

ANALYZING THE BURNOUT LEVELS OF PRODUCTION MANAGERS IN TEXTILE AND CLOTHING SECTOR: TURKISH CASE

TEKSTİL VE HAZIR GIYİM SEKTÖRÜNDEKİ ÜRETİM YÖNETİCİLERİNİN TÜKENMİŞLİK DÜZEYLERİNİN ANALİZİ: TÜRKİYE ÖRNEĞİ

Mehmet KERTMEN, Seher KANAT, Turan ATILGAN

Ege University, Department of Textile Engineering, İzmir, Turkey

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ABSTRACT

Textile and clothing sector, which possesses a significant place in Turkish economy, is a dynamic and variable sector in which intense competition is felt. The managers, who work within this dynamic structure, are frequently faced with many unsolved problems and chaos in their work life. The weariness and stress levels of managers, who intensively work in this variable environment, are increased. This situation negatively affects both the enterprise performance and the attitudes of workers towards their jobs and enterprises. This study aims to analyze the burnout levels of production managers, who work in textile and clothing sector. In accordance with the aim of the research, a survey is conducted among production managers, who work in textile and clothing enterprises at İzmir, Bursa, İstanbul, Gaziantep, Kayseri and Kahramanmaraş provinces. Obtained research results are analyzed and suggestions are made.

Keywords: Burnout syndrome, emotional exhaustion, depersonalization, personal accomplishment, production managers, Turkish textile and clothing sector

ÖZET

Türkiye ekonomisinde önemli bir yere sahip olan tekstil ve hazır giyim sektörü rekabetin yoğun olarak hissedildiği değişken ve dinamik bir sektördür. Bu dinamik yapı içerisinde çalışan yöneticiler çalışma hayatlarında sıklıkla kaosla ve çözülmesi gereken çok sayıda problemle karşılaşmaktadırlar. Bu değişken ortamda yoğun bir tempoyla çalışan yöneticilerin stres ve bıkkınlık düzeyleri yükselmektedir. Bu durum ise bir yandan çalışanların işe ve işletmeye karşı tutumlarını olumsuz etkilemekte diğer yandan ise işletmenin performansını olumsuz etkilemektedir. Bu çalışma tekstil ve hazır giyim sektöründe çalışan üretim yöneticilerinin tükenmişlik düzeylerini analiz etmeyi hedeflemektedir. Bu amaçla, İzmir, Bursa, İstanbul, Gaziantep, Kayseri ve Kahramanmaraş illerindeki tekstil ve hazır giyim fabrikalarında çalışan üretim yöneticilerini kapsayan bir anket çalışması gerçekleştirilmiştir. Elde edilen araştırma sonuçları analiz edilerek önerilerde bulunulmuştur.

Anahtar Kelimeler: Tükenmişlik sendromu, duygusal tükenme, duyarsızlaşma, kişisel başarı, üretim yöneticileri, Türk tekstil ve hazır giyim sektörü

Corresponding Author: Seher Kanat, seher.kanat@ege.edu.tr

1. BURNOUT SYNDROME CONCEPT, ITS DIMENSIONS AND CAUSES

In recent years, the issue of occupational stress and burnout has received increasing attention. It has been suggested that stress and burnout are significant factors in the development of various illnesses [1]. Burnout is a particularly troubling condition as it has been related to a

host of organizational problems [2]. It has been assumed that burnout decreases job performance, job satisfaction, job commitment, morale levels and quality of service and increases absenteeism and job turnover [3].

In the most widely used definition, which was done by Maslach (1982), burnout is defined as a psychological syndrome characterized by emotional exhaustion,

depersonalization and a feeling of reduced personal accomplishment that can occur among individuals, who do people work of some kind [1, 2, 3, 4, 5]. Burnout is a distinctive aspect of stress in that it has been defined and studied primarily as a pattern of responses to stressors at work [3]. Specifically, it involves the chronic strain that results from an incongruence or misfit between the worker and the job [6].

Emotional exhaustion is the first reaction to the stress of job demands and basic element of the syndrome. Exhausted individuals feel emotionally and physically drained up and unable to recover [7]. Depersonalization is related with how the individual perceives the others and refers to the development of cynical, negative, uncaring, excessively detached and even inhumane attitudes towards other people, usually the recipients of the service provided. They may even start to see those people as objects [8]. Depersonalization reflects negative responses to work and people at work with cold and distant attitude [7]. Reduced personal accomplishment consists of feelings or perception of insufficiency and ineffectiveness in one's accomplishments and a decline in one's feelings of competence and successful achievement in his/her job. With a sense of decreased feelings of personal accomplishment, the individual becomes dissatisfied with his/her achievements in the job. Therefore, this dimension is related with one's self-evaluation [8]. All three dimensions respectively correspond to the level of energy, attitude and self-evaluation [7].

Burnout is a complex psycho-social state, which may have a variety of causes [6,9]:

1. People's workload can be excessive or sustainable. If excessive, they may feel that they are overloaded. Overwork is commonly considered a major cause of burnout. When work takes place in a chaotic, unstable environment, which encourages confusion about current duties and future directions, burnout is a likely result.
2. They may sense a lack of control of key processes, resources or choices needed for success.
3. Times of extreme personal crisis and stress often affect productivity.
4. Financial, social or intrinsic rewards and recognitions may be insufficient to keep them motivated.
5. The work community may be nonsupportive. A supportive community reaffirms a person's membership in the organization or work unit through appropriate emotional exchanges with coworkers and supervisors.
6. Fairness, as a condition relating to respect and self-worth, is lacking in inequitable workload or pay situations, places where cheating for resources or attention is allowed or where evaluations are not handled appropriately.

2. THE PURPOSE AND THE METHOD OF THE RESEARCH

Textile and clothing sector, which possesses a significant place in Turkish economy, is a dynamic and variable sector where intense competition is felt. The managers, who work within this dynamic structure, are frequently faced with many unsolved problems and chaos in their work life. The weariness and stress levels of managers, who intensively work in this variable environment, are increased. This study aims to analyze the burnout levels of production managers, who work in textile and clothing sector. In accordance with the aim of the research, a questionnaire form consisting of 25 questions (3 general questions, 22 Maslach Burnout Inventory statements) is prepared.

Maslach Burnout Inventory (MBI) was originally developed by Maslach and Jackson (1981) for general use [8,10]. The questionnaire consists of 22 items divided into three subscales, one for each of the core dimensions of burnout: Emotional Exhaustion (EE, 9 items), Depersonalization (DP, 5 items) and Personal Accomplishment (PA, 8 items). Each item is scored by frequency on a 7-point likert scale ranging from 0 (never) to 6 (every day) [11,12,13].

In this instrument, the subscales for the dimensions (emotional exhaustion, depersonalization and personal accomplishment) are considered and scored separately, meaning that there is not a combined, single, total score for burnout [8]. High scores on emotional exhaustion and depersonalization and low scores in personal accomplishment reflect a high degree of burnout [8,11].

Çam (1991, 1992) and Ergin (1992) were the first researchers in Turkey, who translated MBI into Turkish in order to explore burnout among health workers such as doctors and nurses. The validity and reliability of the Turkish version were tested in many studies in Turkey and this version was found to be valid and reliable [8,14,15,16].

In the adaptation study, which is done by Ergin (1992), the original 7-point likert scale is reduced to 5 choices due to its inconvenience to Turkish culture. These choices are never, rarely, occasionally, frequently and always. For each statement never is scored as 0, rarely is scored as 1, occasionally is scored as 2, frequently is scored as 3 and always is scored as 4. According to this, the scores, which can be taken from scale's dimensions alter between 0 and 36 for emotional exhaustion, between 0 and 20 for depersonalization and between 0 and 32 for personal accomplishment [16,17].

There is not any consensus about evaluating the burnout scores according to 5-point scale, which is adapted to Turkish, in the literature. In our study, the lowest and highest scores of each dimension, which can be obtained from 5-point scale, are proportioned to the lowest and highest scores of each dimension, which can be obtained from 7-point scale. Therefore, the lowest, highest and moderate scores are obtained for each dimension (Table 1).

Table 1. Evaluating dimensions of burnout

Dimensions of Burnout	Evaluation according to 7-point scale (Scoring is between 0 and 6)			Evaluation according to 5-point scale (Scoring is between 0 and 4)		
	Low	Moderate	High	Low	Moderate	High
Emotional Exhaustion	0-16	17-26	27-54	0-10	11-17	18-36
Depersonalization	0-6	7-12	13-30	0-4	5-8	9-20
Personal Accomplishment	48-39	38-32	31-0	32-26	25-21	20-0

The survey is conducted within April-December 2015 among production managers, who work in textile and clothing enterprises at İzmir, Bursa, İstanbul, Gaziantep, Kayseri and Kahramanmaraş provinces, by using face to face interview method. The managers, who would constitute the sample are determined according to simple random sampling. After the repatriation and evaluation of the sent-back questionnaires, 304 of them are incorporated to the research. After the conduction of the survey, collected data are evaluated with SPSS program. At the beginning of statistical analysis, the reliability of the questionnaire is measured and the reliability co-efficient α is found as 0,885 for emotional exhaustion dimension, whereas α is found as 0,796 for depersonalization and 0,788 for personal accomplishment. According to this finding, the scale of the questionnaire is addressed to be highly reliable for emotional exhaustion dimension, whereas it is substantially reliable for depersonalization and personal accomplishment dimensions.

3. GENERAL FINDINGS OF THE RESEARCH

The questions, which aim to specify the demographic properties of the participants are evaluated firstly. Accordingly 63% of the participants are men and the remaining 37% is women. 2% of the participants indicate their educational background as high school graduate, whereas 8% indicates as university graduate (associate degree), 70% indicates as university graduate (bachelor degree) and 20% indicates as postgraduate (master degree or PhD degree). Approximately 55% of the participants possess a professional experience between 1 and 5 years, whereas 33% possesses a professional experience between 6 and 10 years, 8% has a professional experience between 11 and 15 years, 3% has a professional experience between 16 and 20 years and 1% has a professional experience of 21 years and over.

The survey offers 22 statements, which analyze the burnout levels of production managers, who work in textile and clothing sector. The participants are required to choose their agreement levels for each of these statements. In quinary likert scale never is coded as 0, rarely is coded as 1, occasionally is coded as 2, frequently is coded as 3 and always is coded as 4. The findings are given in Table 2.

Approximately 75% of the participants indicate that they feel they are working too hard on their jobs (Average=2,96).

Nearly 63% of the participants specify that they feel frustrated by their jobs (Average= 2,51). About 49% of the participants accept that they feel used up at the end of the day (Average= 2,27). Approximately 47% of the participants indicate that they feel burned out from their works (Average= 2,17). Nearly 49% of the participants specify that working with people all day is a real strain for them (Average= 2,15). About 49% of the participants accept that working with people directly puts too much stress on them (Average= 2,13). Approximately 47% of the participants indicate that they feel emotionally drained from their works (Average= 2,12). Nearly 44% of the participants specify that they feel tired when they get up in the morning and have to face another day at work (Average= 1,97). About 39% of the participants accept that they feel like they are at the end of their tether (Average= 1,80).

Approximately 45% of the participants indicate that they have become more callous toward people since they took these jobs (Average=2,08). Nearly 43% of the participants specify that they worry that these jobs are hardening them emotionally (Average=2,04). About 44% of the participants accept that they feel they treat some workers as if they were impersonal objects (Average=1,98). Approximately 43% of the participants indicate that they feel workers blame them for some of their problems (Average=1,94). Nearly 31% of the participants specify that they don't really care what happens to some workers (Average=1,63).

Approximately 62% of the participants indicate that they can easily create a relaxed atmosphere with workers (Average=2,52). Nearly 56% of the participants specify that they have accomplished many worthwhile things in their jobs (Average=2,38). About 54% of the participants accept that in their work, they deal with emotional problems very calmly (Average=2,29). Approximately 52% of the participants indicate that they deal effectively with the problems of workers (Average=2,26). Nearly 56% of the participants specify that they feel exhilarated after working closely with workers (Average=2,26). About 51% of the participants accept that they feel they are positively influencing other peoples' lives through their works (Average=2,20). Approximately 52% of the participants indicate that they can easily understand how workers feel about things (Average=2,19). Nearly 25% of the participants specify that they feel very energetic (Average=1,39).

Table 2. Statements which analyze the burnout levels of participants

Statements	N	Mean	Std. Deviation
Statements of Emotional Exhaustion			
I feel I am working too hard on my job.	234	2,96	1,121
I feel frustrated by my job.	234	2,51	1,261
I feel used up at the end of the day.	234	2,27	1,384
I feel burned out from my work.	234	2,17	1,285
Working with people all day is a real strain for me.	234	2,15	1,291
Working with people directly puts too much stress on me.	234	2,13	1,363
I feel emotionally drained from my work.	234	2,12	1,418
I feel tired when I get up in the morning and have to face another day at work.	234	1,97	1,409
I feel like I am at the end of my tether.	234	1,80	1,389
Statements of Depersonalization			
I have become more callous toward people since I took this job.	234	2,08	1,261
I worry that this job is hardening me emotionally.	234	2,04	1,306
I feel I treat some workers as if they were impersonal objects.	234	1,98	1,357
I feel workers blame me for some of their problems.	234	1,94	1,346
I don't really care what happens to some workers.	234	1,63	1,241
Statements of Personal Accomplishment			
I can easily create a relaxed atmosphere with workers.	234	2,52	1,257
I have accomplished many worthwhile things in this job.	234	2,38	1,163
In my work, I deal with emotional problems very calmly.	234	2,29	1,204
I deal effectively with the problems of workers.	234	2,26	1,242
I feel exhilarated after working closely with workers.	234	2,26	1,269
I feel I am positively influencing other peoples' lives through my work.	234	2,20	1,259
I can easily understand how workers feel about things.	234	2,19	1,256
I feel very energetic.	234	1,39	1,290

Table 3. Distribution of participants according to average burnout levels

Dimensions of Burnout	N	Minimum	Maximum	Mean	Std. Deviation
Emotional Exhaustion	234	2	36	20,09	8,626
Depersonalization	234	0	20	9,67	4,835
Personal Accomplishment	234	3	32	17,49	6,313

Participants' average score for emotional exhaustion is 20,09; whereas their average score for depersonalization is 9,67 and their average score for personal accomplishment is 17,49 (Table 3). According to these results, the production managers, who work in textile and clothing sector demonstrate moderate degree of burnout in terms of emotional exhaustion and depersonalization. Besides, they demonstrate high degree of burnout in terms of personal accomplishment. According to the obtained results it can be said that the production managers, who work in textile and clothing sector, suffer from burnout syndrome.

4. MULTIPLE COMPARISON TESTS

The hypotheses of the research are given below. The hypotheses are tested at 95% confidence interval. Main hypotheses of the research are about the differentiation of burnout dimensions

(emotional exhaustion, depersonalization, personal accomplishment) according to gender, education level and professional experience level, whereas sub-hypotheses are related with the differentiation of statements, which are used for analyzing burnout levels, according to gender and education level.

Main Hypotheses

H₁: There is a statistically significant difference between participating women and men in aspect of depersonalization.

H₂: There is a statistically significant difference between participating women and men with respect to personal accomplishment.

H₃: The participants within different education levels differ significantly in aspect of emotional exhaustion.

H₄: The participants within different education levels differ significantly with respect to depersonalization.

H₅: The participants within different education levels differ significantly in aspect of personal accomplishment.

H₆: The participants within different professional experience levels differ significantly with respect to emotional exhaustion.

Sub-Hypotheses

H₇: There is a statistically significant difference between participating women and men in aspect of feeling burned out from their work.

H₈: There is a statistically significant difference between participating women and men with respect to dealing effectively with the problems of workers.

H₉: There is a statistically significant difference between participating women and men in aspect of positively influencing other peoples' lives through their work.

H₁₀: There is a statistically significant difference between participating women and men with respect to accomplishing many worthwhile things in their jobs.

H₁₁: There is a statistically significant difference between participating women and men in aspect of treating some workers as if they were impersonal objects.

H₁₂: There is a statistically significant difference between participating women and men with respect to caring what happens to some workers.

H₁₃: The opinions of the participants within different education levels differ significantly in aspect of feeling drained from their work.

H₁₄: The opinions of the participants within different education levels differ significantly with respect to feeling used up at the end of the day.

H₁₅: The opinions of the participants within different education levels differ significantly in aspect of feeling tired when they get up in the morning and have to face another day at work.

There is a statistically significant difference between participating women and men in aspect of depersonalization (Hypothesis 1) (Table 4). When compared to women, more men demonstrate high degree of burnout in terms of depersonalization.

There is a statistically significant difference between participating women and men with respect to personal accomplishment (Hypothesis 2) (Table 5). When compared to women, more men demonstrate high degree of burnout in terms of personal accomplishment.

The participants within different education levels differ significantly in aspect of emotional exhaustion (Hypothesis 3) (Table 6). Postgraduates are the ones, who demonstrate the highest degree of burnout in terms of emotional exhaustion. This group is respectively followed by the ones who possess bachelor degree, the ones who have associate degree and high school graduates. As the education level increases, emotional exhaustion is increased.

The participants within different education levels differ significantly with respect to depersonalization (Hypothesis 4) (Table 7). Postgraduates are the ones, who demonstrate the highest degree of burnout in terms of depersonalization. This group is respectively followed by the ones who possess bachelor degree, the ones who have associate degree and high school graduates. As the education level increases, depersonalization is increased.

The participants within different education levels differ significantly in aspect of personal accomplishment (Hypothesis 5) (Table 8). Postgraduates are the ones, who demonstrate the highest degree of burnout in terms of personal accomplishment. This group is respectively followed by the ones who possess bachelor degree, high school graduates and the ones, who have associate degree.

Table 4. Participating women and men in aspect of depersonalization

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	8,64	4,245	-2,635	203	0,009
Men	148	10,27	5,065			

Table 5. Participating women and men with respect to personal accomplishment

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	18,63	5,245	2,270	214	0,024
Men	148	16,82	6,787			

Table 6. Participants within different education levels in aspect of emotional exhaustion

	N	Mean	Std. Deviation	F	df ₁	df ₂	Sig. (2-tailed)
High school graduate	5	10,00	3,391	13,305	3	230	0,000
Associate degree	19	12,37	3,890				
Bachelor degree	164	20,03	8,305				
Postgraduate	46	24,57	8,448				

Table 7. The participants within different education levels with respect to depersonalization

	N	Mean	Std. Deviation	F	df ₁	df ₂	Sig. (2-tailed)
High school graduate	5	6,20	1,643	5,560	3	230	0,001
Associate degree	19	6,42	2,735				
Bachelor degree	164	9,73	4,896				
Postgraduate	46	11,20	4,778				

Table 8. The participants within different education levels in aspect of personal accomplishment

	N	Mean	Std. Deviation	F	df ₁	df ₂	Sig. (2-tailed)
High school graduate	5	20,60	6,656	3,284	3	230	0,022
Associate degree	19	21,42	3,271				
Bachelor degree	164	17,07	6,614				
Postgraduate	46	17,02	5,588				

Table 9. The participants within different professional experience levels with respect to emotional exhaustion

	N	Mean	Std. Deviation	F	df ₁	df ₂	Sig. (2-tailed)
1-5 years	128	18,93	7,757	3,132	4	229	0,016
6-10 years	78	22,46	9,026				
11-15 years	19	20,26	9,706				
16-20 years	8	16,75	10,859				
21 years and over	1	6,00	-				

The participants within different professional experience levels differ significantly with respect to emotional exhaustion (Hypothesis 6) (Table 9). The participants, who possess a professional experience between 6 and 10 years are the ones, who demonstrate the highest degree of burnout in terms of emotional exhaustion. This group is respectively followed by the ones, who possess professional experience between 11 and 15 years, 1 and 5 years, 16 and 20 years and 21 years and over.

There is a statistically significant difference between participating women and men in aspect of feeling burned out from their work (Hypothesis 7) (Table 10). When compared to women, more men indicate that they feel burned out from their work.

There is a statistically significant difference between participating women and men with respect to dealing effectively with the problems of workers (Hypothesis 8) (Table 11). When compared to men, more women indicate that they deal effectively with the problems of workers.

There is a statistically significant difference between participating women and men in aspect of positively influencing other peoples' lives through their work (Hypothesis 9) (Table 12). When compared to men, more women indicate that they positively influence other peoples' lives through their work.

There is a statistically significant difference between participating women and men with respect to accomplishing many worthwhile things in their jobs (Hypothesis 10) (Table

13). When compared to men, more women indicate that they accomplish many worthwhile things in their jobs.

There is a statistically significant difference between participating women and men in aspect of treating some workers as if they were impersonal objects (Hypothesis 11) (Table 14). When compared to women, more men treat some workers as if they were impersonal objects.

There is a statistically significant difference between participating women and men with respect to caring what happens to some workers (Hypothesis 12) (Table 15). When compared to men, more women care what happens to some workers.

The opinions of the participants within different education levels differ significantly in aspect of feeling drained from their work (Hypothesis 13) (Table 16). "I feel emotionally drained from my work" is indicated mostly by the postgraduates. This group is respectively followed by the ones, who possess bachelor degree, the ones who have associate degree and high school graduates. As the education level increases, disaffection feeling is increased.

The opinions of the participants within different education levels differ significantly with respect to feeling used up at the end of the day (Hypothesis 14) (Table 17). "I feel used up at the end of the day" is indicated mostly by the postgraduates. This group is respectively followed by the ones, who possess bachelor degree, the ones, who have associate degree and high school graduates. As the education level increases, used up feeling is increased.

Table 10. Participating women and men in aspect of feeling burned out from their work

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	1,94	1,250	-2,055	232	0,041
Men	148	2,30	1,291			

Table 11. Participating women and men with respect to dealing effectively with the problems of workers

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	2,50	1,049	2,366	211	0,019
Men	148	2,13	1,326			

Table 12. Participating women and men in aspect of positively influencing other peoples' lives through their work

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	2,57	1,143	3,602	194	0,000
Men	148	1,99	1,278			

Table 13. Participating women and men with respect to accomplishing many worthwhile things in their jobs

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	2,60	1,055	2,351	197	0,020
Men	148	2,25	1,206			

Table 14. Participating women and men in aspect of treating some workers as if they were impersonal objects

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	1,70	1,423	-2,440	232	0,015
Men	148	2,14	1,294			

Table 15. Participating women and men with respect to caring what happens to some workers

	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Women	86	1,37	1,228	-2,432	232	0,016
Men	148	1,78	1,228			

Table 16. Participants within different education levels in aspect of feeling drained from their work

	N	Mean	Std. Deviation	F	df ₁	df ₂	Sig. (2-tailed)
High school graduate	5	0,60	0,548	15,329	3	230	0,000
Associate degree	19	0,68	0,749				
Bachelor degree	164	2,12	1,381				
Postgraduate	46	2,89	1,233				

Table 17. Participants within different education levels with respect to feeling used up at the end of the day

	N	Mean	Std. Deviation	F	df ₁	df ₂	Sig. (2-tailed)
High school graduate	5	1,00	0,707	9,053	3	230	0,000
Associate degree	19	1,21	1,134				
Bachelor degree	164	2,26	1,347				
Postgraduate	46	2,89	1,320				

Table 18. Participants within different education levels in aspect of feeling tired when they get up in the morning and have to face another day at work

	N	Mean	Std. Deviation	F	df ₁	df ₂	Sig. (2-tailed)
High school graduate	5	0,60	0,548	9,361	3	230	0,000
Associate degree	19	1,00	0,816				
Bachelor degree	164	1,93	1,399				
Postgraduate	46	2,67	1,334				

The opinions of the participants within different education levels differ significantly in aspect of feeling tired when they get up in the morning and have to face another day at work (Hypothesis 15) (Table 18). "I feel tired when I get up in the morning and have to face another day at work" is indicated mostly by the postgraduates. This group is respectively followed by the ones, who possess bachelor degree, the ones, who have associate degree and high school graduates. As the education level increases, getting up in the morning and facing another day at work become harder.

5. RESULTS AND GENERAL EVALUATION

Nowadays, there are many managers and workers, who suffer from burnout syndrome, which can be defined as the plague of business world. Textile and clothing sector is a dynamic and variable sector in which intense competition is felt. Production managers, who work stressfully in this dynamic, variable and competitive environment, are emotionally exhausted after a while. In this context, textile and clothing sector is one the leading sectors in terms of burnout syndrome.

According to the results of our research, the production managers, who work in textile and clothing sector demonstrate moderate degree of burnout in terms of emotional exhaustion and depersonalization. Besides, they demonstrate high degree of burnout in terms of personal accomplishment. According to the obtained results it can be said that the production managers, who work in textile and clothing sector, suffer from burnout syndrome.

As it can be seen from our research results, when compared to women, more men demonstrate high degree of burnout in terms of depersonalization and personal accomplishment. According to these results, when compared to women, more men suffer from burnout syndrome.

According to another result of our research; as the education level increases, participants demonstrate high degree of burnout in terms of emotional exhaustion, depersonalization and personal accomplishment. In other words, as the education level increases, the possibility of suffering from burnout syndrome is increased. This situation reveals that individuals analyze and evaluate events in detail and become more sensitive as their education levels are increased. For example "I feel emotionally drained from my work", "I feel used up at the end of the day" and "I feel tired when I get up in the morning and have to face another day at work" are indicated mostly by the postgraduates.

According to our research results, approximately 75% of the participants indicate that they feel they are working too hard on their jobs and half of them specify that they feel used up at the end of the day. On the other hand, half of the participants indicate that working with people all day is a real strain for them and also they accept that working with people directly puts too much stress on them. Besides, nearly half of the participants indicate that they feel emotionally drained from their works and they specify that they feel tired when they get up in the morning and have to face another day at work.

According to another result of the research, approximately half of the participants indicate that they have become more

callous toward people since they took these jobs. Also, nearly half of the participants accept that they treat some workers as if they were impersonal objects. On the other hand, more than half of the participants specify that they have accomplished many worthwhile things in their jobs and they deal with emotional problems very calmly. Approximately half of the participants accept that they feel they are positively influencing other peoples' lives through their works. However, only one fourth of them specify that they feel very energetic.

According to our research results, when compared to women, more men indicate that they feel burned out from their work. Besides, when compared to men, more women indicate that they deal effectively with the problems of workers and they positively influence other peoples' lives through their work.

According to another result of the research, when compared to men, more women indicate that they accomplish many worthwhile things in their jobs. Besides, more women care what happens to some workers. On the other hand, when compared to women, more men treat some workers as if they were impersonal objects.

To sum up, the production managers, who work in textile and clothing sector, suffer from burnout syndrome. Also, when compared to women, more men suffer from burnout syndrome. Besides, as the education level increases, the possibility of suffering from burnout syndrome is increased. At this point, following suggestions can be made to production managers, who work/will work in textile and clothing sector, and senior managers.

1. In order to avoid the burnout syndrome of production managers, who work in textile and clothing sector, working conditions must be improved.
2. Besides, managerial tasks must be separated according to the education levels of managers. In addition to this, also, authorizations and responsibilities must be differentiated according to education levels.
3. On the other hand, managers (especially men managers) must learn to say "no". Besides, managers must learn to give themselves a break, must possess realistic aims, must live healthy lives and must be social.
4. At the same time, production managers must improve their management and communication skills. If it is necessary, they must take education.
5. Managers must learn to think positively and increase their strength against stress.
6. On the other hand, textile and clothing enterprises must control working methods and layouts, must determine realistic working programs and aims, must arrange authorizations and responsibilities according to personal skills and accomplishments and must appreciate achievements.

If a general evaluation is carried out, it can be seen that there are many papers and dissertations, which analyze burnout syndrome, in the literature. However, these studies generally analyze and evaluate the burnout levels of employees, who work at service sector (medical doctors,

nurses, caregivers, teachers, hotel employees, accountants etc.). There aren't any researches about analyzing the burnout levels of employees in textile and clothing sector, which is one of the cornerstones of Turkish manufacturing industry. In this context, our research contributes to literature by analyzing burnout levels of employees in textile and clothing sector. On the other hand, the research is carried out in specific Turkish provinces, in which textile and clothing sector is clustered, at determined dates. Besides, only production managers, who work in textile and clothing sector, are included among the research. These are the limitations of the research. For the future researches; the

sample of the study can be spread throughout other provinces of Turkey, where textile and clothing enterprises are located, and the sample can be enlarged by including blue-collar workers and other white-collar workers (marketing managers, research and development managers, finance managers etc.). Also, comparative analyses towards sub-sectors of textile and clothing sector (yarn, weaving, knitting, finishing, apparel) can be carried out. In addition to these, the effects of job enrichment and business development on burnout syndrome can be suggested as future research subjects.

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