

The Investigation of the Exhaustion Levels of the Special Security Personnel According to Some Parameters

Yusuf Arikan

Police Academy, Ankara, Turkey

Tel:+90-505-2132845; Fax:+90-312-4997069. E-mail address: arikany@hotmail.com

Abstract: This study aims at the investigation of the exhaustion levels of the special security forces, which carry out special duties demanding special precautions, when doing their job in accordance to their ages, marital status, educational levels, seniorities, the type of the security certificate they had (allowing to carry gun or not), the in-service course they have taken and their perception of their economic situations. The working group of the study was constituted by 139 male security personnel who worked in the football matches in Istanbul in 2012. The personal data were collected from the security personnel by the use of the Maslach Burnout Inventory (MBI). The data obtained were then analyzed using SPSS 16 statistical software. The resulting data were evaluated employing the t-test and one way variance analyses. The data revealed that there were no statistically significant changes between their emotional exhaustion, their depersonalization levels and feeling of personal accomplishment, and their ages, education levels, seniorities and the type of the security certificate they possessed ($p > .05$). However these features were found to show statistically significant changes according to their marital status and the fact they whether they took an in service course or not ($p < .05$). There were no differences observed between the depletion of their personal accomplishment feelings and their economic conditions ($p > .05$), but the emotional exhaustion and their insensitivity levels showed statistically significant correlation with these parameters ($p < .05$). In conclusion the exhaustion is a prolong process. That is why the managers and the administrators have a vitally important task of being aware of this situation and taking the necessary measures.

[Yusuf Arikan. **The Investigation of the Exhaustion Levels of the Special Security Personnel According to Some Parameters**. *Life Sci J* 2013;10(3s):182-189] (ISSN:1097-8135). <http://www.lifesciencesite.com>. 26

Keywords: Special security guards; Burnout; Emotional Exhaustion; Depersonalization; Personal Accomplishment

1. Introduction

Burnout is a kind of stress highly prevalent among the people working in jobs which requires one to one and face to face involvement with others. This concept was first defined by Freudenburg [1]. A much more comprehensive and widely accepted definition was made by Maslach in 1981 [2]. Maslach described the burnout concept as a syndrome which appears with physical, emotional and intellectual collapse manifested by the loss of self respect, chronic fatigue, desperation and pessimism resulting from the problems in his/her workplace or with his/her colleagues. Since burnout causes the people to feel much more dejected, desperate, finished and trapped it is a much more serious case than stress [3]. Burnout causes decreased job satisfaction, degraded performance and group loyalty, increased number of people leaving their jobs, physical and emotional problems and health related costs which may ultimately result in the collapse of the family ties[4].

Maslach and Jackson [5] expressed the burnout concept under three categories as the emotional stress, depersonalization and the depletion in personal accomplishment feeling. According to Maslach [2] the most important, critical and deterministic component of burnout concept is "the emotional exhaustion". The emotional exhaustion is strongly related the success of the working person to cope with stress at the work. It is

a well known fact that among the people having similar level of occupational stress the ones who fail to cope with the occupational stress are much more prone to develop emotional exhaustion [6]. This form of occupational exhaustion manifests itself as an excessive tiredness, lack of energy and emotional depression. Emotional exhaustion is the internal dimension of "burnout" process. The workers having emotional exhaustion cannot focus on their jobs. They think that they were not acting in their jobs as responsible as before and develop a form anxiety due to the tension and feeling of being hindered [7-12].

It is also known that emotional exhaustion is closely associated to the organizational and personal expectations of the workers. The literature report that the people working in intensive and care needing jobs are much more prone to develop emotional exhaustion than the people working in routine jobs

The second component of burnout is depersonalization manifested as the person thinking that he/she was losing the control over his/her job, being hapless against adverse occupational situations and acting like a machine displaying behaviors and attitudes void of any emotions in order to cope with them. The person in this mood is alienated from the humanly behaviors and display solid, unyielding and oblivious attitudes and arrogant manners [13, 14]. They may display highly adverse attitudes such as

being distant from the people and the institutes they are serving, categorizing the people, using an acrimonious language, acting in oblivious and sarcastic manners and they show no compunction for these highly disturbing behaviors [15, 16]. Depersonalization represents the dimension of burnout of the people. [17].

The third component of exhaustion, the lack of personal accomplishment appears when the people think that they were not adequately appreciated. This concept indicates that the person has the tendency to evaluate him/herself with a negative manner [18]. When the person feels that he/she was desperate in controlling the events and observes a general insufficiency and failure in his/her relations with the other people he/she starts to question his/her capacities. This causes the decrease in the level of their personal accomplishments. If the person feels anything negative in his/her career evaluations he/she will most probably think that he/she makes no progress in her/his job, and the efforts he/she waged are not making any difference

and has got no effect on his/her environment [9, 12, 13, 16]. The lack of personal accomplishment was found to be higher for the people doing a group study [19].

The people who had the burnout phenomenon draw solid lines between their personal lives and their bosses. They never talk about their business and refrain to have any dialog with the people they serve. In order to obviate the exhaustion phenomena the workers are to be briefed on the dangers they are likely to encounter prior to the work. Taking the stress conditions of the workers into account, the administration should make necessary improvement in the working site, improve the workplace conditions, protecting the people from mobbing and check the excessivity of the work that the workers are assigned. The workers are to be briefed on the dangers involved with the job and they should be given in-service courses [3]. The people must be given sufficient chance to refresh their mental and emotional sources. Although the breaks given to the workers are useful one of the most effective step to obviate the burnout process is the vacations [20].

The goal of this study is the elucidation of the change of the burnout levels of the special security forces with their ages, marital status, education levels, seniorities in the job, the type of the security certificate they possessed (with or without the gun), in-service courses they have taken and their perception of their economic situation

2. Methodology

This is a descriptive study to determine whether there are any changes in the burnout levels of the special forces according to their ages, marital status, educational level, seniority in the job, the type of the

security certificate they possessed (with or without the gun), in-service courses they have taken and their perception of their economic situations.

The dependent variables of the study were the sub categories of the burnout process of the special security forces and the independent variables of the study were their ages, marital status, educational level, seniority in their job, the type of the security certificate they possessed (with or without the gun), the in-service courses they have taken and their perception of their economic situations.

2.1. Working Group

The working group of the study was constituted by 139 male security personnel who worked in the football matches in Istanbul 2012 -2013 season.

2.2. The Data Collection Tools

The data of the participants were collected by the use of Personal Information Form and Maslach Burnout Inventory-MBI.

2.2.1. Personal Information Form

The data related to the independent variables were collected by the use of the personal information form developed by the researcher. This form contained the questions about the ages, marital status, education levels, occupational seniorities, the type of the security certificate possessed, the in-service courses taken and the perceptions of their economic situations of the participants.

2.2.2. Maslach Burnout Inventory-MBI

The exhaustion levels of the security personnel were determined by the use Maslach Burnout Inventory-MBI developed of Maslach and Jackson (1981) The inventory was made of 22 items containing sub dimensions of Emotional Exhaustion, Depersonalization and Depletion in their Personal Accomplishment feeling. The Emotional Exhaustion sub scale indicated the amount of exhaustion that the person has to face due to excessive work in his/her job. This sub scale contained 8 items about being fed up, fatigue and loss of the emotional energy (items 1., 2., 3., 6., 8., 13., 16., and 20.)

Depersonalization sub scale is the behavior of the person towards the people she/he serves in a rude and posh attitude disregarding any moral values. The depersonalization scale was formed by 6 items namely item 5., 10., 11. 15., 21 and 22.

The depletion of the feeling of personal accomplishment sub scale defines the adequacy and the capacity of the person to cope with the difficulties in his/her work. This scale is formed by 8 items namely items 4., 7., 9., 12., 14., 17., 18. and 19.

The items related to the emotional exhaustion and depersonalization are expressed by negative and the items related to the depersonalization are formed by positive statements. That was why each sub section was separately evaluated. The fact that the scores

obtained from emotional exhaustion and depersonalization are high and the depletion in the feeling of personal accomplishment is low indicate the increasing level of the burnout process [21].

2.2.2.1. Reliability and Validity of The Maslach Burnout Scale

The Maslach Burnout scale was adapted to Turkish by Ergin [22]. The reliability of the scale was computed by two different methods. The first one is the calculation of the internal consistency of the scale by the use of the data obtained from 552 medical personnel formed by the doctors and nurses. The Cronbach Alpha was found to be 0.83 for emotional exhaustion, 0.71 for depersonalization and 0.72 for the depletion in personal accomplishment feeling. The reliability of the scale was determined by repeated test techniques.

In the first 2-4 weeks 99 people was reached. The reliability coefficients for the sub dimensions after the repeated test technique were found to be 0.83, 0.72 and 0.67 respectively. The reliability and the validity coefficients of the Maslach Burnout scale were also computed by Sucuoglu and Kuloglu [23] in their study they investigated the burnout levels of primary and special education teachers. They calculated the Cronbach Alpha and the internal consistency values by the use of two halves techniques. The Cronbauch alpha

coefficient was found to be 0.82 for the emotional exhaustion, 0.60 for the depersonalization and 0.73 for the depletion in their personal accomplishment feeling. Similarly the reliability coefficients calculated with the use of two halves technique were found to be 0.77, 0.42 and 0.75 respectively.

2.2.2.2. Scoring in the Maslach Burnout Scale

The scores obtained from the Maslach Burnout Scale give us the sub scale points. The sub scale points are graded with a 5-choice likert scale for each item as 0: never and 4:always. The high points scored in emotional exhaustion and depersonalization sub scales and the low points scored in the depletion of the personal accomplishment feeling are the indication of the burnout process. [23].

2.3. Data Analyzes

The data collected by the surveys were analyzed with "SPSS 16" statistical software. The data were evaluated using t-test or one way variance analysis' (ANOVA).

3. Results

This part is devoted to personal information of the security personnel participated in the study and the evaluation of their scores in emotional exhaustion, depersonalization and the depletion of their personal accomplishment levels with certain parameters by the t-test and one way variance analysis.

Table 1. Personal information of the security personnel participated in the study

Parameters		n	%
Age	24-34	90	64,7
	35 and over	49	35,3
Marital status	Married	95	68,3
	Single	44	31,7
Educational level	Primary	11	7,9
	High school	108	77,7
	Higher vocational school	14	10,1
	Post graduate	6	4,3
Occupational seniority	1 year and less	12	8,6
	2-3 years	16	11,5
	4-5 years	43	30,9
Economic perception	6 years or more	68	48,9
	Good	39	28,1
	Average	34	24,5
Special security certificate	Not satisfactory	66	47,5
	With gun	105	75,5
In service course	Without gun	34	24,5
	Taken	118	84,9
	Not taken	21	15,1
TOTAL		139	100.0

As seen in Table 1 most of the 139 special security personnel who participated in the study were between 24-34 years of age. According to the educational level most of the participants had high

school education. There was a small group who completed post graduate education. Regarding the seniority in the job the dominating group was the ones who had more than six years experience in the

job. The ones who spent one year or less in job was constituted the smallest group. According to the perception of the economic situation the ones who were not satisfied with their economic situation was dominating the participants. The ones who thought

that their economic situation was just average was the smallest group. Most of the participants possessed the security certificate allowing to carry a gun. Most of the participant had taken an in-service course before.

Table 2. The t-test result of the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling according to their ages.

	Age	n	X	S	Sd	t	P
Depersonalization	24-34	90	13.42	5.43	137	.389	.698
	35 and above	49	13.04	5.68			
Emotional exhaustion	24-34	90	25.62	8.21	137	.333	.740
	35 and above	49	25.12	8.90			
Depletion in personal accomplishment feeling	24-34	90	28.50	6.94	137	1.241	.217
	35 and above	49	26.88	8.10			

It is clear that the emotional exhaustion, depletion in personal accomplishment feeling and depersonalization levels of the participants did not

show a statistical significant change according to their age.

Table 3. The t-test results of the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling according to their marital status.

	Marital status	n	X	S	Sd	t	P
Depersonalization	Married	95	12.51	5.47	137	2.51	.013
	Single	44	14.98	5.25			
Emotional exhaustion	Married	95	24.40	8.49	137	2.18	.031
	Single	44	27.70	7.93			
Depletion in personal accomplishment feeling	Married	95	26.88	7.93	137	2.50	.014
	Single	44	30.18	5.47			

Table 3 reveal that the emotional exhaustion [$t_{137}=2.18$, $p<.05$], depersonalization [$t_{137}=2.51$, $p<.05$] and the depletion in personal accomplishment feeling [$t_{137}=2.50$, $p<.05$] levels of the participants showed statistically significant differences according to their marital status. Regarding to the level of the emotional exhaustion the singles ($X=27.70$) had a higher degree of burnout than the married ones

($X=24.40$). The average depersonalization levels of the singles ($X=14.98$) is much higher than the married ones ($X=12.51$). The depletion in personal accomplishment feeling of the married ones ($X=26.88$) is lower than the singles ($X=30.18$) indicating that the singles are much more susceptible to a burnout process ($p<0.05$).

Table 4. The one way variance (ANOVA) analysis points scored for the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling of the participants according to the seniority in their jobs.

	The origin of the variance	Summation of the squares	Sd	Means of squares	F	P
Depersonalization	Between the groups	46.09	3	15.36	.502	.682
	Within the group	4134.40	135	30.63		
	Total	4180.49	138			
Emotional exhaustion	Between the groups	154.87	3	51.62	.722	.541
	Within the group	9653.48	135	71.51		
	Total	9808.34	138			
Depletion in personal accomplishment feeling	Between the groups	25.04	3	8.35	.150	.929
	Within the group	7490.24	135	55.48		
	Total	7515.28	138			

Table 4 shows that none of the subcategories showed a statistically significant change with the seniority of the participant in their jobs ($p > 0.05$).

Table 5. The one way variance (ANOVA) analysis points scored for the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling of the participants according to their educational levels.

	The origin of the variance	Summation of the squares	Sd	Means of squares	F	P
Depersonalization	Between the groups	51.16	3	17.05	.558	.644
	Within the group	4129.33	135	30.59		
	Total	4180.49	138			
Emotional exhaustion	Between the groups	233.04	3	77.68	1.095	.354
	Within the group	9575.31	135	70.93		
	Total	9808.35	138			
Depletion in personal accomplishment feeling	Between the groups	275.28	3	91.76	1.711	.168
	Within the group	7240.01	135	53.63		
	Total	7515.28	138			

It is clear that the sub categories listed in Table 5 do not show a significant difference with the education level of the participants.

Table 6. The t-test results of the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling according to the type of the security certificate they possessed

	Type of the security certificate	n	X	S	Sd	t	P
Depersonalization	With gun	105	13.09	5.34	137	.759	.449
	Without gun	34	13.91	6.02			
Emotional exhaustion	With gun	105	25.05	8.39	137	.979	.329
	Without gun	34	26.68	8.55			
Depletion in personal accomplishment feeling	With gun	105	27.67	7.35	137	.733	.465
	Without gun	34	28.74	7.54			

Table 6 reveals that none of the sub categories showed a statistically significant difference with the type of the security certificate possessed.

Table 7. The t-test results of the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling according to the in-service course they have taken

	In service course	n	X	S	Sd	t	P
Depersonalization	Taken	118	12.89	5.43	137	2.044	.043
	Not taken	21	15.52	5.50			
Emotional exhaustion	Taken	118	24.88	8.22	137	1.889	.061
	Not taken	21	28.62	9.07			
Depletion in personal accomplishment feeling	Taken	118	27.74	7.73	137	.721	.472
	Not taken	21	29.00	4.95			

According to Table 7 the emotional exhaustion and the depletion in personal accomplishment feeling levels did not show a statistically significant variation with the fact that whether they took an in-service course or not [$t_{137}=2.04$, $p < .05$]. However according

to the depersonalization levels the ones who have taken an in-service course ($X=15.52$) are much more susceptible to burnout process than the ones who have not taken a course like that ($X=12.89$).

Table 8. The one way variance (ANOVA) analysis points scored for the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling of the participants according to their economic perceptions

	The origin of the variance	Summation of the squares	Sd	Means of squares	F	P
Depersonalization	Between the groups	338.33	2	169.17	5.99	.003
	Within the group	3842.16	136	28.25		
	Total	4180.49	138			
Emotional exhaustion	Between the groups	594.56	2	297.28	4.39	.014
	Within the group	9213.79	136	67.75		
	Total	9808.35	138			
Depletion in personal accomplishment feeling	Between the groups	27.53	2	13.76	.25	.779
	Within the group	7487.75	136	55.06		
	Total	7515.28	138			

Table 8 reveals that the depletion in personal accomplishment feeling levels of the special security personnel showed no statistically significance difference according to their perceptions their economic situations. However their emotional exhaustion [F(2-136)=4.388, p<0.05] and depersonalization [F(2-136)=5.988, p<0.01] levels were found to show a significant correlation with the economic perceptions of the security personnel. In order to define the groups between which the statistically significant difference existed Bonferroni test was performed. It showed that regarding the emotional exhaustion level the ones who were not satisfied with their economic situation (X=27.26) have higher burnout level than the ones who regarded their economic situation as good (X=22.33). According to the depersonalization levels the ones who were not satisfied with their economic situation (X=14.85) are much more prone to the burnout process than the ones who regarded their economic situation as good (X=11.26).

4. Results and Discussion

This study was carried out to determine the relation between the emotional exhaustion, depersonalization and the depletion in personal accomplishment feelings of the special security personnel and their ages, marital status, education levels, seniorities in the job, perception of their economic situations, the type of the security certificate they possessed (with gun or without gun), the in-service course they had taken.

There were no statistically significant differences observed between their emotional exhaustion, depletion in personal accomplishment feeling and depersonalization levels and their ages (Table 2). The emotional exhaustion, depletion in personal

accomplishment feeling and the depersonalization level of each age group were found to be similar.

However in the study of Sahin et al. [24] they carried on medical personnel there was a statistically important relation observed between their exhaustion levels and their ages and education levels.

There was not a statistically important difference found between the groups according to age in a study carried out on the doctors and the nurses working Ankara university medical hospital [25]. The related literature report that the age is particularly associated to the personal accomplishment sub scale points of the burnout process [26].

The study revealed that the emotional exhaustion, depersonalization and depletion in personal accomplishment feeling of the special security personnel are closely related to their marital status (Table 3). As regards to emotional exhaustion and depersonalization levels singles are much more prone to the burnout process than the married ones. However regarding to the depletion in personal accomplishment feelings the married ones were found to be more susceptible to burnout process than the singles. The singles appears to have higher personal accomplishment feeling level but lower emotional exhaustion and depersonalization levels than the married ones.

Maslach & Jackson [27] and Burke & Greenglass [28] reported that the gender is not an important parameter in burnout phenomenon. However the literature studies revealed that singles have higher personal accomplishment feeling level but lower emotional exhaustion and depersonalization levels than the married ones similar to this study. We therefore conveniently conclude that the marriage had a negative influence upon the personal accomplishment feeling.

This study aimed at the determination of the presence of any statistically significant difference between the emotional exhaustion, depletion in personal accomplishment feeling and the depersonalization levels of the special security forces and their ages, marital status, education levels, seniorities in the job and perception of their economic situations and the type of the security certificate they possessed (with gun or without gun) and the in-service courses they have taken (Table 4-6).

In their study they carried out on 333 nurses Demir et al. [29] reported that the only subscale correlated with the occupational seniority was the personal accomplishment feeling and there was no significant relation with other sub scales. However there are some contradictory data in the literature regarding to the relation between the burnout process and the occupational seniority [5].

The data in this study regarding to the emotional exhaustion and the education level contradict with the data reported in the literature.

According to the data obtained in this study there was not statistically significant difference between the depletion in personal accomplishment feeling levels of the special security forces and the in-service courses they have taken. However the depersonalization level of the special security forces gave a statistically significant difference with this parameter. The mean total score of those who have not taken such a course was lower than that of those who have participated it (Table 7). Accordingly we can claim that regarding to depersonalization level the ones who have not taken an in-service course are facing the burnout phenomena more than the ones who have taken such a course.

The data obtained in this study indicated no statistically significant difference between the depletion in personal accomplishment feeling levels of the special security forces and their perception of their economic situation. On the other hand there were statistically significant differences in their emotional exhaustion and depersonalization levels and their perception of their economic situation (Table 8). The difference was between the ones who perceived their economic situation as "good" and "not satisfied" regarding to both emotional exhaustion and depersonalization and the latter group was observed to be subjected a higher degree of burnout process in both cases.

Another study carried out on the police force revealed that the ones who perceive their economic situation as "average", "bad" or "good" experience the burnout process more than those who classified their economic situation as "very good" in the dimension of emotional exhaustion. Regarding to

depersonalization the ones who classified their economic situation as "not satisfied" were found to experience higher degree of burnout process than the ones who perceive it as "very good" or "average" [30].

The organizations do not generally take the characteristics of the people into account and may make demands beyond their capacities which may result in burnout phenomenon. Therefore it is of utmost importance that both the employers and employees should be perfectly cognizant of the reasons causing this very destructive phenomenon and wage an unified struggle against it. It is not possible to cope with it only with individual efforts. It is necessary to make organizational arrangements in order to obtain concrete results [31].

Among the steps which can be taken against burnout process are establishing numerical adequacy and convenient work hours in the job. Protecting the financial and personal rights of the workers, organizing in-service and sustainable working courses, working group meetings, establishing good work place safety and health conditions, arranging a rotational system in difficult works, vacations and social activities, rewards and bonuses, transport services, psychological consultancy, informing the people about the risks and the dangers of the job, monitoring the efficiency of the job and taking all the precautions against the problems in the work.

In conclusion burnout is process which take prolong periods. Therefore the employers and the organizations have the responsibility of being aware of this destructive phenomena and take immediate actions against it. Security is a vitally important job which requires special precautions. That is why the determination of the reasons behind the burnout of the special security personnel is doubly important. It is therefore of paramount importance to increase the number of studies carried out about this phenomenon in all sorts of occupations.

References

- [1] Weisberg J, Sagie A. Teachers' physical, mental and emotional burnout: Impact on intention to quit. *The Journal of Psychology* 1999;133:333-339.
- [2] Maslach C. Burnout: A social psychological analysis. In Jones, J.W. (Ed.), *The burnout syndrome*, Pask Ridge I: London House Press, pp.30-49, 1981.
- [3] Levinson H. Burnout. *Harvard Business Review*, July-August, pp.153-161, 1996.
- [4] Golembiewski RT, Boudreau RA, Sun B and Lou H. Estimates of Burnout in Public Agencies: Worldwide, How Many Employees Have Which Degrees of Burnout and With What Consequences? *Public Admin Rev* 1998;58:59-65.

- [5] Maslach C, Jackson SE. The measurement of experienced burnout. *J Occup Behav* 1981;2:99–113.
- [6] Verbeke H. Individual differences in emotional contagion of salespersons: Its effect on performance and burnout. *Psychol Market* 1996;14:617–636.
- [7] Friesen D and Sarros JC. Sources of burn out among educators. *J Organ Behav* 1989;10:179–188.
- [8] Ergin C. Akademisyenlerde tukenmislik ve cesitli stres kaynaklarinin incelenmesi. Hacettepe Universitesi Edebiyat Fakultesi Dergisi 1995;12:37–50 [in Turkish].
- [9] Maslach C, Schaufeli, WB and Leiter MP. Job Burnout. *Annu Rev Psychol* 2001;52:397–422.
- [10] Cimen M, Ergin C. Turk Silahlı Kuvvetleri saglik personelinin tukenmislik duzeylerinin incelenmesi. *Gulhane Tip Dergisi* 2001;43:169–176 [in Turkish].
- [11] Sweeney JT, Summers SL. The effect of the busy season workload on public accountants' job burnout. *Behavioral Research In Accounting* 2002;14:223–245.
- [12] Singh J, Goolsby JR and Rhoads GK. Behavioral and psychological consequences of boundary spanning burnout for customer service representatives. *J Marketing Res* 1994;31:558–569.
- [13] Leiter MP and Maslach C. The impact of interpersonal environment on burnout and organizational commitment. *J Organ Behav* 1988;9: 297–308.
- [14] Kacmaz N. Tukenmislik sendromu. *Istanbul Universitesi Tip Fakultesi Dergisi* 2005;68:29–2 [in Turkish].
- [15] Torun A. Stres ve tukenmislik. *Endustri ve orgut psikolojisi icinde*. Ed. Suna Tevruz, 2.Baski, Turk Psikologlar Dernegi ve Kalite Dernegi Ortak Publication, pp.43-53, İstanbul, 1997 [in Turkish].
- [16] Cimen M. Turk Silahlı Kuvvetleri saglik personelinin tukenmislik, is doyumu, kuruma baglilik veisten ayrılma niyetlerine iliskin bir alan arastirmasi. Unpublished PhD Thesis.Gulhane Askeri Tip Akademisi Saglik Bilimleri Enstitüsü, Saglik Hizmetleri Yonetimi Bilim Dalı, 2000 [in Turkish].
- [17] Budak G, Suregevil O. Tukenmislik ve tukenmisligi etkileyen orgutsel faktorlerin analizine iliskin akademik personel uzerinde bir uygulama. *Dokuz Eylul University İktisadi ve İdari Bilimler Fakultesi Dergisi* 2005;20:95–108 [in Turkish].
- [18] Maslach C. Job burnout: New directions in research and intervention. *Curr Dir Psychol Sci* 2003;12:189–192.
- [19] Cordes CL, Dougherty TW and Bulum M. Pattern of burnout among managers and professionals: A comparison of models. *J Organ Behav*1997;18: 685–701.
- [20] Westman M and Eden D. Effects of a Respite from Work on Burnout: Vacation Relief and Fade-Out. *J Appl Psychol* 1997;82:516–527.
- [21] Cam O. Tukenmislik envanteri'nin gecerlik ve guvenirliginin arastirilmesi. VII. Ulusal Psikoloji Kongresi Bilimsel Calismalari, Turk Psikologlar Dernegi Publication, pp.155-160, Ankara, 1992 [in Turkish].
- [22] Ergin C. Doktor ve hemsirelerde tukenmislik ve Maslach Tukenmislik Olceginin uyarlanmasi. VII. Ulusal Psikoloji Kongresi Bilimsel Calismalari. Turk Psikologlar Dernegi Publication, Ankara, pp.143-154, 1992 [in Turkish].
- [23] Sucuoglu B, Kuloglu N. Ozurlu cocuklarla calisan ogretmenlerde tukenmisligin degerlendirilmesi. *Turk Psikoloji Dergisi* 1996;11: 44–60 [in Turkish].
- [24] Sahin D, Turan FN, Alparlan N, Sahin İ, Faikoglu R, Gorgulu A. Devlet hastanesinde calisan saglik personelinin tukenmislik duzeyleri. *Noropsikiyatri Arsivi* 2008;45:116 [in Turkish].
- [25] Sayil I, Haran S, Olmez S, Ozguven HD. Ankara Universitesi hastanelerinde calisan doktor vehmehemshirelerin tukenmislik duzeyleri. *Kriz Dergisi* 1997; 5: 71–77 [in Turkish].
- [26] Gold Y, Robert AR and Wright CR. The Relationship of scores on the educational survey: A modified version of the Maslach Burnout Inventory, the three teaching related variables for a sample of 132 beginning teachers. *Educ Psychol Meas* 1991;51:429–438.
- [27] Maslach C and Jackson SE. The role of sex and family variables in burnout. *Sex Roles* 1985;12:837–851.
- [28] Burke RJ, Greenglass ER. Work and family. In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and organizational psychology* pp. 273-320, New York: John Wiley, 1987.
- [29] Demir A, Ulusoy M, Ulusoy MF. Investigation of factors influencing burnout levels in the professional and private lives of nurses. *Int J Nurs Stud* 2003; 40:807–827.
- [30] Sanli S, Akbas T. Adana ilinde calisan polislerin tukenmislik duzeylerinin bazi degiskenler acisindan incelenmesi. *Turkish Journal of Police Studies* 2008;10 :1–24 [in Turkish].
- [31] Maslach C. Take this job and love it. *Psychology Today*. October, pp.50-80, 1999.

1/8/2013