Moore (2000, p.141), the definition of burnout, psychological syndrome of emotional exhaustion, depersonalization, and diminished personal accomplishment that can occur among workers.

Another definition burnout is described as a chronic affective response to stressful work conditions (Brillhart, 2004, p.302; Cordes and Daugherty,1993, p.565).

Burnout is important because of the negative personal and organizational ramifications and is associated with lowered job performance and health and is higher in individuals who experience overload and unrewarding work. Burnout has been associated with job withdrawal including absenteeism, intention to leave the job, lower productivity and effectiveness, increased turnover, decreased job satisfaction and reduced organizational commitment and those experiencing burnout can have a negative impact on coworkers (Maslach, Schaufeli and Leiter, 2001, p.398).

Burnout is most frequently found among people in the helping professions including doctors, nurses, therapists, police officers, teachers and social workers. Burnout is often found in the helping professions due to the high level of arousal experienced from direct frequent and intense interactions with clients. Emotional strain is high for workers in helping professions because they are constantly dealing with people and their problems (Cordes and Dougherty, 1993, p.566; Jackson and Maslach,1982, p.64).

Causes of burnout stem largely from work and include long working hours, misguided career expectations, and other factors (Tselabis, Moulou and Ilias, 2001, p.69).

There are five stages of burnout starting with stage one, job dissatisfaction. In stage two the worker's burnout symptoms such as job dissatisfaction and withdrawal are exacerbated. In stage three the problems become severe and disrupt the person's functioning at home and work. In stage four the problem dominates their life and in stage five they are unable to function at work and in their personal life (Anderson and Carter, 1999, p.25).

## **1.2. BURNOUT MODELS AND THEORIES**

This section creates the framework for the research models of burnout were examined. These are Freudenberger Burnout Model, Maslach Model, Pines Model, Pearlman and Hartman Burnout Model and Cherniss Model. This research is based on Maslach Burnout Model.

### **1.2.1. Freudenberger Burnout Model**

Freudenberger has been recognized as the first person to use the term burnout. He acquired this definition from the dictionary "to fail, wear out or become exhausted by making excessive demands on energy, strength or resources. And that is exactly what happens when a staffer bums out for whatever reasons". He adopted the term from the drug culture and used a clinical approach to investigate burnout. He noted characteristics of a burned-out person including boredom, unhappiness, and depression.

He states, "Burnout is wearing down and wearing out of energy. It is an exhaustion of excessive demands, which may be self-imposed or externally imposed which deplete one's energy, coping mechanism and internal resources. It is a feeling state which is accompanied by an overload of stress and which eventually impact one's motivation, attitudes and behavior" (Freudenberger and Richelson, 1980, p.9).

He noted numerous signs of burnout: exhaustion, fatigue, sleep disturbance, various psychosomatic complaints, irritability, frustration, resentment, anger, suspiciousness, grief over lost ideals, excessive risk-taking, use of psychoactive substances as an resignation,

depression and sense of futility, boredom due to monotony and lack of challenge, strain due to emotionally demanding work with people in extreme need, and overwork with underinvolvement in outside interests, activities or relations. His recommendations for prevention and treatment of burnout were aimed at both the individual and organizational levels and include the use of: screening, training, examination of motives and aspirations, rotation of functions or task assignments, limitation on shift and overtime work, use of vacation time and time off personal needs, group cohesiveness and support, communication, self-help training, self enlargement, physical exercise, rest and sabbaticals (Freudenberger, 1974, p.159-166).

Freudenberger pointed out that human services personnel such as social workers, mental health workers, community volunteers and nurses were more susceptible to burnout than other occupations. Thus, a majority of the burnout studies subsequently focused on people in care-giving occupations including the teaching profession.

### **1.2.2. Maslach Burnout Model**

Maslach, a social psychologist, is the leading burnout research methodologist. Maslach and Jackson are the most common description of burnout. The three-component model defines job burnout as emotional exhaustion, depersonalization, and reduced personal accomplishment. Her theoretical and empirical work, done in collaboration with Pines and later with Jackson (Pines and Maslach 1980; Maslach and Jackson, 1982) led to the development of the Maslach Burnout Inventory (MBI) and to a more fully developed concept of burnout from the perspective of social psychology.

Maslach defined burnout as "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that occurs among individuals who work with people." Viewing burnout as a response to the chronic emotional strain of dealing extensively with other human beings who are troubled or having problems (i.e., a pattern of emotional overload and subsequent emotional exhaustion), Maslach emphasized that burnout is best understood and modified in terms of situational sources of job-related, interpersonal stress.

Therefore she focused on the tasks, purposes, settings, and constraints from protocol, or standard operating procedures which precipitate and foster the burnout process. In addition,

she believed that the structure of the job setting shapes relationships between provider and recipient, between co-workers, and between staff and management. Situational factors thought to contribute to burnout include: the provider-recipient ratio, the number of hours of continuous direct contact, problem-centered focus, work overload, lack of positive feedback, emotional intensity of the work with low probability of change by recipients, the degree of allowed personal expression, the level of interpersonal skills training provided to workers and managers, fundamental attribution error by workers, pluralistic ignorance by co-workers of their shared stresses, the difficulty of identifying chronic and gradually increasing situational stress, poor peer and supervisory contact and communication, publicly stigmatized and undervalued but demanded job, lack of autonomy and control, role and policy ambiguity, conflictual and competitive job design, bureaucratic procedures and excessive paperwork, and poor organization and management (Maslach, 1982).

Maslach and Jackson originally categorized burnout from the psychological (individual) perspective of those working in the human services field (people caring/people contact). Thus, burnout was operationalized with three dimensions, consisting of emotional exhaustion (EE), depersonalization (DP), and reduced personal accomplishment (PA) that result from intense involvement with people in a care-giving environment. They noted that the three components are inter-dependent upon each other. The first component, emotional exhaustion is defined as feeling overwhelmed and emotionally drained. Depersonalization, the second component, is characterized as withdrawing from others and becoming negative. The last component, reduced personal accomplishment, is described as a feeling that one's work is not successfully achieved or by a feeling of a lack of accomplishment (Maslach and Jackson, 1981).

Maslach (1981) specifically identified burnout as associated with three major components. They include: 1) depersonalization, 2) emotional exhaustion, and 3) reduced personal accomplishment.

According to Maslach burnout (emotional exhaustion, depersonalization, and diminished sense of personal accomplishment) encompasses the signs noted by Freudenberger and also includes such additional symptoms and consequences as lowered self-esteem; diminished work performance, morale and productivity; development of an insensitive

bureaucratic style and psychological withdrawal with minimal recipient contact; absenteeism and job turnover; and family and marital conflict. Thus she viewed the consequences of burnout as pervasive because attempts at psychological self-protection come at the expense of workers, recipients, agencies, and the community as a whole (Pines, Aronson, and Kafry, 1981; Pines and Kafry, 1981).

### **1.2.3. Pines Burnout Model**

Pines, an early collaborator with Maslach, defined and characterized both tedium and burnout as "a state of physical, emotional, and mental exhaustion which characteristically results from dealing with chronic daily stresses" but she distinguished the origins of each of them (Pines, Aronson and Kafry, 1981). The theme of Pines' model is that modification of the work environment and structure is the best way to provide professional incentives and to combat burnout and turnover.

Pines' model of burnout is rooted in Frederick Herzberg's Motivation-Hygiene Theory. According to this theory, both "motivator" and "hygiene factors" of a work environment are considered as factors that affect morale and employee motivation. According to this model, burnout effectively reduced at the organizational level. Even though individual traits, characteristics and disposition influences of burnout, this model states that burnout has a major environmental component. According to this model, organizational level interventions can maximize positive work features and minimize negative work features (Pines and Aronson, 1982).

The model is completely supportive business environment, nor is what is stressed completely prohibitive. In this model, the likelihood of burnout established the balance between these elements will change depending on the stated. But individual differences are expressed according to the individuals differ in the degree of burnout of living.

### **1.2.4. Pearlman and Hartman Burnout Model**

Pearlman and Hartman are among the initial few who attempted to theorize the development of burnout with a comprehensive model. They formulated a transaction model in the early 1980s to explain burnout. Their model is widely quoted and applied in later studies.

This transactional model conceptualizes stress and burnout as a result of the transaction between individual workers needs, personal resources, and the demands, constraints, and limitations within the work environment. Burnout is likely to occur whenever there are major discrepancies between the perceived demands and the perceived resources, either personal or organizational (Pearlman and Hartman, 1982, p.284).

In the first extensive review of the literature defining burnout, Pearlman and Hartman compiled a list of definitions of burnout. The following definitions are; to fail, to wear out, and to become exhausted; a loss of creativity, a loss of commitment for one's job; an estrangement from clients, co-workers and a job; a response to the chronic strain of pursuing success, and inappropriate attitudes towards clients and self that were associated with uncomfortable physical and emotional symptoms. It is apparent from Pearlman and Hartman's meta-analysis that there is no single clear definition of the burnout construct. Some definitions of burnout are concerned more with symptoms that are either uni-dimensional or multi-dimensional; other definitions single symptoms and consequences; still others include causes, symptoms and consequences (Cited in: Cherniss, 1980).

This model also addresses social and occupational variables that subjectively impact the individual's experience of burnout. The social dimension refers to variables such as service recipients; their numbers, problems, and relations; co-workers; work relations, sharing time out and support; and supervisors and administrators: feedback, rewards, and support. These variables are often directly associated with both demands on and rewards to the care provider. The organization dimension includes bureaucratic variables, such as red tape, paperwork, communication and administrative variables, such as rules and regulations, participation, role conflict, and role ambiguity.

#### **1.2.5. Cherniss Burnout Model**

Cherniss, one of the field's major theoreticians, viewed burnout as a transactional process comprised of stress, (i.e., an imbalance between internal and external resources and internal and external demands); emotional responses to this imbalance characterized by strain (i.e., feelings of anxiety, tension, fatigue, and exhaustion); and psychological accommodation

involving changes in attitude and behavior (e.g., previously committed workers disengage or detach from the job, become apathetic, cynical, or rigid) (Cherniss, 1980).

According to Cherniss (1980a, 1980b) burnout represents a response to an intolerable work situation in which an overload of stress and strain cannot be alleviated through active problem-solving. Generally, when demands exceed resources an individual will experience stress and attempt to cope using direct problem-solving or palliation, either of which may be adaptive or maladaptive. Ordinarily, one first acts directly on the source of stress. However, if direct attempts fail, one may try to reduce tension and strain through indirect means or palliation. If these efforts are ineffective the individual may withdraw psychologically from the job to minimize emotional distress. When coping is maladaptive it can lead to destructive habit development (e.g., smoking, drinking); often involves chronic physiological arousal which may engender tissue damage (e.g., ulcers); and can interfere with more adaptive behavior (e.g., over reliance on psychological defenses of denial and avoidance). Thus, according to Cherniss, burnout involves maladaptive, intrapsychic modes of coping with job-related stress rather than active problem-solving methods.

Like both Maslach and Pines, Cherniss emphasized the importance of factors at the organizational level. He believed that differences in jobs and organizations are more powerful sources of burnout than are individual differences because situations characterized by high ambiguity, conflict, and helplessness favor the use of withdrawal and intrapsychic defenses. Such conditions frequently occur in bureaucratic organizations. In addition, when a worker is strongly motivated to achieve a sense of professional efficacy and psychological success on the job, such internal demands are often frustrated by the unpredictability and lack of personal control characteristically found in bureaucratic work settings. When staff chronically feel ineffective, unsuccessful, and powerless, learned helplessness is likely to occur. Learned helplessness leads to the passive, defensive coping behavior associated with burnout such as emotional withdrawal, blaming recipients, apathy, cynicism, and preoccupation with personal needs (Cherniss, 1980a, 1980b).

To a greater degree than any other theorist, Cherniss (1980) concept of burnout highlighted the role of such historical and cultural factors as the decline of the community during the last 150 years and the rapid social change of the 1960's. These factors, according to

Cherniss, led to increased external demands, scrutiny, and political pressure on human services; reduced public confidence in and support of such organizations; unrealistic expectations for change (e.g., transformation of society, self-actualization through work) that inevitably gave way to disillusionment, bitterness, and a sense of hopelessness; and the professional mystique (i.e. professions are glamorous or heroic) which promotes unrealistic expectations in workers, supervisors and administrators, and the general public concerning work in the human services.

Cherniss's theory of burnout, which emphasized the importance of organizational and cultural factors, has received support from empirical studies that examined the variables suggested by his model.

Concept of burnout as described in this section and the definitions and dimensions in the literature are also shown in the Table 1.

**Table 1**  
**Burnout Models and Their Expressions**

<b>MODEL</b>	<b>DEVELOPER</b>	<b>DEFINITION OF BURNOUT</b>	<b>DIMENSIONS</b>	<b>YEAR</b>
<b>1.Freudenberger Burnout Model</b>	Freudenberger	It is wearing down and wearing out of energy. To fail, wear out or become exhausted by making excessive demands on energy, strength or resources	One Dimension	1974
<b>2.Cherniss Burnout Model</b>	Cherniss	Man shown in the form of extreme stress or coolinginside a reaction against dissatisfaction	One Dimension	1980
<b>3.Pines Burnout Model</b>	Pines	Emotionally as individuals constantly consuming environment on individuals caused by the physical, emotional and mental state of exhaustion	One Dimension	1988
<b>4.Pearlman&amp; Hartman Burnout Model</b>	Pearlman and Hartman	Response to chronic emotional stress and consisting of three components	The degree of situation bring to stress Perceived stress level	1982

			Response the stress	
			The stress response result	
<b>5.Maslach Burnout Model</b>	Maslach	Work, life and negative attitudes towards other people that appeared, the physical and emotional exhaustion syndrome	Emotional Exhaustion	1981
			Depersonalization	
			Personal Accomplishment	

### 1.3. Evaluation of Police Burnout Researches

Burnout relationship comes face to face with people working in occupations that require physicians, nurses, social workers, psychologists, teachers, lawyers and police occupational groups, such as a common psychological phenomenon.

Occupations that require face to face relationship with people who work for policing responsibilities from the beginning is quite high. From this perspective, the profession of policing to establish a permanent relationship with people and aims to serve them in today's rapidly changing society, as well as to combat crime and criminals, crime, environment, public order and peace aims to provide varied types. While this service to the police face to face with people in close contact, often through overtime, working conditions have to remain inelible. Policing the profession, irregular working hours, shifts and shift systems, the risks and responsibilities of the task, the hierarchical structure from the junior-high conflict, any kind of conditions, such as criminality and criminals to be nested together or separately created by the constant negativity of the event to come face to face a professional group. The vast majority of police officers, during their professional life working all day long, people in conflict with the natural balance of sleep and diet, with sufficient time to face the threat of lingering family and social life. Too many of commitment to professional employees, are known to feel themselves more heavily distressed (Cerrah and Semiz, 2000).

Investigating the issue of police officers' burnout of the first researchers Jermier and Gaines (1983), police centers to take the perspective of the police examined the various variables of stress and emotional exhaustion. 169 people attended the study, emotional exhaustion, personal characteristics, interpersonal requirements, organizational factors and

variables are examined in terms of office. The findings of the study, significantly affecting employees' emotional exhaustion is indicate that the most significant factor was cost. In the study, the degree of burnout among employees and units were studied. The findings, employees' marital status showed that there was a variable that affects the emotional burnout. The units are compared in terms of burnout levels and degrees of burnout desk duty police officers working in research units were lower than the cops. Another finding of the study, the duration of employees' professional experience, have shown no effect on levels of emotional exhaustion.

Kop, Euwema and Schaufeli (1999) 358 Dutch police have met with the police service, especially during their study of mutual relations between civilians and the lack of (lack of input-output balance) examined the issue of sources of stress by focusing on the police profession. In this context, burnout, and again with the police officers' attitudes toward police violence in the relationship between the use of violence are discussed. The survey results are as follows: **1-** Institutional sources of stress are more common than task-related sources of stress. **2-** Compared to other professional groups providing services to people, the police in all three dimension of Maslach Burnout Inventory showed a profile of their own: relatively low levels of emotional exhaustion, depersonalization, and a mid-level high levels of personal success. **3-** Burnout levels of the police, civilians and their relations with peers were associated with a lack of input and output balance. **4-** Burnout attitude about using violence and for using violence when the officer task associated with the positive direction.

Another study examines the relationship between the police officer's burnout, job satisfaction and life satisfaction levels who works in Van Police Department. In addition, the relationship between these concepts and the demographic variables are examined. A survey was conducted to 1121 male, 93 female, total 1214 police officers and supervisors. In this survey, Maslach Burnout Scale, Life Satisfaction Scale and Minnesota Job Satisfaction Scale were applied. Applicants also were grouped in terms of their ages, educational status, marital status career of wife of husbands, work span appreciation of superiors, work unit, reason of choosing the job, satisfaction of career or work. Also, in the study these rates were variables of special scales. Results showed a relationship between the variables. People having much more feeling of life satisfaction had satisfaction of career; their anxiety, burnout and sense of

personal success declined. Orientation and satisfaction of such people in terms of work were in high level (Şeker and Zırhlıoğlu, 2009).

In a study conducted in Adana (2006), police burnout by determining the levels of certain demographic variables (age, sex, marital status, education level, rank, branch of their duty, professional seniority, daily work system, and awarded the appreciation, perception of economic status) in terms of show difference. 355 police participated in an easily accessible research and data collection, sampling method to determine the burnout level "Maslach Burnout Inventory" and for personal information the "Personal Information Form". One-way analysis of variance was applied for data analysis. As a result of the analysis, the sampling of police with the level of emotional exhaustion, gender, economic status and perception of the departments they work, the level of gender insensitivity, the departments they work, daily working, their perception of retirement and economic status, personal accomplishment levels in the age, sex, appreciation, awarded, task was found to vary according to the departments and professional seniority. Rank, marital status, education was no significant difference between the levels of burnout according to the state (Şanlı, 2006).

Another study in Turkey (Taşdöven, 2005) is aimed to determine the burnout levels of police officers aspect of working department. 260 male police seniors and officers were drawn from the sample of the personnel under Police Stations, Traffic, Passport and Foreigners Sections, Riot Police of Ankara Police Department and the personnel under General Directorate of Turkish National Police. Data were collected from using Maslach Burnout Inventory (MBI) and analyzed through variant analysis. As a result of this study, this research indicates that level of burnout among the personnel in Riot Department is higher than the level of office workers on emotional exhaustion, depersonalization and personal accomplishment subscales.

Israeli Policemen's degree of burnout and stress is measured by Pines and Kainen (2004). Results show that there is a weak relationship between burnout and stress.

Burke (1989) claims that, policemen who work in 6-15 years are not pleased with their occupation and working conditions and this groups of personnel is more burned out his/her study that he/she investigates the relationship between time and satisfaction.

According to study results which is done by Sertçe (2002) in Izmir, the findings suggest that personnel who work in police station, have much more feelings of unpleased to their occupation than personnel who work in the departments, especially it depends on variances such as surroundings, communication, salary, encouraging and making decisions.

In this sense, this occupational group working in the community intertwined spends their life to learn the level of burnout and job satisfaction would be positive effect, the thought of some environmental regulations, employees can work more effectively and efficiently. Police officers in a certain geographic area of quality of life, public safety issues related to the work by taking on more responsibility and feedback. Job satisfaction and from the traditional professional policing, community policing field, turned into a lot of support increases with occupational change. Thus, increasing the quality of service to the public, as well as increase job satisfaction among police officers in a positive assessments of the other reason for the increase of population (Şeker and Zirhlioglu, 2009).

#### **1.4. Evaluation of Burnout Researches in Turkey**

Peker (2002) makes an investigation that 30 kindergarten, 30 primary school and 30 high school totally 90 teachers join to search occupational burnout in terms of education, gender, length of service. According to the results of the research; if teachers level of education increases, the level of burnout increases too. Teachers, work in high school, have much more burnout than teachers in primary school and kindergarten, also male teachers have much more burnout than female teachers occupational priority, isn't effective in their level of burnout.

Gençer (2002) makes an investigation about the relationship between satisfaction and burnout of teachers. He makes his investigation with data collected from 382 teachers. At the end of the research, there is a significant relationship between satisfaction and burnout. If the level of satisfaction increases, the levels of burnout than teachers are unwilling to become teachers. Also, there is no difference between teachers who work at centre or countryside.

Murat (2000) investigated burnout for teachers who work 10 years. As result of the research, after 4 years burnout appears and in 8 years generally burnout decreases. Therefore, 4 and 8 years are very important point for burnout. Also some factors such as; gender,

workstation, university, economical conditions, appreciations, perceptions of occupations sufficiency, are very important to burnout. Teachers' perception of themselves, their jobs and capacity are very significant for burnout. This result shows that during burnout, stress and compulsion are as important as person's perception anal.

Akçamete, Kaner and Sucuoğlu (2001) investigated level of burnout for teachers who work with disabled students and healthy students in terms of their satisfaction level and personality features. They aim to define whether satisfaction and personality features affect burnout or not. There are they collect data's from 153 teachers work with disabled children and 261 teachers, work with healthy children later, they argue these findings. Teachers who work with healthy children have much more burnout than teachers who work with disabled students.

At Ankara University Medicine Faculty researchers have been done nurses and doctors level of burnout is analyzed and factors about satisfaction and social support are examined. At internal diseases department, 109 nurses and 56 doctors attend the research and it gives these results generally in spite of being successful and decreasing of depersonalization for emotional exhaustion is different. Doctors and nurses are tired and have emotional exhaustion.

Nurses have much more emotional exhaustion than doctors; there is no difference between personal achievement and depersonalization between two groups. It has been defined that % 24 percent of test subjects in group have physical diseases and it is such a factor that it affects emotional exhaustion. By gender there is no difference between nurses and doctors. It is so clear that people who choose the occupations unwillingly, have much more burnout (Haran, Özgüven, Ölmez and Sayıl, 1997, p.81).

Girgin (1995) has examined the variables that affect the development of professional burnout of 23 from different socio-economic levels in Izmir metropolis and 15 outside the metropolis total in 38 schools, including 253 women and 148 men primary school teacher. At the end of the study it was found that the score of depersonalization of male teachers is higher than the score of female teachers. It was determined that as the age and working year increases, the burnout reduces. It was found that the levels of burnout of the teachers who

love their job, who choose their job willingly and who find their job proper are lower than the others. It was determined that, the level of burnout of the teachers who are satisfied with his working environment is lower than who are unsatisfied. It was found that the level of burnout is low in teachers who are supported by their colleagues and who are appreciated by their superiors.

Sucuoğlu, Kuloğlu-Aksaz (1996) have examined the levels of burnout and the variables that affect the burnout of special training and primary school teachers. When the levels of burnout of special training and primary school teachers are compared, it was found that there isn't a difference between the scores of two groups, but personal achievement scores diversify. In the study it was determined that, the levels of burnout of teachers don't change according to gender. It was found that the variable of working duration is related with personal achievement subscale, when the working duration of teachers has increased the burnout decreases in this size. When the relationship between age variable and emotional exhaustion was examined, it was seen that, emotional burnout and depersonalization isn't related with age, but when the age increases, the score of personal accomplishment increases also. It wasn't found a difference between the levels of burnout of special training teachers, teachers colleges graduates and primary school teachers. It was found that the level of burnout in the dimension of personal accomplishment is lower in teachers who work with normal students than the teachers who work with autistic children.

Özer (1998) worked with 595 guidance teachers who work in the schools and in the Guidance and Research Centers of Turkey's 67 provinces. The research findings; the burnout of guidance teachers was seen in the low dimension of 24% and it was followed by emotional burnout by 13% and 2% of depersonalization. The results of analysis which was made according to gender variable has shown that the emotional burnout is more seen in female guidance teachers than male teachers but there is no difference in the dimension of personal accomplishment.

In a research which was made with 469 teachers by Schwab and Iwanicki (1982), the relationship between the burnout of teachers and demographic variables was investigated. At the end of the study, it was found that there isn't a statistically significant relationship between the variables such as the year of study at school, the school itself (urban, suburban,

rural) marital status and burnout. The declared variables which have a relationship with the burnout are gender, age and the school (primary, middle, high school). When we looked the research results, it was seen that young teachers live more emotional exhaustion than their elderly colleagues. It was noted that there is a relationship only between the gender and depersonalization. Male teachers reported that they have more negative attitudes towards the students than female teachers. When we look in terms of type of the worked school, high school and middle school teachers have more negative attitudes than primary school teachers towards the students. In the research, it was seen that there is an important relationship between the type of worked school and personal success. Primary school teachers reported higher success than high school and middle school teachers (Cited in: Tmkaya, 1996, p.88).

### **1.5. The Results of Burnout**

The importance of burnout in terms of both individual and organizational stems from the important results that it created. When the results of burnout are investigated, a variety of information was found. The factors which are expressed as the symptoms of burnout also expressed as the results of burnout.

Behavioral indicators of burnout such as anger, irritation, cynicism, paranoia or drug use may also be apparent. Burnout is frequently defined by the appearance of symptoms: feeling irritable, angry and/or frustrated; becoming detached, cynical, or apathetic are symptoms often used in defining burnout (Jackson, Schawb and Schuler, 1986, p.630). Symptoms and consequences of burnout can vary from individual to individual. According to Freudenberger (1983), the duration and intensity of burnout symptoms depend on individual situations, your personality, your inclinations, and your ability to cope with stress.

It was seen that, the burnout has some physical, emotional and work life affecting results over the individuals. It was found that the people who live burnout has very complex feelings and as a result of this they show many behavior disorders (Dilsiz, 2006, p.49).

Researchers agree that burnout has detrimental physical and psychological effects on individuals' personal and professional lives. In this context, it was seen that they show some

general results such as to delay and to put off working, the increase in the intent and tendency of quit the work, the lack of amicableness in human relations, to avoid having contact with family members (Çam, 1995, p.57).

In this framework, the results of burnout can be examined considering its individual effects to the working and family life. The effects that will be created by burnout can be listed as:

### **1.5.1. Individual Results**

The burnout in terms of individual is a period that may cause severe or fatal diseases. Because, this situation may influence easily any organ or system. One of the most important results of burnout is the decrease in energy of the individuals. If the energy of the individual is low compared to the past, it means that something is going wrong (Freudenberger and Richelson, 1981: 443, Cited in: Çam, 1995, p.62). The emotional fatigue also brings physical fatigue. The intense tension prevents to fall asleep easily. The chronic –fatigue-tension causes flu-colds, headaches and it also leads to diseases such as ulcer, neck-back pain etc. To be able to cope with these problems, the people should incline to use analgesic medication, sleeping pill, tranquilizers, narcotic, alcohol and so may become dependent on over the time (Izgar, 2001, p.43).

It was observed that the people who live burnout syndrome show many behavior disorders depending on their complex feelings (Izgar, 2001, p. 21). Because, the burnout has the results over the individual not only related with the person's physical health but also with his/her mental health.

While tiredness, fatigue, sleep disorders, headaches, numbness, breathing difficulties, skin complaints, digestive difficulties are the physical results of burnout; irritability, social withdrawal, teasing, negative senses are the emotional consequences of burnout (Maslach, Schaufeli, Leiter, 2001, p.106, Cited in: Çam, 1995, p.68).

### **1.5.2. The Results of Working Life**

The emotional tension which occurs due to working too many people may cause physiological timidity and the individuals in service may incline to establish minimum

relationship with people. They don't make an eye contact and answer the questions as mumbling. They avoid physical contact also. In some situations, they prefer the tasks which are not directly related with people (Örmen, 1993, p.32).

The decline in the individuals' professional success also significantly affects the working life. Because, the burnout prevents the creativity and reduces the capacity of individuals efficient working with their customers and colleagues. So the burnout causes important changes in the working life such as; the decrease of participation in work, the decline in job satisfaction and commitment to the group (Tuğrul and Çelik, 2002, p.3), the absenteeism, to leave from work, the decline in the quality and the performance, (Izgar, 2001, p.21) to put off the job, increased intention to quit, the degradation of service quality, not to come to the work without permission, to try to extend the permission time in different ways such as receiving reports, the increase in industrial accidents (Çam, 1991, p. 48) the tendency to move away from the working environment knowing the excess work, the fraud documents, are the harmful results of burnout to the working life.

### **1.5.3. The Results of Family Life**

The burnout influences not only the individuals and the organizations but also the people who constantly exposed to the conflict and the families who emotionally move away from each other (Maslach and Zimbardo, 1982, p.73).

The permanent effects of burnout continue all day and show its effect also at home. So, it can damage the individuals' private life. Emotionally tired person will be tense, disturbed and physically tired at home. The complaints about work will take most of the time. In this case, the increased disturbances and quarrels may cause family crises and serious marriage problems. Family members may be jealous of the persons' customers. They may be isolated and neglected. In some situations, the working life success occurs by conceding from family life (Örmen, 1993, p.31). These examples can be expressed as the negative consequences of burnout related to the family life.

The first chapter of the research provides information concepts of burnout, burnout models and theories, burnout researches in the literature and results of burnout explained

respectively. In the second chapter the concept of organizational commitment will be explained.

## CHAPTER TWO

### 2. ORGANIZATIONAL COMMITMENT

In the second chapter provides explanations of general definitions and different approaches of organizational commitment in the literature. This research based on Meyer and Allen's three dimensional model.

#### 2.1. Definition of Organizational Commitment

Organizational commitment has been a very popular construct in the organizational literature due to the powerful implications it has on organizational health. Commitment has been found to influence many other work-related variables as well as specific work-behaviors of individuals in various studies. The management of organizational commitment is important because of its influences on the capacity to decrease turnover, absenteeism, and improve organizational performance.

A definition of organizational commitment is employee's psychological attachment to the organization.

Another definition is "individual's attachment or linkage to an organization or social system". There was another influential definition that researchers used: "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday, 1982, p.20-27).

In addition, an important part of researchers also described organizational commitment as the employees of the organization the different parts or elements in the form of commitment (Balay, 2000, p.18).

Organizational commitment reflects the individual's degree of integration of the organization in different ways. Looking at the this item, three important aspects of organizational commitment can be said that;

- a) Acceptance of one's organizational goals and their strong belief.
- b) Person's desire to show more effort than expected for the organization.
- c) The exact membership of the organization and the desire to maintain the person's request.

Organizational commitment literature, researchers largely an individual commitment to the quality of one's organizational goals and desire to protect the interests, the organization faces and to meet certain behavioral requirements of the organization focused on the shared association has more moral and psychological power.

## **2.2. Theoretical Overview of Organizational Commitment**

The worst impact of burnout at the organizational level is the deterioration of organizational commitment among professionals. Thus, organizational commitment has been a significant area of interest in the field of organizational development. An important finding that surfaced in the burnout literature is that organizational commitment is negatively associated with burnout (Knoop, 1995, p.645).

This section focuses on models of organizational commitment in the literature.

### **2.2.1. Etzioni's Approach**

Over 30 years ago Etzioni (1975) developed a taxonomy of organizations based on an employee's type of involvement with the organization. Involvement can take on three forms: moral involvement, calculative involvement and alienative involvement.

#### **2.2.1.1. Moral Involvement**

Moral involvement is described as a positive and intense orientation towards the organization based on the internalization of the organization values and goals. Moral involvement is linked to normative organizations, which can be seen in religious organizations and political parties. "Normative organizations are organizations in which

normative power is the major source of control over most lower participants, whose orientation to the organization is characterized by high commitment (moral involvement)".

#### **2.2.1.2. Calculative Involvement**

Calculative involvement is based on the perception of an equitable exchange relationship between the rewards they incur for their service and contributions made to the organization. Etzioni suggested that many blue-collar organizations and law firms could be classified as utilitarian organizations, which is characteristic of a milder form of commitment.

#### **2.2.1.3. Alienative Involvement**

Alienative involvement describes a negative relationship to the organization in circumstances where an individual's contribution is hindered or constrained in some fashion. Coercive organizations bring about alienative involvement in which coercion is the major means of control over lower participants and high alienation characterizes the orientation of lower participants to the organization. Prisoners, for example, are likely to develop alienative involvements in prison because their involvement in the organization is controlled almost exclusively by coercive means (Etzioni, 1975, p.445-470).

### **2.3.1. Kanter's Approach**

Kanter (1968) developed a somewhat different taxonomy of commitment, focusing on the different behavioral requirements organizations dictate to their members. She identified three types of commitment: control commitment, cohesion commitment, and continuance commitment.

#### **2.3.1.1. Control Commitment**

Control commitment is based on the members' behavior shaped in large part through the identification of organizational norms and values.

#### **2.3.1.2. Cohesion Commitment**

Cohesion commitment is based upon an attachment to the social relationships within the organization. In this type of commitment, it is common for cohesion commitment to be

established through means of public renunciation of social ties with previous organizations and then engaging in ceremonies that solidify social bonds.

### **2.3.1.3. Continuance Commitment**

Continuance commitment is where a person makes large amounts of previous personal investments and sacrifices that would make leaving the organization very costly for the individual (Kanter, 1968, p.499-517).

### **2.4.1. Meyer and Allen's Three Dimensional Approach**

The most common classification that has been widely used in organizational commitment field belongs to Meyer and Allen. Meyer and Allen proposed a three dimensional organizational commitment model, which are named as affective, continuance and normative commitment. Meyer and Allen distinguished between these different forms of organizational commitment because each form has different implications on behavior. Each of the components ties the employees to their organization, but the nature of the bonding is different (Meyer and Allen, 1991, p.67). Also, each dimension describes a core aspect of organizational commitment.

Meyer and Allen's three-component approach of commitment has gained attention from organizational researchers and is becoming widely accepted. Numerous studies have utilized Meyer and Allen's instrument, and it has proven validity for its psychometric characteristics and demonstrates good internal consistency reliability (Hackett, Bycio and Hausdorf, 1994, p.15).

#### **2.4.1.1. Affective Commitment**

The most widely discussed form of psychological attachment to an employing organization is affective commitment. Affective commitment is an emotional attachment to an organization. As well, it is seen as an attitude reflecting the nature and quality of the linkage between an employee and the organization (Aven, Parker and McEvoy, 1993, p.65). Employees of an organization with a strong sense of affective commitment to the employing organization will remain a member of that organization because the individual identifies with, is involved in, and enjoys membership in an organization. Meyer and Allen suggest that

affective commitment will result from work experiences that satisfy employees' need to feel comfortable in the organization and contribute to their feelings of competence in the work role (Meyer and Allen,1991, p.72).

Affective commitment refers to feelings of relating and sense of attachment to the organization and it has been related to personal characteristics, organizational structures, and work experiences, for example pay, supervision, role clarity, and skill variety (Hartmann, 2000, p.90).

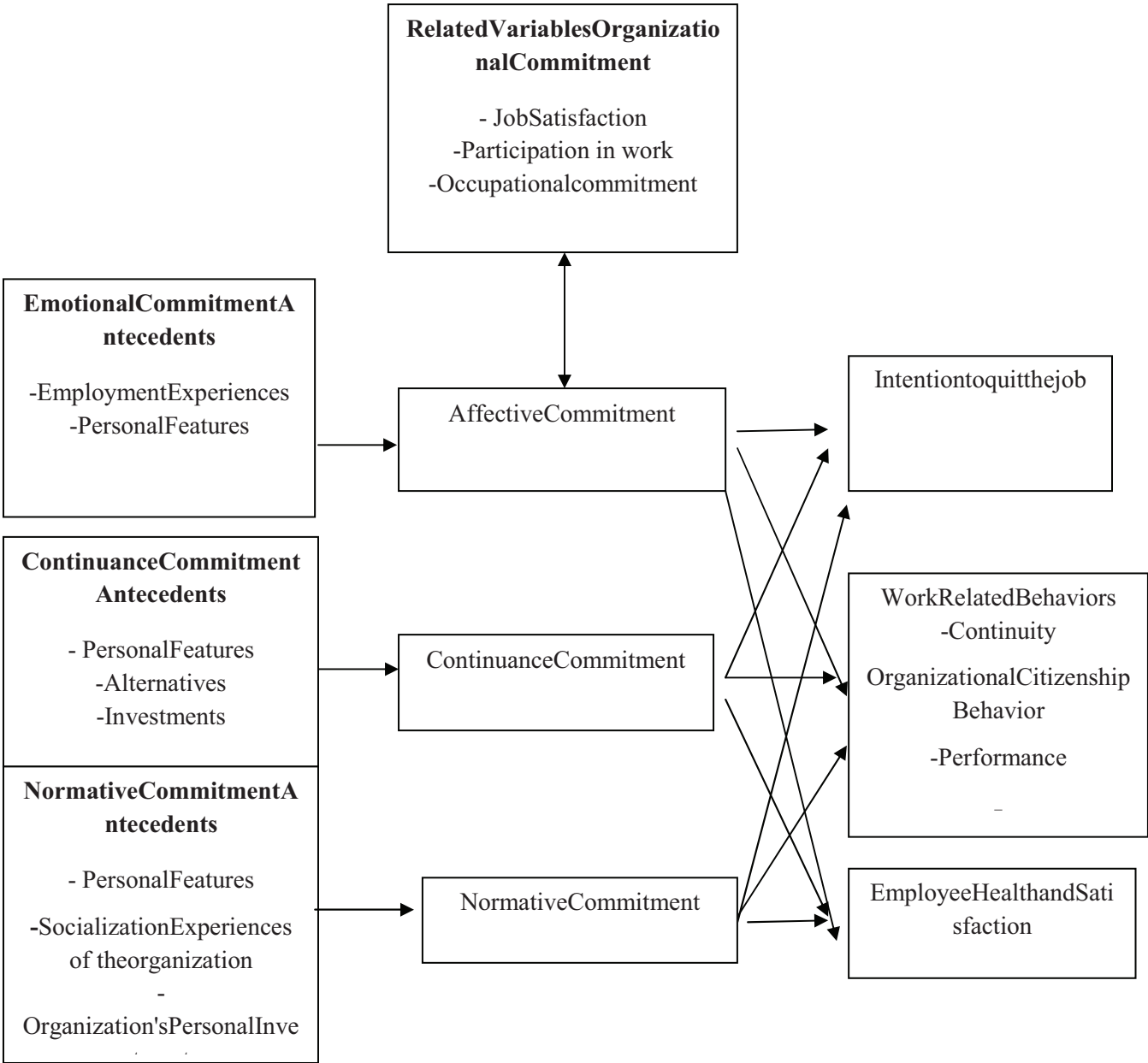
#### **2.4.1.2. Continuance Commitment**

Continuance commitment is an attachment to an organization based on an employees' awareness of the costs associated with discontinuing membership. Employees of an organization with a strong sense of continuance commitment to the employing organization will remain a member of that organization because they need to. Remaining an employee of an organization means calculating the benefits and weighing those against the costs of membership in the organization (Becker, 1960, p.32-42). Remaining with an organization tends to result from the accumulation of side bets (investments) an individual has made in the organization which would be lost if the individual discontinued membership in the organization. Meyer and Allen suggest that continuance commitment will develop as a function of investments and the availability of alternatives. Whereas continuance commitment is inversely related to an organization's turnover rate, affective commitment correlates with performance, citizenship behaviors and satisfaction with work. Continuance commitment is inversely related to an organization's turnover rate, affective commitment correlates with performance, citizen behaviors and satisfactions with work (Meyer and Allen, 1991,p.73).

#### **2.4.1.3. Normative Commitment**

Normative commitment is an attachment to an organization based on ethical imperative that an employee feels it is the right thing to do. Employees of an organization with a strong sense of normative commitment to the employing organization will remain a member of that organization because they ought to. Employees with a strong sense of normative commitment feel obligated to be an employee of an organization. Normative commitment is viewed as the totality of internalized normative pressures to act in a way that

meets organizational goals and interest. Normative commitment develops from the internalization of normative obligation to remain with an organization through familial or cultural socialization, through organizational socialization, or from unexpected rewards provided by the organization (Weiner,1982, p.423).



**Figure 1:**

Affective, Continuance and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates and Consequences

Source: (Meyer and et al., 2002).

The common feature of the four dimensions of organizational commitment by Meyer and Allen (1991, p.61-89). According to these dimensions of organizational commitment;

- a) Reflect a psychological condition.
- b) Shows the relationship between the individual and the organization.
- c) Relates to the decision to continue membership in the organization.
- d) There are mitigating the effects of the transfer of labor direction.

### **2.5.1. Penley and Gould's Approach**

Penley and Gould, taking Etzioni's model concerning the forms of joining to organizations as a base, argue that organizational commitment has three different dimensions. Those are: Moral commitment, self-seeking commitment and alienating commitment.

Moral commitment is based on accepting the objectives of organization and identifying oneself with those objectives. In this type of commitment, the individual dedicates himself/herself to the organization and feels himself /herself responsible of its success or failure and supports organization.

Self-seeking commitment is based on the individual's earning rewards and promotions in return for his/her contributions. In this type of commitment, organization is seen as a medium to reach certain rewards.

Alienating commitment is based on one's perception that he/she has no control over organization's affairs and the absence of alternative works or organizations. In this type of commitment, the individual thinks that rewards and penalties in the organization are not the result of quantity or quality of work done but rather the result of mere chance. On the other hand, the absence of alternative works or organizations causes alienating commitment. In this situation, the individual perceives that he/she has no control over the affairs of organization. This perception causes a negative emotional bond between him/her and organization. All

these factors make the individual feel that he/she is entrapped in the organization (Penley and Gould, 1988, p.43-59).

### **2.6.1. O'Reilly and Chatman's Approach**

O'Reilly and Chatman described three dimensions of commitment: compliance, identification, and internalization. Compliance occurs when an individual adopts the organization's attitudes and performs behaviors to obtain rewards and Compliance points out instrumental behavior aimed to gain rewards. Identification occurs when an individual accepts the organization's influence to establish and maintain the relationship to the organization. These values or goals may not be internalized by the employees. Internalization occurs when the individual has accepted the organization's attitudes and behaviors as congruent with their own values. In other words, it refers to the value congruence between an employee and an organization. (O'Reilly and Chatman, 1986, p.492)

According to O'Reilly and Chatman, organizational commitment is psychological bond between people and organizations considered to be receive. People with this psychological bond between the development of organizational identification is an important mechanism. Contact the organization's goals, values, properties, and agrees with them. Organizational commitment in this case, the person or the properties of the perspectives of the organization reflects the degree of acceptance and self-adaptation.

O'Reilly and Chatman distinguish organizational commitment three components. These are;

#### **2.6.1.1. Compliance Commitment**

Compliance commitment defines that there is the appeal of the award and repelling action of the punishment. According to this commitment, commitment is appeared for award not merits. It is so clear that award is inviting and charming, but punishment is repulsive.

### **2.6.1.2. Identification Commitment**

Commitment to others for fulfillment provider to continue to build a relationship or the relationship occurs. Thus the individual is proud to be a member of the group.

### **2.6.1.3. Internalization Commitment**

This commitment defines as overlapping of the individual and the organization's values. In this commitment employee harmonize of individual values and the values of the organization's and he recognizes the intrinsic values of the organization providing the prize (O'Reilly and Chatman,1986, p.492-499).

According to them the dimensions of organizational commitment represent distinct and independent. Psychological foundations and dimensions of the bond from person to person and can be changed in one's own.

## **2.7. Consequences of Organizational Commitment**

The results of commitment, in relation to the degree of commitment may be positive or negative.

Organizational commitment levels and positive and negative consequences of these values are fully described for the individual and the organization. In this context, low, moderate and high organizational commitment, the results can be reported (Balay,2000, p.103).

### **2.7.1. Low level of Commitment**

This level of commitment to the organization that connects itself to the individual lacks the powerful attitudes and trends. However, the range of individual creativity and development can occur.

In addition, low levels of the individual organization for his commitment to explore alternative business opportunities. In this case, the use of human resources can provide more effective. The organization can benefit from the time of spontaneous and informal, this communication system is, it could cost more to overcome the problems could be shared (Balay, 2000, p.110).

### **2.7.2. Moderate Commitment**

Moderate commitment, loyalty is not an unlimited commitment of the individual organization level. The employees at this level, re-shape themselves to oppose the system, and therefore strive to protect their identity as individuals (Balay, 2000, p.107).

### **2.7.3. High level of Commitment**

This level of commitment to individual success in the profession and provided free of charge, such as satisfaction, loyalty, also maintains a high degree of organization against outside pressures. Employee response to the loyalty of the organization by delegating authority to him and reward him by bringing the top positions.

Showing a high level of commitment in ensuring the continuity of individuals and organizations have important roles in the balance. They do not leave their job voluntarily and also do not neglect the organization's non-legitimate rules.

In addition, the high degree of commitment leads to excessive integration of individual with the group and the loss of identity within the group. When these individuals attempt to be more active in the group in order to close personnel deficiencies, live in tension in their family relationships. Because of large portion of their time gave their organizations they could not construct a balance between work and home life. In parallel they could not develop sufficient (Balay, 2000, p.108).

**Table 2**  
**Consequences of Organizational Commitment**

	<b>Individual</b>		<b>Organizational</b>	
	<b>Positive</b>	<b>Negative</b>	<b>Positive</b>	<b>Negative</b>
<b>Low level of Commitment</b>	Individual developments, innovation, the more efficient use of human resources	Slow career progression and promotion, gossip, personal costs as a result, the organization aims to export or reversal of the organization	Useful results for the organization rumor	High labor force transfer, coming late to work, absenteeism, low job quality, against the illegal activities in the organization, the organization's unwillingness to stay
<b>Moderate Commitment</b>	Advanced belonging, safety, efficacy, feelings of loyalty, the developer of individuality	Restriction of opportunities for professional development and promotion	Reduction in the desire to leave the organization, the transfer of a limited work force, higher job satisfaction	Employee compensation requests out of the organization with organizational demands. Decline in organizational effectiveness
<b>High level of Commitment</b>	Career progression and reward individual behavior within the Organization. The passion of the individual doing business	Individual growth, innovation and the restriction of mobility opportunities. Change, resistance, voltage, social and family relationships.	Safe and stable workforce, employee, agrees to accept a higher production of the organization's operations, a high level of racing and performance of duty, meet organizational objectives	Be used in place of human resources, organizational flexibility, innovation and compliance policies and processes, lack of full confidence in the past, due to the high employees to engage in illegal activities on behalf of the organization.

**Source:** (Randall, 1987, p.462, Cited in: Balay, 2000)

## **2.8. The Relationship between Burnout and Organizational Commitment**

This section includes the relationship between stress, anxiety, burnout and organizational commitment concepts and their research based results.

### **2.8.1. Stress and Anxiety**

The term anxiety is often used in the literature on burnout either to describe a component of the of burnout or synonymously with stress.

Burnout is an extreme manifestation of stress. Because both burnout and stress have been related to anxiety, a strong overall negative correlation between trait anxiety and burnout measures would indicate a serious deficiency in our understanding of either anxiety, burnout, or both concepts. The burnout literature, however, suggests that while burnout and anxiety might describe overlapping concepts, they are not synonymous terms. Instead, although one might expect high anxiety at moderate to moderately high levels of burnout, at the highest levels of burnout one would expect lower levels of anxiety as exhaustion sets in. Therefore, a comparison of burnout and anxiety for populations at risk for burnout would further refine our understanding of the relationship between the two concepts (Becker, 1991, p.16).

A number of such studies have examined police stress and indicated that an examination of presumably high stress occupational groups can clarify the contributing factors as well as the ways in which the burnout stress syndrome manifests or may be ameliorated among specific groups of workers (Cited in: Becker, 1991, p.18).

### **2.8.2. Stress and Burnout**

The law enforcement literature has indicated that stress and burnout in police officers may be induced or exacerbated by numerous stressors. Freudenberg (1974) first used the term burnout to describe a syndrome consisting of a combination of long-lasting emotional exhaustion, physical fatigue, absence of job involvement, dehumanization of recipients of one's service, and lowered job accomplishment.

The stressors which corresponds to upon officers and making them more vulnerable to burnout have been categorized by several authors into four general sources: 1) stressors

external to the police organization, 2) stressors within the police organization, 3) stressors inherent in the police role and 4) stressors internal to the individual officer. Stressors external to the police organization include the often frustrating way the criminal justice system works, political pressures, and community reactions to police conduct. Stressors within the police organization include the sometimes offensive policies, lack of autonomy, lack of participation in the decision-making processes, the rigidity inherent in a quasi-military organizational structure, and the ambiguity of an officer's role. Stressors inherent in the police role include the demands of enforcing the law, maintaining order, and providing a wide range of other services, as well as high visibility and responsibility. Stressors internal to the individual officer include each officer's own set of inner tensions, fears, prejudices, values, and desires (Violanti, Marshall and Howe, 1985, p.18).

Police officers typically suffer a variety of physiological, psychological and behavioral stress effects. It has been suggested that particular attention should be given to occupational stress in policing, as its potential negative consequences affect society in more direct and critical ways than those stressed in most other occupations. Officers operating under severe and chronic stress may well be at greater risk of error, accidents and overreaction that can compromise their performance, jeopardize public safety and pose significant liability costs to the organization (Violanti, 1992, p.718).

A growing body of evidence has indicated that as a result of the above listed stressors, police officers are at risk for a multiplicity of severe and fatal psychological and physical conditions (Wambaugh, 1980).

Police officers operating under severe and chronic stress may well be at greater risk of error and over-reaction that can compromise their performance and public safety.

Studies conducted by Burke et al. (1990) indicate that the career orientation an officer has affects the amount of job stress and perceived burnout. Burke identified four career orientations: Self-investors, Social activists, Careerists, and Artisans. Self-investors refers to persons more focused in their lives outside work. Social activists are persons who hope to change the status quo through their work. Careerists seek satisfaction and success through their work. The Artisan career orientation refers to those persons who find intrinsic value to

their work and are less concerned with the material gains or prestige. The research findings suggested that the career orientation of Artisan was the best orientation for police work. Officers with the Artisan orientation reported the least amount of job stress and burnout. Burke argued that the reason that the Artisan orientation was correlated with low stress and burnout was that it provided a good match between the person and their work environment (Burke,1990, p.50).

In a research on local government services, Rothmann, Jackson and Krundger (2003) found that a significant relationship exist between occupational stress and Emotional Exhaustion ( $r=,05$ ,  $p<,01$ ,  $n=270$ ), indicating that the higher level of occupational stress, the higher level of Emotional Exhaustion. Furthermore, it was found that the higher the sense of coherence the lower the level of exhaustion. In another research by Mostert and Joubert (2005) in the South African Police service, it was found that occupational stress, as a result of job demands and lack of resources resulted in burnout ( $r=,54$ ,  $p<,01$ ,  $n=340$ ). Similarly, Wiese, Rothmann and Storm (2003) conducted in the South African police service, a positive correlation was found between stress as a result of job demands and the Emotional Exhaustion.

### **2.8.3. Burnout and Organizational Commitment**

Özel (2009) investigated organizational commitment and burnout levels (with their sub levels) of academicians at foundation universities the province of Istanbul in Marmara Region. At the end of research, it is determined that there exists inverse, meaningful relation between organizational commitment levels and burnout levels. It is found out that organizational commitment level of academicians is medium and their burnout level is low. It is determined that while organizational commitment level differs according to gender, marital status, age, years in occupation, years in institution, academic title and salary it does not differ as to work load per week. It is determined that while burnout level differs according to gender, marital status, age, years in occupation, academic title and work load per week, it does not differ as to years in institution and salary. However, it is determined that an inverse relation exists between salary and emotional exhaustion level.

Tulunay (2010) investigated to determine the effect of primary school teachers' burnout levels on organizational communication and commitment. The population of the research includes the teachers who work in Sivas primary schools of National Education Ministry in 2009-2010. There are 866 teachers from 77 primary schools. While choosing the samples, the schools were separated into three social economic levels as lower, medium and higher and 304 teachers were chosen randomly from these schools.

According to the findings for the burnout levels of the teachers in terms of seniority, both in the whole of burnout scale and three sub-dimension, the teachers with lower seniority experience more burnout than higher seniority (16-20 years and 21 years and higher) teachers. The other finding of the research is that male teachers commend more positively than female teachers for the organizational commitment scale.

According to the opinions of teachers for the relationship among the sub-dimensions of burnout scale, there is a positive and medium level relationship among emotional exhaustion, personal failure and desensitization levels. While emotional exhaustion is increasing, personal accomplishment and depersonalization are increasing, too.

Chuo (2003) examined predictive relationships between organizational commitment and burnout in order to gain a better understanding of productive work environments. Data was collected from a sample of seventy employees from a hotel-chain serving in California. From the analysis of the data, two interesting findings emerged. The results revealed that normative commitment was a better predictor of emotional exhaustion than affective or continuance commitment. Additionally, normative commitment was also a better predictor of depersonalization than affective and continuance commitment. The results suggest that normative commitment plays an important role in contributing to burnout due to the scales' measurement of commitment by obligation and responsibility.

Mattila (2006) examined the relationship between burnout, job satisfaction, turnover intention, and organizational commitment in IT workers. One hundred IT professionals of the Zoomerang Zoompanel participated in the study. A negative significant correlation was found between burnout and job satisfaction. A positive significant correlation was found between burnout and turnover intention. A negative significant correlation was found between job

satisfaction and turnover intention. A positive significant correlation was found between job satisfaction and organizational commitment.

In a research, made by Üresin (2009) on 122 employees of a firm operating in the textile industry, the relationship between the burnout and organizational commitment was examined. It was also examined that whether there is a significant difference on the level of burnout on organizational commitment of explanatory influence in terms of demographic variables. In the analysis which was made in the gender discrimination, it was found that, when compared to the dimensions of burnout, the explanatory effect of burnout on normative and affective commitment is high in women than in men. Moreover, in the analysis, it has emerged that, the dimension of feeling decrease in personal accomplishment among the dimensions of burnout, has no contribution to the model. In the research, when the education variable examined, it wasn't found a significant result in terms of lower depersonalization dimension of burnout on test subjects who has elementary school, university and over graduation. In addition, it wasn't also found a significant difference in the lower dimension of decrease in personal accomplishment on the test subjects who has high school or equivalent graduation. In the research, the effect of age variable among the demographic factors on the level of burnout of the explanatory effect on organizational commitment was also examined and it wasn't found a significant relationship between the age conditions of employees and the percentages of emotional exhaustion and depersonalization.

Gemlik, Şişman and Sığrı (2010,p.137) investigated the relationship between burnout and organizational commitment among health sector staff in Turkey. They were analyzed of the data collected by The Maslach Burnout Inventory and Allen and Meyer's Organizational Commitment Scale from 459 personnel. According to research results there is a linear relationship between emotional exhaustion and affective and normative commitment. In that respect, while an increase or decrease in affective commitment level is described by emotional exhaustion with a 53% percentage; also, a change in normative is described by emotional exhaustion with a 33% percentage. When the reduced personal accomplishment level increases (reduced personal accomplishment), affective commitment also increases. Additionally finding of this study is that when depersonalization increases affective

commitment, normative commitment increases, too. Then, there is not a negative effect of depersonalization to the organizational commitment.

Çetin, Basım and Aydoğan (2011,p.68) explored the relationship between organizational commitment dimensions and burnout dimensions. The sample of this study was consisting of 349 primary school teachers (243 female and 106 male aged between 22 and 64 years from Ankara. At the end of the analysis, it was observed that there were significant correlations between organizational commitment and burnout dimensions. With the results of regression analysis, affective commitment was found the only predictor of these three burnout sub dimensions as emotional exhaustion, depersonalization, and reduced personal accomplishment. Also, it was observed that normative commitment was found the only predictor of the emotional exhaustion. Moreover continuance commitment was found predictor of three burnout sub dimensions as emotional exhaustion, depersonalization and lack of personal accomplishment.

The second chapter of the research provides information concepts of organizational commitment, organizational commitment theories, consequences of organizational commitment is explained respectively. Also the relationship between burnout and organizational commitment were described on different researches. In the third chapter the research methodology will be explained.

## CHAPTER THREE

### 3. METHODOLOGY

In this section, the purpose and significance of the research, hypotheses, assumptions, and limitations are described. Then the research model, the universe and sample for research, validity and reliability studies, procedure and data analysis are described respectively.

#### 3.1. Purpose

This research examines police officers who working on Bosphorus and Fatih Sultan Mehmet Bridges, related to Bosphorus Bridges Guarding Directorate. The purpose of this research is to determine the relationship between the burnout and organizational commitment levels of police officers’.

The reason, why the research made over (may be carried out) the police, is the job expressed as one of the most stressful job among the other job groups and lives the burnout intensely.

It is seen that the studies about the burnout and organizational commitment of the police are quite a few in Turkey. With this research, it is aimed to show the scientific findings in terms of both burnout and organizational commitment for the employees of Istanbul Police Headquarters, moreover both to make the arrangements related to the job and to reduce the negative effects of burnout by organizing training programs.

It is thought to benefit from the findings of this research in the training programs about the burnout.

#### 3.2. Significance

The employees make the organization successful or unsuccessful. The appropriate work environments should be prepared for the police who are expected to give qualified service. In this sense, it is important that the police should be healthy physically,

psychologically and socially. When they face the problem or the problems in any one of these factors will affect negatively the quality of the service.

The burnout is a case that affects an individuals' whole life negatively. It is a situation that affects the individuals' efficiency in business life, the marital satisfaction in family life and the academic success in education life. Especially the burnout causes more loss of time than accidents in business life.

The potential contribution of this research on general problems of Police Headquarters' officers but the research examines not only general problems of Police Headquarters' officer but also special problems which belong to departments of Police Headquarters. The research also aims to focus on studies about the relationship between problems and departments.

Although there are many studies about difficulties of policemen in Istanbul Police Headquarter, there is not any research about officers working in Bosphorus Bridges Guarding Directorate. The research has been done because it is so essential to solve the police officers problems. Little is known about this department so the results of the research will provide detailed information and solutions for the department's problems.

### **3.3. Hypotheses**

The following hypotheses will be tested in the research:

#### **Hypothesis 1**

**H<sub>0</sub>:** There is no significant relationship between burnout levels and organizational commitments of the police officers'.

**H<sub>1</sub>:** There is a significant relationship between burnout levels and organizational commitments of the police officers'.

#### **Hypothesis 2**

**H<sub>0</sub>:** There is no significant difference between burnout levels and working on the two different bridges of the police officers'.

**H<sub>1</sub>:** There is a significant difference between burnout levels and working on the two different bridges of the police officers’.

**Hypothesis 3**

**Hypothesis 3a:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and different age groups of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and different age groups of the sample.

**Hypothesis 3b:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and marital status of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and marital status of the sample.

**Hypothesis 3c:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and tenure groups of the sample

**H<sub>1</sub>:** There is a significant difference between burnout levels and tenure groups of the sample.

**Hypothesis 3d:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and work experience of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and work experience of the sample.

**Hypothesis 3e:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and department groups of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and department groups of the sample.

**Hypothesis 3f:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and whether take a disciplinary punishment of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and whether take a disciplinary punishment of the sample.

**Hypothesis 3g:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and whether have an Inquiry of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and whether have an Inquiry of the sample.

**Hypothesis 3h:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and Rewarded of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and Rewarded of the sample.

**Hypothesis 3i:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and Idea of Leaving from the current branch of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and Idea of Leaving from the current branch of the sample.

#### **Hypothesis 4**

##### **Hypothesis 4a:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and different age groups of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and different age groups of the sample.

##### **Hypothesis 4b:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and marital status of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and marital status of the sample.

##### **Hypothesis 4c:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and tenure groups of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and tenure groups of the sample.

##### **Hypothesis 4d:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and work experience of the sample

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and work experience of the sample.

**Hypothesis 4e:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and department groups of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and department groups of the sample.

**Hypothesis 4f:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and whether take a disciplinary punishment of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and whether take a disciplinary punishment of the sample.

**Hypothesis 4g:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and whether have an Inquiry of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and whether have an Inquiry of the sample.

**Hypothesis 4h:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and Rewarded of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and Rewarded of the sample.

**Hypothesis 4i:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and Idea of Leaving from the current branch of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and Idea of Leaving from the current branch of the sample.

### **3.4. Assumptions**

This research includes some assumptions such as;

- 1- The first assumption in this research that the sample has the sufficiency to represent the universe.
- 2- It is thought about the questionnaires which will be applied to the participants, the scales will be appropriate for the purpose of thesis.
- 3- It is assumed that the participants answered the questions correctly and sincerely.
- 4- It is accepted that the statistical methods which were use analyze the data are appropriate for the purpose and the data of research.

### **3.5. Limitations**

While this research can add to the literature and research on burnout and organizational commitment and their consequences, like any research it has limitations. Limitations related to sample, measures, and research design are discussed. Limitations are factors that may affect outcomes but are out of the researcher's control (Karasar, 2002, p.73).

This research includes some limitations such as;

1- One of the main limitations of the research is about extent of the research. It deals with only police officers working on Bosphorus Bridges Guarding Directorate. So the research can not investigate ranking officers' problems.

2- Other limitation depends on gender. Generally police officers are man, the number of policewomen is too few. Therefore as a result it is not possible to generalize from what is observed in the research to the actual positions of policemen and policewoman.

3- Studies that attempt to measure when police officers work so, it is not possible to generalize from what is observed in the research to the actual casual process, the research

provides strong measurement of police officers' working time, it is so restricted. Therefore, it is so necessary that many studies should be done for all the officers of Bosphorus Bridges Guarding Directorate.

The findings about variables in the research may vary according to the sampling which is used to collect the data. Therefore the findings of the research are limited to the sample that the data are collected.

The burnout and organizational commitment which were taken up in this research are the concepts that may expose to change over the time. Therefore the research findings are limited to the period of time that they were applied.

The collected data in this research will be limited to the data which were obtained from Maslach Burnout Inventory, Organizational Commitment Questionnaire and Personal Information Form.

### **3.6. Sample**

The target population of the research was all employees who worked in Bosphorus Bridges Guarding Directorate (BBGD) selected for this research during the data collection period. Of 150 employees who have been working for BBGD has been chosen as the sampling of the research. Questionnaires were dispensed by the researcher to the target sample in mentioned organization. The subjects were asked to fill in the distributed questionnaires during any time convenient for them.

The number of police officers in the universe is 150. The data for this research were obtained from 110 male and 2 female police officers. Questionnaires were dispensed by the researcher the entire universe; however 112 police officers responded to the surveys completely and properly. So that 38 surveys were left out of the research. Purposed sampling method was used to choose the sample. The lacks of number female police officers were outside the scope of the research. The total data collection took three weeks. The mean age of the sample group is 36. The sample group of young officer of the 23, the oldest officer is 53-year-old. The age range is 30.

### 3.7. Research Model

Descriptive research model was used in this research. The purpose of descriptive research model is define the problem and about the status of this problem at hand and describe relationships between variables, and in-between variables. In this research, Burnout as independent variable, organizational commitment as the dependent variable has been adopted. Burnout and organizational commitment with three subscale of are examined. At the same the time, the relationship among burnout, organizational commitment and demographic variables evaluated using with t-test and Variance of Analysis (ANOVA). According to this research have been developed for the model presented in Figure 2 below.

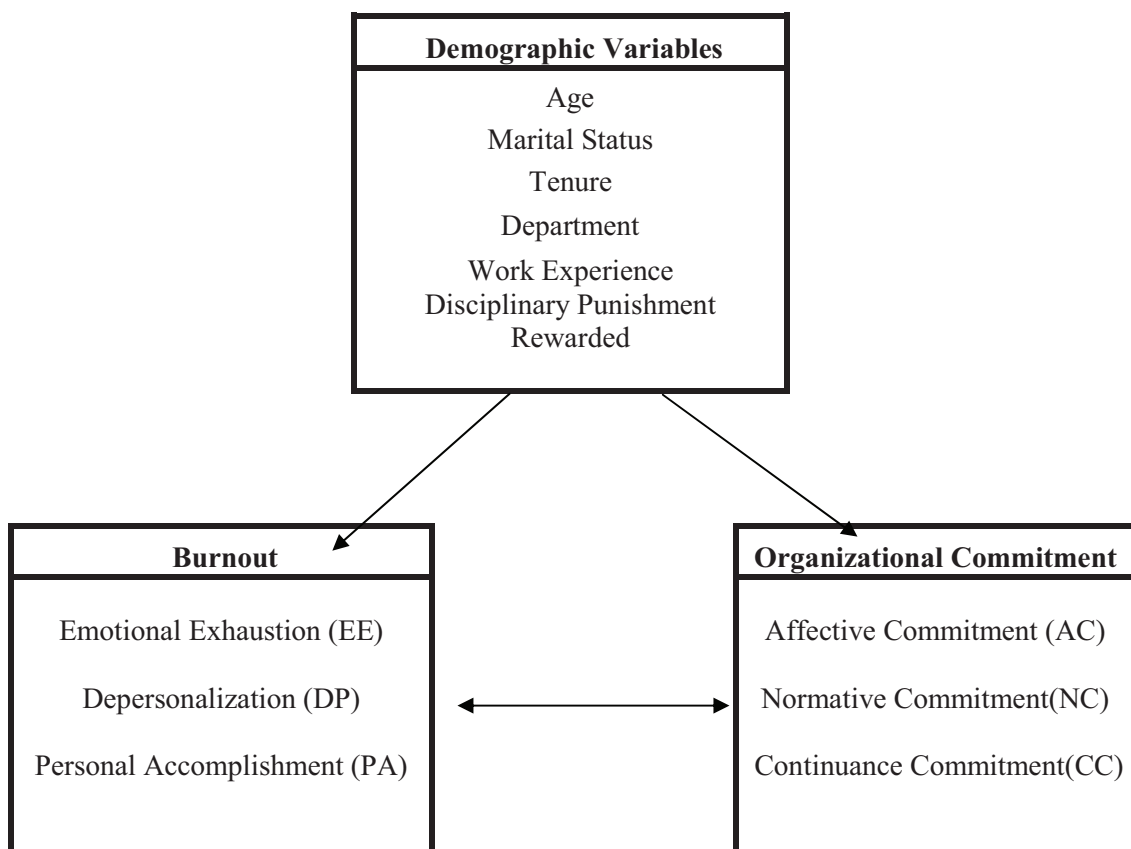


Figure 2: Research Model

### **3.8. Measures**

In this research, the questionnaire method was used to collect the data. A questionnaire-based approach could be an efficient tool to use for data collection and analyses are simpler and speedier than is achievable with interviews. The main disadvantage is in the lack of depth and detail of data. Questionnaires invariably have the benefit of greater efficiency for the researcher. Key issues in their use centre on what questions to ask, in what form and of whom. The semi-structured formation of the questionnaire made it possible to use Likert and semantic differential scales, thus making it easier to administer and to code leading to analyzing ease.

The questionnaire consisted of 3 independent sections including measurement scales designed to assess the constructs of interest in this research and demographic information.

In the first section, there is a cover letter to give information to the subjects about the purpose of the research that their participation and responses would be confidential and their answers would be assessed only by the researcher. In addition to the cover letter, there are some demographic questions in the first section to determine some individual characteristics of the subjects.

Each subject completed a battery of questionnaires which consisted of Personal Information Form (PIF), Maslach Burnout Inventory-General Survey (MBI-GS) and Organizational Commitment Questionnaire (OCQ).

In this research, burnout and organizational commitment levels of police officers working in the Istanbul Bosphorus Bridges Guarding Directorate, was measured by the survey technique. The survey is one of the two most commonly used technique in research related to burnout. On the other hand, interview technique did not used in this research. Although these methods provide the opportunity for researchers it takes a long time interviewing subjects. In addition, this method is more financially from the researcher.

For the purposes of the research, two instruments were used to measure the participant's level of burnout and organizational commitments. These instruments are the

Maslach's Burnout Inventory-General Survey (MBI-GS) (Maslach and Jackson, 1981) and the Organizational Commitment Questionnaire (OCQ) (Meyer and Allen, 1991).

The Maslach's Burnout Inventory-General Survey (MBI-GS) was chosen, because the participants for the research work in a minimal interactive setting with citizen.

The organizational commitment questionnaire was chosen because it is the leading, most widely used and accepted instrument in measuring organizational commitment. Both the Organizational Commitment Questionnaire and the Maslach's Burnout Inventory-GS scale have been used in the field of research for numerous years.

### **3.9. Personal Information Form**

Personal Information about police officers' was reported by each subject on a eleven item Personal Information Form.

The Personal Information Form (PIF) classifies the officer into various demographic categories. In the first section of the questionnaire, there are demographic questions such as gender, age, marital status (Married, Commonlaw, Single, and Divorced/Separated), department, total work experience and tenure in the organization currently employed to gain general information about the subjects. And also whether subjects in disciplinary punishment, have inquiry and reward, idea of leaving in currently branch were asked.

### **3.10. Maslach Burnout Inventory (MBI)**

Three different burnout survey forms are available, one for educators (Educator's Survey), one for providing human services (Human Services Survey) and one for occupations without direct personal contact with service recipients or with only casual contact with people (General Survey). In the current research, the general survey (GS) form was used. The MBI-GS measures respondents' relationships with their work on a continuum from engagement to burnout.

The MBI-GS consists of twenty-two (22) items designed to assess three aspects of the burnout syndrome which are reflected on its subscales: emotional exhaustion (EE), depersonalization (DP), and lack of personal accomplishment (PA).

All 22 items on the MBI-GS are scored on 5-point Likert scale ranging from 0 (*never*) to 5(*daily*). The Likert scale is one of the most commonly used types of scales (Bernard, 2000). High scores on exhaustion, and depersonalization, and low scores on professional efficacy are indicative of burnout.

Emotional Exhaustion (EE) subscale, assesses feelings of being emotionally overextended and exhausted by work (e.g. "I feel emotionally drained from my work," "I feel used up at the end of the workday"). This subscale consists of eight items. These are 1, 2, 3, 6, 8, 13, 16, and 20.

Depersonalization (DP) subscale, measures an unfeeling and impersonal response toward recipients of one's service (e.g. "I've become more callous toward people since I took this job," "I feel I treat some recipients as if they were impersonal objects"). This subscale consisting of six items. These are 5, 10, 11, 15, 21, and 22.

Personal Accomplishment (PA) subscale, measures feelings of competence and successful achievement in one's work with people (e.g. "I deal very effectively with the problems of my recipients," "I have accomplished many worthwhile things in this job"). This subscale consisting of eight items. These are 4, 7, 9, 12, 14, 17, 18 and 19.

Each item on the MBI is posed as a statement with the following response alternatives: 0 = Never; 1 = A few times a year or less; 2 = Once a month or less; 3 = A few times a month; 4 = Once a week; 5 = A few times a week; 6 = Every day.

MBI subscales development and norming resulted from information provided by police officers, their spouses, and over 2000 other individuals who do "people work." These include: social security administration public contact employees, nurses, agency administrators, teachers, counselors, social workers, probation officers, mental health workers, physicians, psychologists, psychiatrists, attorneys, ministers, child-care workers, prison personnel, and others.

In Turkey reliability and validity studies made by Ergin (1992) and Çam (1992). 552 doctors and nurses of the data obtained Cronbach's alpha coefficients for the three sub-dimension emotional exhaustion: 83, Depersonalization: 65, Personal Accomplishment: 72

"is. Retest reliability coefficient of the size of the bottom of the scale again in the Emotional Exhaustion: 83, Depersonalization: 72, Personal Accomplishment:67". Çam (1992), his research of reliability; Emotional Exhaustion: 89, Depersonalization:71, Personal Accomplishment:72 as found.

### **3.11. Organizational Commitment Questionnaire (OCQ)**

The organizational commitment questionnaire was used in the research to represent the predictor variable, organizational commitment. The organizational commitment questionnaire is a self-report questionnaire, which contains 15 items. It has three separate subscales and it was developed by Meyer and Allen (1991).

Each item on the organizational commitment scale is presented as a statement with the following response alternatives as: 1 = Strongly Disagree; 2 = Disagree; 3= Neither Agree nor Disagree; 4= Agree; 5= Strongly Agree.

The organizational commitment scale is comprised of three separate subscales which measure different aspects of organizational commitment. The component variables are;

- Affective Commitment
- Normative Commitment and
- Continuance Commitment.

*Affective Commitment* is an attitude reflecting the nature and quality of the linkage between an employee and the organization. Employees with a strong sense of affective commitment will remain a member of that organization. The affective component is measured using the seven items representing commitment based on the respondent's emotional attachment to, identification with, and involvement in the organization. Affective commitment was represented by question numbers 1, 2, 4, 6, 10, 12, 13, 16 and 17.

*Normative Commitment* is an attachment to an organization based on ethical imperatives that an employee feels it is the right thing to do. It describe commitment as behaving in a way that meets organizational interests because of internalized normative

pressures and suggested that individuals demonstrate normative commitment behaviors. Normative commitment was represented by question numbers 9, 11, 12, 15 and 18.

*Continuance Commitment* is assessed using four items describing commitment based on the social and economic costs associated with leaving the organization. An employee of an organization with a strong sense of continuance commitment calculates the benefits and weighs those against the costs of membership. It was represented by question numbers 3, 8, 10 and 14.

### **3.12. Procedure**

The research involves police officers working in the Bosphorus Bridges Guarding Directorate. The number of police involved in the research sample 112. Research done in April 2011. Subjects were informed about the application. Applications were made collectively in groups of about 15 in a separate room set aside for research. Subjects filled out instruments after required comments by the researchers. Items related to questions answered by the researcher. Surveys were collected by the researcher after fulfilled. Scales are presented and implemented by the researcher.

### **3.13. Data Analysis**

The data were analyzed using the Statistical Program for Social Sciences (SPSS) 17.0 for Windows was used in all data analysis. The research sample is described using descriptive statistics such as mean, median, standard deviation, range, frequency and percent. Data was analyzed by Pearson Correlation, one-sample independent t-test and one-way analysis of variance (ANOVA).

The survey forms of the participants have been keyed in as variables in SPSS. After the task of definition has been finished, appropriate coding has been completed and the data are transferred to the SPSS application.

All of the analysis is two-sided with a .05 alpha level also referred to as the level of significance. An alpha level of .05 is generally accepted as *statistically significant* rate. To determine the internal consistency of variables, internal consistency analysis is conducted and Cronbach Alpha values are obtained.

To determine whether statistically significant differences between groups analysis of variance and t test were used. See the effects of independent variables on the dependent variable, the mean scores of different groups in terms of scale for comparison of t test and one-way analysis of variance test was used.

Total scores and mean scores of the subjects were evaluated. Participants' demographic characteristics (age, gender, marital status, department, tenure etc.) were compared in terms of average scores and whether significant differences between groups were tested.

In this chapter of the research, research methodology was informed. In the fourth chapter provides results and findings about relationship between burnout and organizational commitment levels of the police officers' on Istanbul Police Headquarters.

## CHAPTER FOUR

### 4. RESULTS AND FINDINGS

Under this section we present statistical analysis and the results of this analysis conducted. For the purpose of the analysis to test the reliability and validity of measurement tools used primarily, after the descriptive statistics presented. Then, to test the research hypotheses, the findings of the analysis are given.

#### 4.1. Factor Analysis

In order to find the factor structures of organizational commitment measures, factor analysis using principal components solution with varimax rotation was conducted. Any item with a factor loading less than ,50 or loading to more than one factor was discarded from the analysis. Factors with Eigenvalues 1.00 or more were taken into consideration in total variance explained.

18 items of organizational commitment measure were entered into factor analysis. Kaiser-Meyer-Olkin (KMO) value was found as ,802 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (,000, Chi-Square: 939.634, df: ,120) showed that the variables were suitable for factor analysis.

Few rotations were made to obtain the best representation of the data and items 5 and 7 were left out of the analysis due to low factor loadings. The remaining 16 items were factor analysis with back again. The remaining 16 items were loaded on three factors explaining 62.555 % of the total variance. The resulting factors were named affective commitment, normative commitment and continuance commitment compatible with Meyer and Allen's (1991) commitment dimensions. The results of the factor analysis are shown in Table 3.

**Table 3**

**Factor Analysis Results of Organizational Commitment Questionnaire**

<b>Factor 1: Affective Commitment</b>	<b>% variance: 29,806</b>	<b>Factor Loadings</b>
4. Even if it were to my advantage, I do not feel it would be right to leave my organization now.		,860
1. I would be very happy to spend the rest of my career with this organization.		,857
6. Right now, staying with my organization is a matter of necessity as much as desire. I feel 'emotionally attached' to this organization.		,829
13. I would feel guilty if I left my organization now.		,804
17. Would not leave my organization right now because I have a sense of obligation to the people in it.		,772
16. One of the few negative consequences of leaving this department would be the scarcity of available alternatives.		,678
2. I do not feel any obligation to remain with my current employer.		,597
<b>Factor 2: Normative Commitment</b>	<b>% variance: 17,585</b>	
18. If I had not already put so much of myself into this department, I might consider working elsewhere.		,883
9. It would be hard for me to leave my organization right now, even if I wanted to.		,766
12. This organization deserves my loyalty.		,760
11. This department has a great deal of personal meaning for me.		,637
15. I do not feel a strong sense of "belonging" to my department.		,583
<b>Factor 3: Continuance Commitment</b>	<b>% variance: 15,164</b>	
8. I owe a great deal to my organization.		,698
14. Too much of my life would be disrupted if I decided I wanted to leave my department now.		,646
3. I feel that I have too few options to consider leaving this department.		,629
10. I do not feel "emotionally attached" to this department.		,614
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy: ,802</b>		
<b>Bartlett's Test of Sphericity: ,000</b>	<b>Chi-Square :939,634</b>	<b>df: ,120</b>

22 items of burnout measure were entered into factor analysis. Kaiser-Meyer-Olkin (KMO) value was found as ,759 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (,000, Chi-Square: 620,194, df: ,136) showed that the variables were suitable for factor analysis.

Few rotations were made to obtain the best representation of the data and items 5, 6 10 and 12 were left out of the analysis due to low factor loadings and. Item 19 was left out of the analysis due to different factors that have values close to. The remaining 17 items were factor analysis with back again. The remaining 17 items were loaded on three factors explaining 52 % of the total variance. The resulting three factors were named emotional exhaustion, depersonalization and personal accomplishment compatible with Maslach and Jacksons' (1981) burnout dimensions. The results of the factor analysis are shown in Table 4.

**Table 4**  
**Factor Analysis Results of Maslach Burnout Inventory**

<b>Factor 1: Emotional Exhaustion</b>	<b>% variance: 20,615</b>	<b>Factor Loadings</b>
3.I feel fatigued when I get up in the morning and have to face another day on the job.		,817
1.I feel emotionally drained from my work.		,806
2.When I'm back home from work, I feel emotionally exhausted.		,783
8.I feel frustrated by my job.		,677
13.I feel that my job limits me too much.		,658
11.I worry that this job is hardening me emotionally.		,497
14. I feel I'm working too hard on my job.		,-487
<b>Factor 2: Personal Accomplishment</b>	<b>% variance: 19,264</b>	
18. I feel refreshed when I work closely with others.		,781
17.I always create a good atmosphere with the requirements of my job.		,775
21. I approach work problems calmly.		,718
4.I can easily understand how my recipients feel about things.		,695
7.I always find the best solutions for the people with the requirements of my job.		,689
9.I feel that I contribute to human beings by means of my job.		,570
<b>Factor 3: Depersonalization</b>	<b>% variance: 11,962</b>	
22. I feel personally involved with my recipients' problems.		,795
15.I'm insensitive to the people I face with the requirements of my job.		,629
16.Working directly face to face with others make me more stressed.		,582
20.I feel that I came about to the end.		,527
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy: ,759</b>		
<b>Bartlett's Test of Sphericity: ,000</b>	<b>Chi-Square :620,194</b>	<b>df: ,136</b>

## 4.2. Reliability Analysis

In this section, the scales used in research tested levels of reliability. For this purpose, the internal consistencies of the scales were examined. Examining the expression of each scale and subscale, Cronbach's alpha values were conducted for the three separate constructs of organizational commitment as well as the three separate constructs of burnout.

Reliability analysis was conducted to test the internal consistency for Maslach Burnout Inventory, Organizational Commitment Questionnaire and their subscales. For these purpose reliability coefficients Cronbach's alpha was used in this research. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. For each of the measurement scales of the construct, Cronbach's alpha was computed before and after the confirmatory factor analysis. Alpha coefficient ranges in value from 0 to 1. The higher the score, the more reliable the generated scale is. The closer Cronbach's alpha to 1, the higher the internal consistency reliability as a rule, 0.70 or higher values are regarded as satisfactory (Tekin, 2000, p.58), but lower thresholds are sometimes used in the literature.

The results showed that the overall alpha of the Maslach Burnout Inventory, consist of 22 items, used in the research was 0,749. In addition, reliability analysis was conducted separately in the three subscales. Emotional exhaustion (EE) subscale consisting of 8 items Cronbach's Alpha value of 0,771, making it a reliable scale for Emotional Exhaustion. Depersonalization (DP) subscale consisting of 6 items Cronbach's Alpha value of 0,574, this alpha level is below the generally accepted sufficiency level of ,70. Although this alpha level is low it is accepted as a reliable subscale and Personal accomplishment (PA) consisting of 8 items Cronbach's Alpha value of 0,723 was found. This alpha level making it a reliable scale for Personal accomplishment.

The results showed that the overall alpha of the Organizational Commitment Questionnaire, consist of 16 items, used in the research was 0,859. In addition, reliability analysis was conducted separately in the three subscales. Affective Commitment (AC) subscale consisting of 7 items Cronbach's Alpha value of 0,897, the subscale was accepted as a reliable scale of Affective Commitment. Normative Commitment (NC) subscale consisting

of 5 items Cronbach's Alpha value of 0,788, making it a reliable scale for Normative Commitment and Continuance Commitment (CC) subscale consisting of 4 items Cronbach's Alpha value of 0,675 was found. Affective Commitment factor of organizational commitment scale has fairly high internal consistency whereas Continuance Commitment factor is slightly below the generally accepted sufficiency level of 0,70. As this result was quite high, it was possible to say that the scale and subscales were internally consistent and reliable.

The reliability coefficients, means and standard deviations for each variable were reported in table 5.

**Table 5**

**Means, Standard Deviations and Reliability Coefficients of Maslach Burnout Inventory and Organizational Commitment Questionnaire Scales and Subscales**

<b>Scale</b>	<b>Mean</b>	<b>Standart Deviation</b>	<b>Cronbach Alpha</b>
<b>MBI (overall)</b>	2,0285	,40120	,749
Emotional Exhaustion( <b>EE</b> )	2,4602	,74192	,771
Depersonalization( <b>DP</b> )	1,9273	,59454	,574
Personal Accomplishment( <b>PA</b> )	2,1932	,64445	,723
<b>OCQ (overall)</b>	3,5426	,68219	,859
Affective Commitment( <b>AC</b> )	3,7675	,95270	,897
Normative Commitment( <b>NC</b> )	3,2327	,85607	,788
Continuance Commitment( <b>CC</b> )	3,5364	,88685	,675

According to all these efforts, it was possible to say that the scale used in this research was valid and acceptable.

### **4.3. Demographical Characteristics**

In this section, the research data on demographic characteristics of the sample group consisted of participants in order to make it clearer as frequency and percentage are shown in the tables.

The demographics of the responding police officers was 110 males (98.2%) and 2 females (1.8%). The lacks of number of female police officers were outside the scope of the

research. 70% of the respondent officers were married, 26.4% were single, 3.6% were in a commonlaw relationship. The age of the responding officers ranged from 23 to 53 years with a mean of 36.69 years. The number of years of tenure ranged from 1 year to 25 years. 13.6% of the respondent officers were engaged in desk officer, 60% were engaged in Guard policing, and 26.4% were assigned to Others.

Table 6 shows the age frequencies and percentages of the sample group. As shown at the table, the number of the samples whose ages are between; 23-28 is 29 (26,4%), 29-34 is 13 (11,8%), 35-40 is 29 (26,4%), 41-46 is 20 (18,2%) and whose ages are above 47 is 19 (17,3%).

**Table 6**  
**Distribution of the Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
23-28	29	26,4	26,4
29-34	13	11,8	38,2
35-40	29	26,4	64,5
41-46	20	18,2	82,7
47 and above	19	17,3	
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 7 shows the distribution of the branches of frequencies and percentages of the sample group. As shown at the table, responding number of 52 (47.3%) police officers were working on the Bosphorus Bridge and 58 police officers (52.7%) were working on the FSM Bridge.

**Table 7**  
**Distribution of the Branches**

<b>Branch</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
Bosphorus Bridge	52	47,3	47,3
FSM Bridge	58	52,7	100
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 8 shows the gender frequencies and percentages of the sample group. As shown at the table, responding number of police officers was 108 males (98.2%) and 2 females (1.8%).

**Table 8**  
**Distribution of Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
Male	108	98,2	98,2
Female	2	1,8	1,8
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 9 shows the distribution of marital status frequencies and percentages of the sample group. Responding number of 77 police officers were married (70%), 29 (26.4%) were single and 4 officers were in a common law relationship (3.6%).

**Table 9**  
**Distribution of Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
Married	77	70,0	70,0
Single	29	26,4	96,4
Commonlaw	4	3,6	
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 10 shows the distribution of tenure frequencies and percentages of the sample group. The number of years of tenure ranged from 1 year to 25 years with a mean of 13.48 years of the job. Whose tenure is between 1-10 year is 39 (35,5%), 11-20 year is 46 (41,8%), and whose tenure is above 21 is 25(22,7%).

**Table 10**  
**Distribution of Tenure**

<b>Tenure</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
1-10 year	39	35,5	35,5
11-20 year	46	41,8	77,3
21 and above	25	22,7	
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 11 shows the frequencies and percentages of working duration of the sample group at the Policing. As shown at the table, the number of the samples, whose working duration is; 1 year is 60 (54,5%), between 2-4 years are 30 (27,3%) and whose working duration is more than 5 years are 20 (18,2%).

**Table 11**  
**Distribution of Work Experience**

<b>Work Experience</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
1year	60	54,5	54,5
2-4 year	30	27,3	81,8
5 and above years	20	18,2	
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 12 shows the working department distributions of the subjects participate in research. As shown at the table, responding number of 15 officers were Desk Officer (13,6%), number of 66 were Guard (60%) and number of 29 were Others (26,4%).

**Table 12**  
**Distribution of Department**

<b>Department</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
Desk officer	15	13,6	13,6
Guard	66	60,0	73,6
Others	29	26,4	
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 13 shows the Disciplinary Punishment distributions of the subjects participate in research. As shown at the table, responding number of 62 officers have not a punishment (56,4%), number of 48 officers (43,6%) have 1 and more a punishment duration working on the job.

**Table 13**  
**Distribution of Disciplinary Punishment Variable**

<b>Disciplinary Punishment</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
No	62	56,4	56,4
1 and above	48	43,6	100
<b>Total</b>	<b>110</b>	<b>100</b>	

Table 14 shows the Inquiry distributions of the subjects participate in research. As shown at the table, responding number of 88 officers have not a Inquiry (80,%), number of 22 officers (20,0%) have a inquiry duration working on the job.

**Table 14**  
**Distribution of Inquiry Variable**

<b>Inquiry</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
Yes	22	20,0	20,0
No	88	80,0	100
<b>Total</b>	110	100	

Table 15 shows the Rewarded distributions of the subjects participate in research. As shown at the table, responding number of 39 officers have not a reward (35,5%), number of 27 officers (24,5%) have a only 1 reward, number of 23 officers have a 2 reward and number of 21 officers (19,1%) have a 3 and above reward duration working on the job.

**Table 15**  
**Distribution of Rewarded Variable**

<b>Rewarded</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative (%)</b>
No	39	35,5	35,5
1	27	24,5	60,0
2	23	20,9	80,9
3 and above	21	19,1	100
<b>Total</b>	110	100	

Table 16 shows distributions of idea of leaving from the current branch of the subjects participate in the research. As shown at the table, responding number of 73 (66,4%) officers have willing to leave from the current branch, but 37 (33,6%) have not willing.

**Table 16**  
**Distribution of Idea of Leaving Variable**

Idea of Leaving	Frequency	Percent	Cumulative (%)
Yes	73	66,4	66,4
No	37	33,6	100
<b>Total</b>	110	100	

#### 4.4. Correlation Analysis

Among subjects in the research Burnout and Organizational Commitment Scales points comparisons were made. Therefore, a correlation matrix was developed for each measurement construct. The Pearson correlation coefficients between the Maslach Burnout Inventory (MBI) and Organizational Commitment Questionnaire(OCQ) subscales are shown in Table 17.

**Table 17**  
**The Relationship Between Maslach Burnout Inventory and Organizational Commitment Questionnaire**

<b>Correlations</b>							
	1	2	3	4	5	6	7
<b>1 MBI Total Point</b>							
<b>2 MBI EE Point</b>	,769**						
<b>3 MBI DP Point</b>	,729**	,495**					
<b>4 MBI PA Point</b>	,511**	-,052	,149				
<b>5 OCQ Total Point</b>	-,488**	-,409**	-,250**	-,309**			
<b>6 OCQ AC Point</b>	-,296**	-,107	-,113	-,410**	,838**		
<b>7 OCQ NC Point</b>	-,460**	-,575**	-,330**	,039	,612**	,171	
<b>8 OCQ CC Point</b>	-,392**	-,362**	-,160	-,228*	,764**	,491**	,353**

\*Correlation is significant at the 0.05 level (2-tailed).

\*\*Correlation is significant at the 0.01 level (2-tailed).

**EE:** Emotional Exhaustion    **DP:** Depersonalization    **PA:** Personal Accomplishment

**AC:** Affective Commitment    **NC:** Normative Commitment    **CC:** Continuance Commitment

## Hypothesis 1

**H<sub>0</sub>:** There is no significant relationship between burnout levels and organizational commitments of the police officers’.

**H<sub>1</sub>:** There is a significant relationship between burnout levels and organizational commitments of the police officers’.

### 4.5. Results Relating to Regression Analysis

Correlation Analysis shows only the existence and the direction of the relationship. It does not explain the causality. In order to research the interaction of organizational commitment and burnout, regression analysis is needed. In this part of the survey in order to predict the MBI and its’ subscales each of the Organizational Commitment Questionnaire subscales, regression analysis was made one by one, tabulated and interpreted.

Organizational commitment was accepted as an independent variable, burnout was determined as the dependent variable. According to the results of regression analysis organizational commitment predicted 24% of the variance in burnout (see Table 18). According to the regression equation it was understood that the level of burnout can predict the scores of the organizational commitment significantly ( $F=33,837$ ). The data were generated according to regression equation is as follows:

$$(\text{Organizational Commitment} = 3,046 - (287 * \text{Burnout}))$$

This equation meaning is a unit of change in the burnout will effect organizational commitment at the rate of 0,287.

**Table 18****Regression Analysis and Regression Model Coefficients between Burnout and Organizational Commitment Questionnaire**

R	R <sup>2</sup>	Adj.R <sup>2</sup>	Std. Error of Est.		
,488	,239	,232	0,351		
Unstandardized Coefficients		Standardized Coefficients			
B	Std. Error	Beta	T	Sig.	
Constant	3,046	,178		17,101	,000
OCQ Total Point	-,287	,049	-,488	-5,817	,000

Dependent Variable: Burnout (MBI Total Point)

Independent Variable: Organizational Commitment (OCQ Total Point)

Emotional Exhaustion was accepted dependent Variable and Affective Commitment, Normative Commitment and Continuance Commitment were accepted as an independent variable. As shown at the Table 19 the scores of Normative and Continuance Commitment can predict significantly Emotional Exhaustion subscale ( $p < ,01$ ). Normative Commitment has the most effect on organizational commitment ( $\beta = -,511$ ). Affective Commitment has no significant effect on the Emotional Exhaustion ( $p > ,01$ ). According to the results of regression analysis Affective Commitment, Normative Commitment and Continuance Commitment predicted 36 % of the variance in Emotional Exhaustion ( $F = 20,391$ ,  $p > ,01$ ).

**Table 19**

**Regression Analysis and Regression Model Coefficients between Emotional Exhaustion and Organizational Commitment Questionnaire Subscales**

R	R <sup>2</sup>		Adj.R <sup>2</sup>	Std. Error of Est.		
,605	,366		,348	0,59908		
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Constant	4,292	,307			13,993	,000
OCQ AC	,072	,069		,092	1,036	,303
OCQ NC	-,443	,072		-,511	-6,177	,000
OCQ CC	-,190	,078		-,227	-2,427	,017

Dependent Variable: Emotional Exhaustion (EE)

Independent Variables: AC: Affective Commitment, NC: Normative Commitment, CC: Continuance Commitment

Depersonalization was accepted as dependent variable and Affective Commitment, Normative Commitment and Continuance Commitment were accepted as independent variable. As shown at the table 20 Affective Commitment, Normative Commitment and Continuance Commitment predicted 11% of the variance in Depersonalization ( $F=4,483$ ,  $R^2=.113$ ). The scores of Normative Commitment can predict significantly Depersonalization subscale ( $p<.01$ ). Affective and Continuance Commitment has no significantly effect on the Emotional Exhaustion. Normative Commitment has the most impact on organizational commitment ( $\beta = -.313$ ,  $p<.01$ ).

**Table 20**

**Regression Analysis and Regression Model Coefficients between Depersonalization and Organizational Commitment Questionnaire Subscales**

R	R <sup>2</sup>	Adj.R <sup>2</sup>	Std. Error of Est.		
,336	,113	,087	0,56794		
Unstandardized Coefficients		Standardized Coefficients			
B	Std. Error	Beta	t	Sig.	
Constant	2,800	,291	9,630	,000	
OCQ AC	-,029	,066	-,046	-,438 ,662	
OCQ NC	-,217	,068	-,313	-3,198 ,002	
OCQ CC	-,018	,074	-,026	-,239 ,811	

Dependent Variable: Depersonalization (**DP**)

Independent Variables: **AC**: Affective Commitment, **NC**: Normative Commitment, **CC**: Continuance Commitment

Personal Accomplishment was accepted as dependent Variable and Affective Commitment, Normative Commitment and Continuance Commitment were accepted as independent variable. As shown at the Table 21 the scores of Affective Commitment can predict significantly Personal Accomplishment subscale ( $F=8,022$ ,  $p<,01$ ,  $R^2=,18$ ). Normative and Continuance Commitment has no significantly effect on the Emotional Exhaustion ( $p>,01$ ). Affective Commitment has the most effect on organizational commitment ( $\beta= -,392$ ,  $p<,01$ ). According to the results Affective Commitment, Normative Commitment and Continuance Commitment predicted 18% of the variance in Personal Accomplishment.

**Table 21**

**Regression Analysis and Regression Model Coefficients between Personal Accomplishment and Organizational Commitment Questionnaire Subscales**

R	R <sup>2</sup>	Adj.R <sup>2</sup>	Std. Error of Est.		
,430	,185	,162	0,58996		
Unstandardized Coefficients		Standardized Coefficients			
B	Std. Error	Beta	t	Sig.	
Constant	3,077	,302	10,187	,000	
OCQ AC	-,265	,068	-,392	-3,897 ,000	
OCQ NC	,102	,071	-,135	1,444 ,152	
OCQ CC	-,060	,077	-,083	-,784 ,435	

Dependent Variable: Personal Accomplishment (PA)

Independent Variables: AC: Affective Commitment, NC: Normative Commitment, CC: Continuance Commitment

With the aim of the research to test the hypothesis with correlation analysis method of burnout and organizational commitment scores and scores of subscales are compared. As shown at the Table 17 according to total points between burnout (MBI) and organizational commitment (OCQ) showed a significant negative relationship ( $r = -488$ ,  $p <,01$ ). According to these result while the level of police burnout increases, the levels of organizational commitment decreases. Among the subscales of Maslach Burnout Inventory (MBI), Emotional Exhaustion (EE) showed a negative relationship with Organizational Commitment Questionnaire (OCQ) subscale Normative Commitment ( $r = -575$ ,  $p <,01$ ). Among the subscales of MBI Emotional Exhaustion (EE) showed a significant negative relationship with OCQ subscale Continuance Commitment (CC) ( $r = -362$ ,  $p <,01$ ). Among the of MBI subscale Depersonalization (DP) showed a significant negative slightly relationship with OCQ

subscale Normative Commitment (NC) ( $r = -.330, p < .01$ ). Among the MBI subscale of Personal Accomplishment (PA) showed a significant negative relationship with OCQ subscale Affective Commitment (AC) ( $r = -.410, p < .01$ ).

According to results of regression analysis, the level of burnout can predict the scores of the organizational commitment significantly ( $F = 33.837$ ). Normative and Continuance Commitment can predict significantly Emotional Exhaustion subscale ( $p < .01$ ). Normative Commitment can predict significantly Depersonalization subscale ( $p < .01$ ). Affective Commitment can predict significantly Personal Accomplishment subscale ( $p < .01$ ).

Hence,  $H_1$  is accepted.

#### **4.6. Statistical Relationship of the Demographical Variables and the Points Gained from the Maslach Burnout Inventory**

In order to investigate the relationships between burnout (MBI Total Point) and the demographical variables of the subjects Analysis of Variance (ANOVA) and t-test was used.

The sample group divided into groups in terms of age, marital status, tenure, work experience, department, disciplinary punishment, rewarded, inquiry and idea of leaving. In this research two independent samples t-test, more than two independent samples were compared by Analysis of Variance (ANOVA). The difference between the two groups as compared with Post Hoc Benferroni test. The results are obtained and shown in the tables.

The t-test used whether the means of two groups are statistically different from each other. This analysis is performed whenever we want to compare the means of two groups.

#### **Hypothesis 2**

$H_0$ : There is no significant difference between burnout levels and working on the two different bridges of the police officers'.

**H<sub>1</sub>:** There is a significant difference between burnout levels and working on the two different bridges of the police officers’.

As reflected in Table 22 police officers working on the two bridges were compared in terms of burnout levels using with t-test analysis. The significance of “p” value is bigger than ,05 (,496) which means there is no significant difference between in terms of levels of burnout between working on the two bridges (t=-682, p>,05). Hence, **H<sub>2</sub>** is not accepted.

**Table 22**  
**Analysis of T-test between Burnout and Two Bridges**

Group Statistics				
Branch	N	Mean	Std. Deviation	Std. Error Mean
MBI Total Point BosphorusBridge	52	2,00	,410	,56
FSM Bridge	58	2,05	,394	,51
Levene's Test		t-test		
	F	p	t	P
Bosphorus Bridge	,000	,988	-,682	,496
FSM Bridge			-,681	,497

\*The mean difference is significant at the ,05 level.

### **Hypothesis 3a:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and different age groups of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and different age groups of the sample.

Age variable is divided into three groups of 10-year intervals as 23-32 age, 33-42 age and 43 and above. Table 23 shows the results of the one way variance analysis (ANOVA) of the gained from the MBI Total Point among different age groups. As shown at the table there is not a significant statistical difference between MBI Total Point gained from the survey

among their different age groups ( $F=1,750, p>,05$ ). 33-42 age groups' burnout level higher than other two groups (mean=2,12), but this difference is not statistically significant. Hence,  $H_{3a}$  is not accepted.

**Table 23**  
**Results of Analysis of Variance (ANOVA) with Burnout among Age Variable**

Age	Ages	Mean Difference	Std. Error	Sig.
<b>23 - 32 Age</b>	33 - 42 Age	-0,12	0,09	0,58
	43 and above	0,05	0,10	1,00
<b>33 - 42 Age</b>	23 - 32 Age	0,12	0,09	0,58
	43 and above	0,17	0,10	0,23
<b>43 and above</b>	23 - 32 Age	-0,05	0,10	1,00
	33 - 42 Age	-0,17	0,10	0,23
	N	Mean	Std. Deviation	Std. Error
<b>23 - 32 Age</b>	39	2,00	0,41	0,07
<b>33 - 42 Age</b>	40	2,12	0,39	0,06
<b>43 and above</b>	31	1,95	0,39	0,07
<b>Total</b>	110	2,03	0,40	0,04

\*The mean difference is significant at the ,05 level.

### Hypothesis 3b:

**H<sub>0</sub>:** There is no significant difference between burnout levels and marital status of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and different age groups of the sample.

Table 24 shows the results of the t-test analysis of the between gained from the MBI Total Point and marital status of the sample. According to table 24 the significance of “p”

value is bigger than ,05 (.975) which means there is no significant difference between marital status and MBI Total Point ( $t=-,031, p>,05$ ). Hence,  $H_{3b}$  is not accepted.

**Table 24**  
**Analysis of T-test between Burnout and Marital Status**

Marital Status	N	Mean	Std. Deviation	Std. Error Mean
MBI Total Point Married	77	2,03	,395	,045
Single	29	2,03	,447	,083
<b>Levene's Test</b>		<b>t-test</b>		
	<b>F</b>	<b>p</b>	<b>t</b>	<b>P</b>
<b>Married</b>	1,136	,289	-,031	,975
<b>Single</b>			-,030	,976

\*The mean difference is significant at the ,05 level.

### Hypothesis 3c:

$H_0$ : There is no significant difference between burnout levels and tenure groups of the sample.

$H_1$ : There is a significant difference between burnout levels and tenure groups of the sample.

Tenure variable is divided into three groups as 1-10 year, 11-20 year and 21 and above of 10-year intervals. Table 25 shows the results of the one way variance analysis (ANOVA) of the gained from the MBI Total Point among different tenure groups. As shown at the table comparison between the three groups there is not a significant difference between MBI Total Point gained from the survey and their different tenure groups ( $F=1,511, p>,05$ ). 11-20 year tenure groups' level of burnout is higher than the other two groups (mean= 2,10), but this difference is not significant. Hence,  $H_{3c}$  is not accepted.

**Table 25**  
**Results of Analysis of Variance (ANOVA) with Burnout among Tenure Variable**

<b>Tenure</b>	<b>Years</b>	<b>Mean Difference</b>	<b>Std. Error</b>	<b>Sig.</b>
<b>1-10 Year</b>	11 – 20 Year	-,110	0,86	,616
	21 and above	,047	0,10	1,00
<b>11 – 20 Year</b>	1-10 Year	,110	0,86	,616
	21 and above	,158	0,99	,341
<b>21 and above</b>	1-10 Year	-0,04	0,10	1,00
	11 – 20 Year	-,158	0,99	0,34
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error</b>
<b>1-10 Year</b>	39	2,00	,40	0,06
<b>11 – 20 Year</b>	46	2,10	,38	0,05
<b>21 and above</b>	25	1,94	,40	0,08
<b>Total</b>	110	2,02	,40	0,03

\*The mean difference is significant at the ,05 level.

**Hypothesis 3d:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and work experience of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and work experience of the sample.

Work Experience variable is divided into three groups as 1 year, 2-4 year and 5 and above years. Table 26 shows the results of the one way variance analysis (ANOVA) of the gained from the MBI Total Point and work experience of the sample. As shown at the table comparison between the three groups the duration of 1 year working with the police officers have higher levels of burnout (mean=2,06), but this difference is not statistically significant ( $F=649, p>,05$ ). Hence, **H<sub>3d</sub>** is not accepted.

**Table 26**  
**Results of Analysis of Variance (ANOVA) with Burnout among Work Experience**  
**Variable**

Total Work Experience	Total Work Experience	Mean Difference	Std. Error	Sig.
1 year	2-4 year	,100	,09	,796
	5 and above	,054	,10	1,00
2-4 year	1 year	-,100	,09	,796
	5 and above	,046	0,11	1,00
5 and above	1 year	-,054	0,10	1,00
	2-4 year	,046	0,11	1,00
	N	Mean	Std. Deviation	Std. Error
1 year	60	2,06	,40	,05
2-4 year	30	1,96	,42	,07
5 and above	20	2,01	,35	,07
<b>Total</b>	110	2,02	,40	,03

\*The mean difference is significant at the ,05 level.

### Hypothesis 3e:

**H<sub>0</sub>:** There is no significant difference between burnout levels and department groups of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and department groups of the sample.

Department variable is divided into three groups as Desk officer, Guard and Others. Table 27 shows the results of the one way variance analysis (ANOVA) of the gained from the MBI Total Point and department of the sample. As shown at the table comparison between the three groups there is not a significant difference between MBI Total Point gained from the survey and their different department groups ( $F=2,317, p>,05$ ). The group with the

highest level of burnout is Guard police officers (mean=2,09). The biggest differences within the groups are between Desk officers and Guard police officers. Hence,  $H_{3e}$  is not accepted.

**Table 27**  
**Results of Analysis of Variance (ANOVA) with Burnout among Department Variable**

Department	Department	Mean Difference	Std. Error	Sig.
<b>Desk Officer</b>	Guard	-,22	,11	,163
	Others	-,10	,12	1,00
<b>Guard</b>	Desk Officer	,22	,11	,163
	Others	,12	,08	,531
<b>Others</b>	Desk Officer	,10	,12	1,00
	Guard	-,12	,08	,531
	N	Mean	Std. Deviation	Std. Error
<b>Desk Officer</b>	15	1,86	,26	,06
<b>Guard</b>	66	2,09	,42	,05
<b>Others</b>	29	1,97	,38	,07
<b>Total</b>	110	2,02	,40	,03

\*The mean difference is significant at the ,05 level.

### Hypothesis 3f:

**H<sub>0</sub>:** There is no significant difference between burnout levels and whether take a disciplinary punishment of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and whether take a disciplinary punishment of the sample.

The sample is divided into two groups according to whether take disciplinary punishment using with t-test analysis of the gained from the MBI Total Point. According to Table 28 the significance of “p” value is bigger than ,05 (.946) which means there is no significant difference between burnout and disciplinary punishment ( $t=067$ ,  $p>,05$ ). Hence,  $H_{3f}$  is not accepted.

Table 28

Analysis of T-test between Burnout and Disciplinary Punishment

Disciplinary Punishment	N	Mean	Std. Deviation	Std. Error Mean
MBI Total Point	62	2,03	,425	,054
No	48	2,02	,372	,053
1 and more				

	Levene's Test		t-test	
	F	p	t	P
No	,232	,631	,067	,946
1 and more			,069	,945

\*The mean difference is significant at the ,05 level.

**Hypothesis 3g:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and whether have an Inquiry of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and whether have an Inquiry of the sample.

The sample is divided into two groups according to whether have an Inquiry using with t-test analysis of the gained from the MBI Total Point. Accordig to table 29the significance of “p” value is bigger than ,05 (,176) which means there is no significant difference between two groups according to Inquiry (t=1,36, p>,05). Police officers who have no Inquiry of with higher levels of burnout (mean=2,13), but this difference is not statistically significant. Hence, **H<sub>3g</sub>** is not accepted.

Table 29

Analysis of T-test between Burnout and Inquiry

Inquiry	N	Mean	Std. Deviation	Std. Error Mean
MBI Total Point Yes	22	2,13	,419	,089
No	88	2,00	,394	,042

	Levene's Test		t-test	
	F	p	t	P
Yes	,589	,444	1,361	,176
No			1,311	,200

\*The mean difference is significant at the ,05 level.

**Hypothesis 3h:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and Rewarded of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and Rewarded of the sample.

Reward variable is divided into four groups as No, only 1, 2 and 3 and more. Table 30 shows the results of the one way variance analysis (ANOVA) of the points gained from the MBI Total Point and Rewarded of the sample. Comparison between the groups there is not significant difference between MBI Total Point gained from the survey and rewarded variable (F=2,317, p>,05). The biggest differences within the groups are between three and No rewarded police officers. Police officers have not a rewarded is the highest commitment point (mean=2,11). Hence, **H<sub>3h</sub>** is not accepted.

**Table 30**

**Results of Analysis of Variance (ANOVA) with Burnout among Rewarded Variable**

Rewarded	Rewarded	MeanDifference	Std. Error	Sig.
<b>No</b>	1	,09	,10	1,00
	2	,19	,10	,40
	3 and more	,14	,10	1,00
<b>1</b>	No	-,09	,10	1,00
	200	,10	,11	1,00
	3 and more	,04	,11	1,00
<b>2</b>	No	-,19	,10	,40
	100	-,10	,11	1,00
	3 and more	-,05	,12	1,00
<b>3 and more</b>	No	-,14	,10	1,00
	1	-,04	,11	1,00
	2	,05	,12	1,00

	N	Mean	Std. Deviation	Std. Error
No	39	2,11	,39	,06
1	27	2,02	,37	,07
2	23	1,92	,41	,08
3 and more	21	1,97	,41	,09
Total	110	2,02	,40	,03

\*The mean difference is significant at the ,05 level.

**Hypothesis 3i:**

**H<sub>0</sub>:** There is no significant difference between burnout levels and Idea of Leaving from the current branch of the sample.

**H<sub>1</sub>:** There is a significant difference between burnout levels and Idea of Leaving from the current branch of the sample.

The sample is divided into two groups according to whether have an Idea of leaving from the current branch using with t-test analysis of the gained from the MBI Total Point. According to Table 31 the significance of “p” value is bigger than ,05 (0,372) which means there is no significant difference between MBI Total Point and Idea of Leaving (t=896, p>,05. Although this difference is not significant; mean of those who answered “Yes” higher burnout level (mean=3,60) than answered ‘No’. Hence,  $H_{31}$  is not accepted.

**Table 31**  
**Analysis of T-test between Burnout and Idea of Leaving**

Idea of Leaving	N	Mean	Std. Deviation	Std. Error
MBI Total Point Yes	73	2 ,05	,407	,047
No	37	1 ,98	,388	,063

	Levene’s Test		t-test	
	F	p	t	P
Yes	,002	,968	,896	,372
No			,910	,366

\*The mean difference is significant at the ,05 level.

#### **4.7. Statistical Relationship of the Demographical Variables and the Points Gained from the Organizational Commitment Questionnaire**

In order to investigate the relationships between organizational commitment (OCQ Total Point) and demographical variables of the subjects Analysis of Variance (ANOVA) and t-test was used.

The sample group divided into groups in terms of age, marital status, tenure, work experience, department, disciplinary punishment, rewarded, inquiry and idea of leaving. In this research two independent samples t-test, more than two independent samples were compared by Analysis of Variance (ANOVA). The difference between the two groups as compared with Post Hoc Benferroni test. The results are obtained and shown in the tables.

The t-test used whether the means of two groups are statistically different from each other. This analysis is performed whenever we want to compare the means of two groups.

As reflected in Table 32, police officers working on the two bridges were compared in terms of organizational commitment levels using with t-test analysis. The significance of “p” value is bigger than ,05 (.965) which means there is no significant difference between in terms of levels of organizational commitment between working on the two bridges( $t=0.44$ ,  $p>.05$ ).

**Table 32**  
**Analysis of T-test between Organizational Commitment and Two Bridges**

Group Statistics				
Branch	N	Mean	Std. Deviation	Std. Error Mean
OCQ Total Point Bosphorus Bridge	52	3,54	,685	,095
FSM Bridge	58	3,53	,685	,089
Levene's Test		t-test		
	F	p	t	P
Bosphorus Bridge	,009	,926	,044	,965
FSM Bridge			,044	,965

\*The mean difference is significant at the ,05 level.

**Hypothesis 4a:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and different age groups of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and different age groups of the sample.

Age variable is divided into three groups of 10-year intervals as 23-32 age, 33-42 age and 43 and above. Table 33 shows the results of the one way variance analysis (ANOVA) of the points gained from the OCQ Total Point among different age groups. As shown at the table 33 there is not a significant statistical difference between OCQ Total Point gained from the survey among their different age groups( $F=1,629$ ). 43 and above age group have more

commitment than other two groups (mean=3,70). 23 - 32 Age group is higher than 33-42 Age group. Hence,  $H_{4a}$  is not accepted.

**Table 33**  
**Results of Analysis of Variance (ANOVA) with Organizational Commitment among Age Variable**

Age	Ages	Mean Difference	Std. Error	Sig.
<b>23 - 32 Age</b>	33 - 42 Age	,13	,15	1,00
	43 and above	-,15	,16	1,00
<b>33 - 42 Age</b>	23 - 32 Age	-,13	,15	1,00
	43 and above	-,29	,16	,22
<b>43 and above</b>	23 - 32 Age	,15	,16	1,00
	33 - 42 Age	,29	,16	,22
	N	Mean	Std. Deviation	Std. Error
<b>23 - 32 Age</b>	39	3,54	0,74	,12
<b>33 - 42 Age</b>	40	3,41	0,66	,10
<b>43 and above</b>	31	3,70	0,59	,10
<b>Total</b>	110	3,54	0,68	,06

\*The mean difference is significant at the ,05 level.

**Hypothesis 4b:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and marital status of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and marital status of the sample.

Table 34 shows the results of the t-test analysis of the between gained from the OCQ Total Point and marital status of the sample. The significance of “p” value is bigger than ,05 (,983) which means there is no significant difference between marital status and OCQ Total

Point. Single police officers level of organizational commitment is higher than (mean= 3,62) married, but this difference is not significant ( $t=-.847$ ,  $p>.05$ ). Hence,  $H_{4b}$  is not accepted.

**Table 34**  
**Analysis of T-test between Organizational Commitment and Marital Status**

Marital Status	N	Mean	Std. Deviation	Std. Error Mean
OCQ Total Point Married	77	3,49	,699	,079
Single	29	3,62	,670	,124

	Levene's Test		t-test	
	F	p	t	P
Married	,000	,983	-,847	,399
Single			-,864	,391

\*The mean difference is significant at the ,05 level.

**Hypothesis 4c:**

$H_0$  :There is no significant difference between organizational commitment levels and tenure groups of the sample.

$H_1$ : There is a significant difference between organizational commitment levels and tenure groups of the sample.

Tenure variable is divided into three groups as 1-10 year, 11-20 year and 21 and above of 10-year intervals. Table 35 shows the results of the one way variance analysis (ANOVA) of the gained from the OCQ Total Point among different tenure groups. As shown at the table comparison between the three groups there is not a significant difference between OCQ Total Point gained from the survey and their different tenure groups ( $F=2,159$ ,  $p>.05$ ). 21 and above groups' level of organizational commitment is higher than the other two groups (mean= 3,62), but this difference is not significant. Hence,  $H_{4c}$  is not accepted.

**Table 35**

**Results of Analysis of Variance (ANOVA) with Organizational Commitment among Tenure Variable**

Tenure	Years	Mean Difference	Std. Error	Sig.
<b>1-10 Year</b>	11 – 20 Year	,187	,146	,617
	21 and above	-,150	,172	1,00
<b>11 – 20 Year</b>	1-10 Year	-,187	,146	,617
	21 and above	-,338	,167	,139
<b>21 and above</b>	1-10 Year	,150	,172	1,00
	11 – 20 Year	,338	,167	,139
	N	Mean	Std. Deviation	Std. Error
<b>1-10 Year</b>	39	3,58	,70	,11
<b>11 – 20 Year</b>	46	3,39	,70	,10
<b>21 and above</b>	25	3,73	,56	,11
<b>Total</b>	110	3,54	,68	,06

\*The mean difference is significant at the ,05 level.

**Hypothesis 4d:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and work experience of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and work experience of the sample.

Work Experience variable is divided into three groups as 1 year, 2-4 year and 5 and above years. Table 36 shows the results of the one way variance analysis (ANOVA) of the gained from the OCQ Total Point and work experience of the sample. As shown at the table comparison between the three groups the duration of 1 year working with the police officers have the highest level of organizational commitment (mean 3,61), but this difference is not statistically significant ( $F=845, p>,05$ ). Hence, **H<sub>4d</sub>** is not accepted.

**Table 36**

**Results of Analysis of Variance (ANOVA) with Organizational Commitment among Work Experience Variable**

<b>OCQ Total Point</b>	<b>Work Experience</b>	<b>Mean Difference</b>	<b>Std. Error</b>	<b>Sig.</b>
<b>1 year</b>	2-4 year	,195	,152	,608
	5 and above	,102	,176	1,00
<b>2-4 year</b>	1 year	-,100	,152	,608
	5 and above	,046	,197	1,00
<b>5 and above</b>	1 year	-,054	,176	1,00
	2-4 year	,046	,197	1,00
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error</b>
<b>1 year</b>	60	3,61	,62	,08
<b>2-4 year</b>	30	3,41	,78	,14
<b>5 and above</b>	20	3,51	,69	,15
<b>Total</b>	110	3,54	,68	,06

\*The mean difference is significant at the ,05 level.

**Hypothesis 4e:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and department groups of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and department groups of the sample.

Department variable is divided into three groups as Desk officer, Guard and Others. Table 37 shows the results of the one way variance analysis (ANOVA) of the gained from the OCQ Total Point and department of the sample. As shown at the table comparison between

the three groups there is not a significant difference between OCQ Total Point gained from the survey and their different department groups ( $F=2,117$ ,  $p>,05$ ). The group with the highest level of organizational commitment is Others (mean=3,72). The biggest differences within the groups are between Desk officers and Others. Hence,  $H_{4e}$  is not accepted.

**Table 37**  
**Results of Analysis of Variance (ANOVA) with Organizational Commitment among Department Variable**

Department	Department	Mean Difference	Std. Error	Sig.
Desk Officer	Guard	-,21	,19	,797
	Others	-,42	,21	,146
Guard	Desk Officer	,21	,19	,797
	Others	-,21	,15	,483
Others	Desk Officer	,42	,21	,146
	Guard	,21	,15	,483
	N	Mean	Std. Deviation	Std. Error
Desk Officer	15	3,30	,75	,19
Guard	66	3,51	,69	,08
Others	29	3,72	,57	,10
Total	110	3,54	,68	,06

\*The mean difference is significant at the ,05 level

#### Hypothesis 4f:

$H_0$ : There is no significant difference between organizational commitment levels and whether take a disciplinary punishment of the sample.

$H_1$ : There is a significant difference between organizational commitment levels and whether take a disciplinary punishment of the sample.

The sample is divided into two groups according to whether take disciplinary punishment using with t-test analysis of the gained from the OCQ Total Point. According to Table 38, the significance of “p” value is smaller than, 05 (,005) which means there is a significant difference organizational commitment and disciplinary punishment (t=2,869, p<,05). The police officers who don’t have disciplinary punishment have higher organizational commitment (mean= 3,70). Hence, **H<sub>4f</sub>** is accepted.

**Table 38**  
**Analysis of T-test between Organizational Commitment and Disciplinary Punishment**

Disciplinary Punishment	N	Mean	Std. Deviation	Std. Error Mean
OCQ Total Point No	62	3,70	,639	,081
1 and more	48	3,33	,686	,099
	<b>Levene’s Test</b>		<b>t-test</b>	
	<b>F</b>	<b>p</b>	<b>t</b>	<b>P</b>
No	1,071	,303	2,869	,005
1 and more			2,843	,005

\*The mean difference is significant at the ,05 level.

**Hypothesis 4g:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and whether have an Inquiry of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and whether have an Inquiry of the sample.

The sample is divided into two groups according to whether have an Inquiry using with t-test analysis of the gained from the OCQ Total Point. According to Table 39, the significance of “p” value is bigger than ,05 (,277) which means there is no significant difference between two groups according to Inquiry (t= -1,09, p>,05). Although this difference is not significant, police officers who don’t have an Inquiry higher levels of organizational commitment (mean=3,57). Hence, **H<sub>4g</sub>** is not accepted.

**Table 39**

**Analysis of T-test between Organizational Commitment and Inquiry**

Inquiry		N	Mean	Std. Deviation	Std. Error Mean
OCQ Total Point	Yes	22	3,40	,720	,153
	No	88	3,57	,671	,071
		Levene's Test		t-test	
		F	p	t	P
Yes		,368	,545	-1,09	,277
No				-1,04	,303

\*The mean difference is significant at the ,05 level.

**Hypothesis 4h:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and Rewarded of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and Rewarded of the sample.

Reward variable is divided into four groups as No, only 1, 2 and 3 and more. Table 40 shows the results of the one way variance analysis (ANOVA) of the between gained from the OCQ Total Point and Rewarded of the sample. Comparison between the groups there is a significant difference between OCQ Total Point gained from the survey and rewarded variable ( $F=3,129$ ,  $p<,05$ ). Police officers who have rewarded have high organizational commitment. The biggest differences within the groups are between two and No rewarded police officers. The highest commitment points are two and 3 and more rewarded police officers (mean=3,75) however the lowest commitment point is one rewarded police officers. Hence, **H<sub>4h</sub>** is accepted.

**Table 40**

**Results of Analysis of Variance (ANOVA) with Organizational Commitment among Rewarded Variable**

Rewarded	Rewarded	MeanDifference	Std. Error	Significance	
<b>No</b>	1,00	,22	,16	1,00	
	2,00	-,26	,17	,77	
	3 andmore	-,26	,17	,89	
<b>1,00</b>	No	-,22	,16	1,00	
	2,00	-,48	,18	,06	
	3 and more	-,48	,19	,08	
<b>2,00</b>	No	,26	,17	,77	
	1,00	,48	,18	,06	
	3 and more	,00	,20	1,00	
<b>3 and more</b>	No	,26	,17	,89	
	1,00	,48	,19	,081	
	2,00	-,00	,20	1,00	
		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error</b>
<b>No</b>		39	3,49	,65	,10
<b>1</b>		27	3,26	,64	,12
<b>2</b>		23	3,75	,78	,16
<b>3 and more</b>		21	3,75	,53	,11
<b>Total</b>		110	3,54	,68	,06

\*The mean difference is significant at the ,05 level.

**Hypothesis 4i:**

**H<sub>0</sub>:** There is no significant difference between organizational commitment levels and Idea of Leaving from the current branch of the sample.

**H<sub>1</sub>:** There is a significant difference between organizational commitment levels and Idea of Leaving from the current branch of the sample.

The sample is divided into two groups according to whether have an Idea of leaving from the current branch using with t-test analysis of the gained from the OCQ Total Point. According to Table 41, the significance of “p” value is bigger than ,05 (0,171) which means there is no significant difference between OCQ Total Point and Idea of Leaving (t=1,37, p>,05). Although this difference is not significant; mean of those who answered “Yes” higher commitment (mean=3,60) than answered ‘No’. Hence,  $H_{4i}$  is not accepted.

**Table 41**

**Analysis of T-test between Organizational Commitment and Idea of Leaving**

Idea of Leaving	N	Mean	Std. Deviation	Std. Error
OCQ Total Point Yes	73	3,60	,655	,076
No	37	3,41	,752	,119
	<b>Levene's Test</b>		<b>t-test</b>	
	<b>F</b>	<b>p</b>	<b>t</b>	<b>P</b>
Yes	,076	,784	1,37	,171
No			1,33	,187

**\*The mean difference is significant at the ,05 level.**

Based on the above analyses, each hypothesis was tested. Hypothesis 4f (negative effect of disciplinary punishment on organizational commitment) and Hypothesis 4h (positive effect of rewarded on organizational commitment) were accepted because disciplinary punishment and rewarded show significant relationships with organizational commitment. In the scope of the research, other hypotheses were not accepted.

## 5. CONCLUSION

This section focuses on results obtained from research based on the findings.

The profession of policing to establish a permanent relationship with people and aims to serve them in today's rapidly changing society, as well as to combat crime and criminals, crime, environment, public order and peace aims to provide varied types. Policing the profession, irregular working hours, shifts and shift systems, the risks and responsibilities of the task, the hierarchical structure from the junior-high conflict, any kind of conditions, such as criminality and criminals to be nested together or separately created by the constant negativity of the event to come face to face a professional group. The vast majority of police officers, during their professional life working all day long, people in conflict with the natural balance of sleep and diet, with sufficient time to face the threat of lingering family and social life in Turkey (Cerrah and Semiz, 2000).

Although much research has been conducted on these two variables separately, very little has been done in terms of understanding the relationship between them on police officers in Turkey. Namely there isn't a research to define relationship between organizational commitment and burnout. So it is a first research in this branch so it intends that according to its results some precautions are taken.

The sample of this research was consisting of 112 police officers. 2 female (%1,8) and 110 male (%98,2) aged between 23 and 53 years (Mean= 36,69) from Istanbul. The lacks of number of female police officers were outside the scope of the research. Purposed sampling method was used to choose the sample. The survey battery included a personal information form along with the Maslach Burnout Inventory and Meyer and Allen's Organizational Commitment Questionnaire and was administrated to the police officers. The data were analyzed using with SPSS 17.0 statistical program.

In this research, the burnout mean scores of the police officers, considering subscales are 2,46 for Emotional Exhaustion, 1,92 for Depersonalization, and 2,19 for Personal Accomplishment. Organizational Commitment mean scores, considering subscales are 3,76 for Affective Commitment, 3,23 for Normative Commitment and 3,53 for Continuance Commitment.

The aim of this research is to determine the relationship between the burnout and organizational commitment levels of the police officers'. After validating the scales with the confirmatory factor analysis, correlation analysis was conducted in order to determine the relationship between the research variables. As a result of analysis according to total points between burnout (MBI) and organizational commitment (OCQ) showed a significant negative relationship. According to these result while the level of police burnout increases, the levels of organizational commitment decreases.

Emotional Exhaustion showed a significant negative relationship with Normative Commitment and Continuance Commitment subscale. Depersonalization showed a significant negative slightly relationship with Normative Commitment subscale. Personal Accomplishment showed a significant negative relationship with Affective Commitment subscale. When the personal accomplishment level increases (reduced personal accomplishment), affective commitment also decreases.

The results are consistent with the expectation that burnout leads to reduced organizational commitment.

Next, regression analysis was conducted for the purpose of determining the role of organizational commitment dimensions in predicting the burnout dimensions. Regression analysis provides us a more clear recognition of the relation between the two variables. It was understood that the level of burnout can predict the scores of the Organizational Commitment significantly.

According to results of regression analysis, it was found that Normative and Continuance Commitment can predict significantly Emotional Exhaustion subscale.

Regression analysis found that normative commitment can predict significantly Depersonalization, which means if employees have high level of normative commitment, they will have positive attitude to their work and their organization. It suggests that administrators may take measures to increase employees' normative commitment to decline their Depersonalization.

Regression analysis also found that Affective commitment can predict significantly diminished personal accomplishment. According to research, if affective commitment that police officers feel toward organization, lessens, the feelings of personal accomplishment lessens, too. In other words, police officers who have Affective commitment work very hard to become successful and reach their goals and if they become successful and their administrators give positive feedback, the feelings of personal accomplishment can be increased.

According to the results, some precautions should be taken to increase employees' affective and normative commitment. On the other hand they should take precautions to diminish their improvement of continuance commitment. Police administrators should take precautions to diminish their improvement of continuous commitment. Therefore they can diminish negative behaviors such as performances of employees and burnout rate. In this way, the research's findings have crucial role to increase employees' performance and to reach organization's goals.

In that respect, present data provide support for the hypothesis that burnout typically has been assumed to be a predictor of organizational commitment.

According to results, there is no significant difference between in terms of levels of burnout and organizational commitment between working on the two bridges.

Also police officers were divided into groups and compared burnout and organizational commitment levels according to age, marital status, tenure, department, work experience, disciplinary punishment, rewarded, inquiry and idea of leaving variables using with two independent samples t-test, more than two independent samples were compared by Analysis of Variance (ANOVA). There is a significant difference organizational commitment and disciplinary punishment. The police officers who don't have disciplinary punishment

have higher organizational commitment. Other demographic variables did not show a significant difference burnout and organizational commitment.

Sample was compared according to whether have rewards. Reward variable was divided into four groups as No, only 1, 2 and 3 and more. Comparison between the groups there is a significant difference between organizational commitment and rewarded variable.

Police officers who have rewarded have higher organizational commitment. This result of the research is similar to O'Reilly and Chatman's approach. According to compliance commitment, commitment is appeared for award not merits. It is so clear that award is inviting and charming, but punishment is repulsive. The level of compliance commitment police officers who have awards and don't have any disciplines punishment, is found to be higher.

As a result of the research findings, which might be useful recommendations include:

This research was made over a selected sample group of police officers in the province of Istanbul in 2011. There may be made more extensive researches which will determine the job satisfaction, burnout, perceptions of job and the level of organizational commitment of police officers.

The research has been done for only for police officers. It can be done another research to support relationship between organizational commitment and burnout on ranking personnel (senior).

It can be given seminars on the reasons, the results and ways to deal with for the low organizational commitment to the police officers. So, in this way a high level of organizational commitment, low levels in burnout will result may be reported to them.

The selection of personnel to police Organization and staffing during the burnout potential of the candidate's background should be clearly identified, should be considered.

There can be organized in service training and seminars about stress and the methods to cope with the stress for police officers. The attention may be taken to the reality that being the level of burnout low, medium or high, effects the individual, familial and social life of the

person. So, the police can overcome this problem systematically with their colleagues by improving prevention and coping behaviors and they don't live the sense of burnout.

It wasn't found a significant difference in the levels of burnout in terms of passed time in the profession. Gaines and Jermier (1983) have determined that there isn't a significant difference the seniority of profession of police officers on the level of burnout.

During the recruitment of personnel to Turkish National Police, the candidates' background and potential of burnout should be clearly identified and the selection of personnel should be considered.

When the factor of the award and punishment, reduces and increases the level of organizational commitment, considered, the importance of award and punishment should be explained to the managers.

By applying this research also to the other units of Turkish National Police, the levels of burnout of police officers which have different working conditions may be determined by comparison.

Outside of the findings of the study, the necessary improvements should be made about the working conditions and system of personnel who works in Directorate Guarding Bosphorus Bridges.

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## **APPENDIX**



T.C.  
İSTANBUL VALİLİĞİ  
İl Emniyet Müdürlüğü



Sayı : B.05.1.EGM.4.34-17032.(91265)/3089

04/05/2011

Konu : Tez Araştırması.

MÜDÜRİYET MAKAMINA

İlgi : 29/04/2011 tarihli ve B.05.1.EGM.4.34.16779-(31940)22328 sayılı yazı.

Terörle Mücadele Şube Müdürlüğü kadrosunda görevli 282909 sicil sayılı Komiser Samet ARI, Marmara Üniversitesi Sosyal Bilimler Enstitüsü Kamu Yönetimi Bilim Dalı'nda yüksek lisans öğrencisi olarak eğitimine devam ettiği ve yüksek lisans eğitimini tamamlayabilmesi için "*Polis Memurlarının Tükenmişlik Düzeyleri ile Örgütsel Bağlılıkları Arasındaki İlişki: İstanbul Emniyet Müdürlüğü'nde Bir Uygulama*" konu başlıklı tez çalışması kapsamında, İstanbul Emniyet Müdürlüğü kadrosunda görev yapan tesadüfî olarak seçilecek Polis Memurlarına yönelik anket çalışması yapılabilmesi ilgede kayıtlı yazı ile bildirilmiştir.

Bu kapsamda; Terörle Mücadele Şube Müdürlüğü kadrosunda görevli 282909 sicil sayılı Komiser Samet ARI'nın bahse konu tez çalışmasını, İstanbul Emniyet Müdürlüğü kadrosunda görev yapan tesadüfî olarak seçilecek Polis Memurlarına yönelik yapılabilmesi için gerekli iznin verilebilmesi hususunu;

Tensiplerinize arz ederim.

  
Fahri İNCEÇELİKLİ  
İl Emniyet Müdür Yardımcısı  
2.Sınıf Emniyet Müdürü

OLUR  
04/05/2011

Hüseyin ÇAPKIN  
Vali  
İl Emniyet Müdürü