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EFFECT OF DIRECTORS' BURNOUT PERCEPTION ON TEAMWORK

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Abstract

The main objective of the research is determining the perceptions towards the effect of burnout of principals in educational institutions in Izmir province on team works. The survey form prepared intended for the research, a face to face survey method is applied between the dates October 2016 - May 2017 within the frame of 148 principals in 87 schools of Izmir province. Following the research, the propositions towards emotional breaking, relational breaking and performance have been collected under sole factor. It has been concluded that exhaustion affects the team works negatively in terms of the factor and the propositions within the scope of it. Moreover, it has been defined that the results in point do not show difference in terms of gender, educational status, employment period, employment period as a director, vocational stress perception and personality structure.

Keywords: Exhaustion, Team Works, Training Directors

1. Introduction

Changing world conditions and being in step with these changes may necessitate continuous replenishment and to pay regard to organizational innovation conditions mandatorily by the effects of technologic developments. This condition increases the importance of human resources much more and withholding the human resource and making the best of it becomes the most valuable asset of each business. Although the perception of burnout is a negative situation, it will be able to form the parameters for significant obstructions in front of achievements of the goals. For showing the success and abilities, revealing the effective and productive business performance, increasing the quality and business productivity, effective time management, impressive communication, cost reduction, high motivation and applying the targets on national and international dimensions, with reference to team spirit more than individualism facing to team work will be able to seen as an alternative which may be a solution for stress and burnout fact for human resources. It is clear that when individuals work with the idea of "we" instead of the idea of "I", they will be able to be more productive. This may be said to result from being social. In this condition; it will be seen that the organizations have executive search and improvement goals which are necessary for effective and productive work with team

works and team performances arise from team spirit. Creating an effective communication and a common understanding atmosphere between the team and the management or manager, comparing and evaluating the success gained as a result of expected team works may be identified as the essential clues for the goals and importance of team work to be understood. As the burnout and team work variables have been associated at a point, the both qualitative and quantitative affects it reflects, focusing on the idea of considering according to modern management approaches will be able to matter in the sense of business management.

2. Literature Review

It can be expressed that in recent years there have been too much domestic and foreign researches on exhaustion or burnout concept in the literature. It may be defined that the fact which brings the conceptual definitions together and the display that emerges with behavioral, physical, emotional and psychological symptoms actually may be the indicator of the importance level.

As the fact of "human first" is discussed with the burnout concept, especially in business life, it will be possible to say that there are various factors effecting burnout. While the personal-oriented reasons have priority in formation components of burnout fact, organizational-oriented reasons can be revealed as the formers of the third component. Association of exhaustion and burnout in some definitions; revealing of stress between personal claims and environmental claims in anomaly conditions can be evaluated as contributing factor. From this point of view in the study, burnout concept because of being one of the sub-dimensions of stress has been mentioned under the titles of stress, employee and organization. The concepts of team, exhaustion with team works and team works are also examined.

2.1. Stress, Employee and Organization

Stress is employees' reaction of respond for the outcomer threats that have been perceived negatively by employees. (Nahavandi and Malekzadeh, 1998). The major stress indicators of an individual can be revealed in five dimensions as spiritual, emotional, mental, physical and social (Rowshan, 1998). The main factors which make stress in an organization will be revealed in three dimensions as physical, organizational and individual. (Sabuncuoglu and Tuz, 2008)

High incidence of absence, increasing employee withdrawal, performance decrease, productivity decrease, quality decrease, increasing trouble of employees and decreasing will to work can be defined among the organizational results of extreme stress. In other words, these kinds of indicators may be perceived as signals about increase of stress level in job environment.

Within the scope of stress management in an organization; approach to the problem systematically and taking the first step, preparing a particular scale about reasons and level of the stress, integrating the business and employee tendencies, providing participation and being supported by the top management must be realized. (Shannon and Robson, 2001)

As a matter of course, observing the organizational results of over stress will be actuator, training employees in this scope, providing assistance to employees and process monitoring might have importance.

2.2. Burnout in the Scope of Stress Levels

Selye (1974) has explained the stress to be seen in an increasing volume in the scope of stress concept which is mentioned as "General Adaptation Syndrome". There are alarm, resistance and exhaustion. (Isikhan, 2005)

Exhaustion which forms the third level of stress is a concept that emerged in 1970s and became a subject to management science. While the psychoanalyst Freudenberger (1974) expresses that it emerges as a physical and mental exhaustion after some depressions of employees, Maslach and Jackson (1981) expresses it as a syndrome which starts with having negative attitudes and progressively expends the person physically, emotionally and mentally.

According to Noe (2009), each business naturally wants to get the competitive advantage. Probably human resources is the most important factor for businesses to get competitive advantage. Supply, training, improvement and activating human resource in good manners will provide to get higher efficiency from employee and will reflect to organizations positively.

When exhaustion concept is searched essentially with the business, social and individual dimensions, in terms of employee with organizational dimension: it forms the reasons like work duration, quality of the performed job, over work load, organization culture and climate, workplace stress, failure and misapplication and planning of human resources (Cam, 1989).

For human resources which is the main parameter of businesses, to have burnout syndrome or perception is a pretty critical subject and as soon as the indicators of burnout are perceived they have to be reversed. In order to make the employees engage for their jobs, it is necessary to determine the reasons of the burnout and to confirm the factors effecting burnout. The factors effecting burnout could be said to be various. They may be individual's age, gender, marital status, private life etc. as well as the factors related to the business. Some conditions like inconvenient environment in the business, weak and broken communication, unfair implementations, managements' manners, work overload, quality of the job, breathiness of job definition, role ambiguity, role conflicts etc. form some of probable causes of burnout. Process of formation also has importance undoubted as well as the reason (Ok, 2002; Yildirim, 1996; Izgar, 2001). Burnout formation components are examined in Table 1.

Table 1. Burnout Formation Components
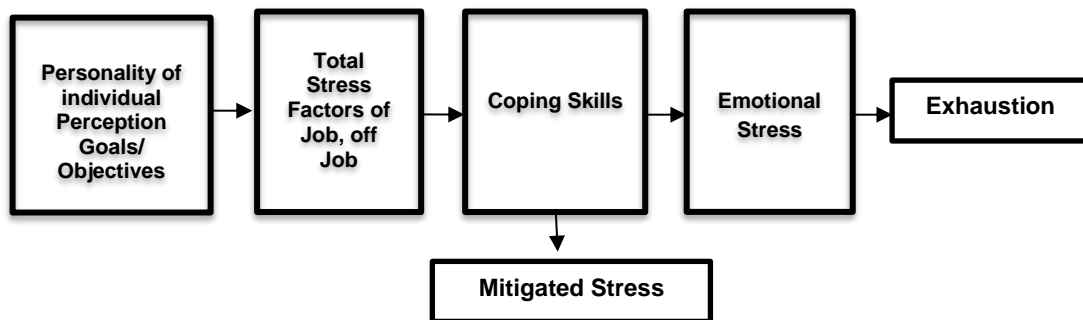
Source: Savran (2007)

Personal reasons have been observed to have priority among Burnout Formation Components in Table 1. Ergin (1993) indicates that the stages actualize in four processes, he expresses that stages do not form from discrete processes, individual shows continuity for passing from one situation to another. Considering the steps and their basic indicators in exhaustion, it may be defined that the reasons of exhaustion emerge physically, mentally and behaviorally.

For the studies which are done on the fact of burnout and perception, particular measuring tools are seen to be used. One of the most important tools about exhaustion is Burnout Inventory which was developed by Maslach and Jackson (1980).

Maslach traces the exhaustion fact to three primary basics: the dimensions of emotional exhaustion, depersonalization and personal achievement. Emotional exhaustion bases on over unwillingness about the job psychologically, depersonalization basis on negative thoughts to other employees and personal achievement basis on employee's performance. (Maslach, 1976; Maslach and Jackson, 1980)

Oldenburg Burnout Inventory (OLBI) tool is developed by Demerouti *et.al.* (2001). They identified the sub-dimension of burnout as a result of negative experiences of the business which have been approached at 16 articles and asked to be replied with five point Likert Scale in two dimensions as exhaustion that is formed by 8 articles and desensitization about the job.

The high point in the definition is to combine the psychological exhaustion and moving away from the job dimensions to job satisfaction highly. (Demerouti et.al, 2010; Demerouti and Halbesleben, 2005)

Copenhagen Burnout Inventory (CBI) which is criticized because of not measuring the desensitization dimension also attracts notice with making a clear definition for exhaustion and drawing attention to off the job oriented reasons of exhaustion, and also with emphasizing that it is expressed notably and definitively according to Maslach Burnout Inventory (MBI). Copenhagen Burnout Inventory (CBI) is composed of three subscales free from each other and suggested by Kristensen *et al. (*2005). In basic sense, it is a measurement tool used for PUMA studies and approaches from psycho-social dimension whose potential burnout indicators are formed from three sub-dimension and scale items are formed from 19 questions to leave of employment and discontinuity of job.

Pines *et al.* (1981) and Pines and Aronson (1988) Burnout Inventory (BI) which realizes Psychoanalytic- Existentialist Occupational and Couple Burnout and based on "Humanistic Existentialist Paradigm was composed of 21 articles at the beginning, then it was adapted changing to 10 articled short form (The Burnout Measure Short Version–BMS). The inventory which is formed from three dimensions regards burnout based on the declaration of seven gradational negotiators at physical, emotional and mental levels. The short version of the inventory has been adapted to Turkish by Tumkaya *et al.* (2009) and reworked on the study by Capri (2013).

"Friedman School Principal Burnout Scale" which has been developed by Friedman (1995), at the beginning composed of 227 statements then reduced to 27 statements with short version and with the final form reduced to 22 statements. Adaptation to Turkish is performed by Donmez and Guven (2001). In the scale analyzing dimension; it includes articles related to physical, emotional and cognitive burnout as Exhaustion (9 articles), Keeping away (7 articles) and Condescending (6 articles).

2.3. Teams and Team Works

About management and organization applications, too many hypothesis and theories have been emerged since the mid 1970s. One of the concepts that bring synergy to management sense is Team Based Organization (Kocel, 2005).

Team concept which is often associated to the concepts of group and team may also contain affects on personal performance and social harmonization facts with a group definition composing of complementary individuals who focus on common performance targets adopting a common attitude for their responsibilities (Straub, 2002). Team may be expressed as groups composing of the individuals whose goals and targets are specific, also who have common responsibilities and hold the complement features (Straub, 2002). Teams may be defined as groups that have mission, vision, goals and strategies and aim to maximize synergic affect based on co-operation (Nahavandi and Malekzadeh, 1998).

Essential of team spirit is the ability of working together with a team or a group; because people whom the individual interacted with since birth, associations and societies he is affiliated, social categories and activities have determinant affects have determinant affects on socialization of an individual. Teams are special groups which are formed from interdependent members to achieve a common goal.

Teams are expressed as groups a culture and responsibility of which are shared based on confidence and co-operation more than the norms of the groups that have mission, vision, goals, synergic affect. Consequently, although the teams are groups, the groups may not be team (Ozmutaf, 2012).

The individuals in teams are expected to realize two main behaviors. These are task and team work behaviors. Task behavior is the operational behavior that the individual performs aimed at his/her expertness. Team work behavior is the behavior directed to team members and whole team like team developer goals set, support, relations, problem solving and act clearness (Rousseau *et al.* 2006; Salas *et al.* 1999).

Synergic affect observed / expected to be observed in teams will be able to provide creating much more than the one in individuals. In this context, synergy will be actualized supporting with willingness and having ability for individuals (Hoopes, 2000).

Arising of synergy, providing information and ability effectiveness are main features of team works. According to Kurt (2001) main features that have to be in team works to gain success are; focusing on the goal, determining the members correctly, work time sufficiency, participative management, communication activity, and adequacy and highness of knowledge (Sabuncuoğlu and Tuz, 2001; Ozler and Koparan, 2006).

In team works, reflecting the holistic frame mentioned above will have importance in terms of performance. Within this scope; organization culture, individuals' efficiency and an adopted vision will bring the learning structure together (Roysircar *et al.* 2003).

It is possible to list the main features of modern teams as follows goal and vision relationship, healthy communication, creativity and improvement of conflicts, authorized teams, creating belongings in teams, sharing responsibilities, team commitment, and support to improvement (Sabuncuoglu ve Tuz, 2008; Ozler ve Koparan, 2006).

According to main features of teams to determine the team performance, evaluating the result of the actualized activity will also have importance. Especially performance factor in team works may be revealed for the purpose of increasing the team performance, improving and interiorizing the organization culture which encourages flexibility.

2.4. Exhaustion and Team Works

Kozlowski and Ilgen (2006) have revealed the researches within the team works at 3 main dimensions. These are as cognitive processes and structures of team (strategic dimension, education, leadership, experience sharing, interaction etc.), motivational/emotional structures (integration, team effectiveness, potential, team spirit, feelings, socialization, conflicts, ability, confidence etc.) and team actions and behavioral processes (coordination, integration, communication, abilities, education, design, arrangement, performance dynamics, adaptation etc.).

It should not be forgotten that in team works besides the goals directed to administrative development that provides organizations to work actively, it is one with quality management approach that reveals the success features of team works (Kavucubasi and Yildirim, 2012). Thereby, it can be expressed that team work has the necessity of having differentiation among members and also being integrated with only one working unit and carrying "team values, meaning and sprit".

Feeling exhaustion of business employee based on various reasons will constitute negativity at global power scale especially in nowadays conditions and is situation which has to be directed sensitively. Because of the factors derived from both personal features and business, supporting the employees who feel exhaustion is useful. Because, each of the employees has importance adoptively and also creates reason for cost. Supplying, orientation, training and becoming competent of the job in time for human resource may occur as a result of cost overrun the business abides with. So, it is not possible to dispense with the employee for the business since they bear his cross (Erol *et al.*, 2007).

Kacmaz (2005), in the definition he made, uses the expressions as "knowing the present environment has an important role for solving the problem." On the other hand with the sentence; "the person who knows the difficulties and risks of the job he performs, what the exhaustion is and its indicators, what the solutions are, can easily take precaution for combating burnout", he adds a different dimension to the results of burnout and lays a burden on individual about solution of the results and for struggle strategies with exhaustion.

The individuals, who are in the condition of burnout, may create resource for negative behaviors like employee adaptation and communication or deterioration of communication with other employees for example; personal conflicts, negligence or damaging the business (Burke and Greenglass, 2001).

But the ones who are able to be team, and also the teams undertaking the function of protection and defense against the organization as a natural approach may act an effective and

active role for not getting some negative conditions and exhaustion among employees by the sides of providing work commitment and improving the motivation (Krier, 1969).

Team work takes attention with forming and generating the base-thought directed to customer satisfaction providing competitive advantage and also with the dimensions related to having more acts about authority demands (Gard *et al.,* 2003). At this point, the goal can be defined as the thought of forming a close and strong relation between customer and organization.

The needs and requests of individuals may differ. Individual expectations will be able to increase or decrease the dosage of needs and requests. In the formation process of burnout reasons for getting over the individual reasons which too many researchers lay emphasis on, it can be considered that teams with team spirit may affect both negatively or positively.

It can be expressed that the studies on exhaustion and team work relation and effect of exhaustion on team works are needed in national and international businesses. Besides, in organizations, exhaustion and burnout strategies can be dealt with team works considering the reasons and formation process of exhaustion and burnout.

3. Research
3.1. Data Collection Tools

The main goal of the research is determining the perceptions of principals in educational institutions which take place in İzmir province, the effects of burnout on team works.

The questionnaire form prepared for the research consists of three basic partitions. At the first part; age, gender, educational status, professional working period and the period working as a manager take place. At the second part; stress perception related to job, personality structure and stress indicators in team works are analyzed. At the third part; 16 propositions aimed at determining how team works are affected by particular conditions (emotional breaking, relational breaking and performance) emerged in the scope of exhaustion for educational sector directors are indicated. In this context, effects of burnout on team works have been provided to deal with. While the propositions are being revealed, previous studies in the context of burnout have been used.

In the propositions, for statistical within the scope of 5 point Likert scale; for strongly disagree 1, for disagree 2, for neither agree nor disagree 3, for agree 4, for strongly agree 5 weight value have been given. The result of 16 proposition analysis has been collected under one factor.

3.2. Data Collection and Analysis

For the questionnaire form, which was prepared related to the research, a face to face survey method has been applied between the dates October 2016- May 2017 at 87 schools in Izmir province and within the frame of 148 principals. In the scope of research, factor analysis, one sample t test, independent two sample t test and Mann-Whitney U test have been used.

We present the hypothesis of the research as below:

> H_1: *Exhaustion affects team work in the negative direction.*
> H_2: *Team works are affected negatively within the scope of exhaustion.*
> H_3: *Within the scope of exhaustion there is difference in terms of demographic.*

4. Findings
4.1. Independent Variable Oriented Findings

General age average and standard deviation of the principals that participated in the survey (n=148) is 43.7±6.99. Age average and standard deviation of the women (n= 54) is 41.4± 5.76 and age average and standard deviation of the men (n= 94) is 45.0± 7.33.

The ones that have bachelor's degree are 95.9% (n=142) and the ones that have master degree are 4.1 % (n=6). The ones who have work experience less than 10 years are 3.4 % (n=5) and ones having work experience more than 10 years are 96.6 % (n=143).

Distribution for experience of working as a director is as follows; the ones who have experience less than 10 years are 58.1% (n=86) and ones that have experience more than 10 years are 41.1 % (n=62).

4.2. Professional Stress Oriented Findings

Professional stress perception of principals is determined as; for 61% of them (n=89) is high and for 39.9 % of them (n=59) is at mid-level.

60.1 % of the principals (n=89) are determined to have type A personality and 39.9 % (n=59) have type B personality.

Towards listing the high stress indicators at team works, 818 marking have been made for 8 signs. The most remarkable three signs as indication of high stress in team works are lack of continuity, decrease of confidence and increasing in arguments. Relatively as lower signs in turn; listening, increasing disrespect, relationship breakdown, destructive competition and escaping take place (Table 2).

Table 2. High Stress in Team Works

High Stress Indications in Team Works	N	%
Relationship Breakdown	102	12.5
Increasing Disrespect	106	13.0
Decrease of Confidence	121	14.8
Escaping	40	4.9
Lack of Continuity to Team	126	15.4
Increasing in Arguments	118	14.4
Not Listening	111	13.6
Destructive Competition	94	11.5
Total	818	100

4.3. Confidence of Measuring Tool and One Sample T test

Factor analyze has been applied to 16 propositions which take place in the second section of the survey. Principle Component Analysis has been preferred. In consequence of Kaiser-Meyer-Olkin value 0.890 and Barlett Globularness Test the null hypothesis (H_0: correlation matrix is unit matrix) has been rejected (=5237. 192. p=0.000). Diagonal values of anti image correlation matrix get value between 0.980- 0.777. Based on these findings 16 question thesis factor analysis is applied. As a result of factor analysis, one factor has been formed. Factors total variance is expressed at the rate of 79.032 %. Cronbach Alfa value of one factor structure is 0.983. Internal consistency has been provided. According to this result, the factors whom the thesis in the survey point are said to explain the subject at a high confidence level (Table 3).

H1 hypothesis (Exhaustion affects team work in the negative direction.) is accepted for each proposition. The directors think that exhaustion affects team works negatively within the scope of each proposition (Table 3).

On the other hand three main dimensions of exhaustion "emotional breaking (EB)", "relational breaking (RB)" and "performance (P)" which are literally described by author collected under a factor. In the scope of general factor, H_2 hypothesis (Team works are affected negatively within the scope of exhaustion) has also been accepted. It can be indicated that principals have the opinion that exhaustion affects team works negatively in the scope of emotional breaking, relational breaking and performance holistically (Table 3).

Table 3. Factor Analyzing, Confidence and One Sample t Test

Exhaustion affects team works negatively causing…		Factor	Cronbach Alfa Scores	$\bar{x} \pm s$	One Sample t testi (Test Value 3 ≤ μ)	
					t	p
Insensitiveness to others	RB	0.957	0.978	3.5±0.55	11.143	0.000
Unwillingness for work	EB	0.956	0.978	3.5±0.55	11.759	0.000
Conflict with others	RB	0.953	0.978	3.4±0.52	10.327	0.000
Negativist attitude to others	RB	0.951	0.978	3.5±0.52	11.674	0.000
Affecting others' performance negatively	RB	0.908	0.979	3.4±0.53	9.942	0.000
Decrease of work performance	P	0.892	0.979	3.5±0.55	1.294	0.000
Showing harsh attitude to others	RB	0.885	0.979	3.4±0.71	6.980	0.000
Seeing others as if they are an object	RB	0.877	0.980	3.5±0.64	1.095	0.000
Decreasing work energy	P	0.876	0.980	3.4±0.57	9.045	0.000
Working weariness	EB	0.873	0.980	3.4±0.59	8.692	0.000
Negative communication with others	RB	0.869	0.980	3.6±0.54	13.452	0.000
Being so stressful in communication with others	RB	0.863	0.980	3.4±0.56	9.505	0.000
Feeling lassitude	EB	0.855	0.980	3.2±0.49	7.093	0.000
Decreasing in team performance	P	0.855	0.980	3.2±0.56	5.569	0.000
Unwillingness for communication with others	RB	0.742	0.981	3.2±0.52	6.612	0.000
General Burnout Factor		-	0.983	3.4±0.49	11.757	0.000

4.4. Findings within the scope of Factor and Independent Variables

In the scope of burnout factor, within the independent variables of the research that are gender, educational status, professional working period, period of working as a principal, occupation oriented stress perception and personality structure (Within the scope of exhaustion there is difference in terms of demographic.) H₃ hypothesis has not been accepted. In other words, in the scope of educational status, professional working period, period of working as a principal, occupation oriented stress perception and personality structure, there are not negative response oriented differences in the scope of team works in terms of burnout (Table 4).

Table 4. Findings Directed to Factors and Independent Variables

Independent Variable		$\bar{x} \pm s$		Test Results (Test Value 3 ≤ μ)	
Gender	Female	54	3.4±0.44	t = -0.692	0.490
	Male	94	3.5±0.52		
Educational Status	License	142	-	U=278.50	0.151
	Master Degree	6	-		
Professional labor period	<10	143	-	U=288.50	0.463
	>=10	5	-		
Period of working as a principal (year)	<10	86	3.4±0.51	t =-0.074	0.941
	>=10	62	3.4±0.46		
Profession oriented stress perception	High	89	3.4±0.49	t = 0.184	0.855
	Medium	59	3.4±0.50		
Personality structure	A	89	3.4±0.49	t = 0.184	0.855
	B	59	3.4±0.50		

5. Conclusion

It can be expressed that synergistic action is aimed by getting out of the basic routine with team works. With the synergic effect in point, improving the administrative and business processes of the people in line with these goals and targets and providing to use them affectively can be actualized. When the stress exceeds the particular level and furthermore if it reaches high level, it will be able to affect the positive effects negatively by bringing the exhaustion together.

In the scope of this research, the perception of directors, who take place in educational sector, within team works intended for burnout has been determined. In this context, it has been concluded that emotional breaking (unwillingness for work, working weariness, feeling lassitude), relational breaking (insensitiveness to others, conflict with others, negativist attitude to others, affecting others' performances negatively, negative communication with others, over stress for communication with others, communication unwillingness to others) and performance (decreasing in business performance, decreasing of working energy, decreasing in team performance) affect team works negatively.

Consequently, in spite of acting with team spirit, for revealing the productive business power in management strategies; exhaustion may be discovered as a fact that has to be discussed with sub-dimensions. It must not be ignored that exhaustion which affects team works negatively, may also damage team ego image.

Therefore, in struggling strategies, organization oriented reasons have to be solved primarily. Later on, for solution of individual oriented reasons the idea of benefitting synergy of team works have to be laid emphasis. Thus causing lost may be prevented with interactive relation. When the fact of team works which is one of the important paradigm of modern management mentality is associated with the non ignorable exhaustion fact especially in directors' front, how the reflections of exhaustion occur for team works and thus how it will affect teams with organizational psychology and behavioral dimensions is important, on the other hand the idea of team works can be beneficial to get through with exhaustion intended to be remarked in this study.

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