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INVESTIGATION THE MEDIATING ROLES OF OCCUPATIONAL DEPERSONALIZATION AND OCCUPATIONAL SAFETY PERCEPTIONS IN THE RELATIONSHIPS BETWEEN EMPLOYEES' SELF-EVALUATIONS OF ACHIEVEMENT AND THEIR EMOTIONAL EXHAUSTION

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ABSTRACT

Today, negativity in both the public and private sectors can have detrimental effects on both the individual and the company he is a part of. Absenteeism at work and feelings of burnout, which are among these negative outcomes, have been increasingly prevalent in the workplace in recent years. Inability to be present at work, which is described as the inability to completely participate in work despite being at work, impacts the individual's emotions and condition in the short term, but also has long-term negative effects on the organization's working life. The idea of burnout, which develops as a result of not working, is detrimental to both the individual and the business. The mediating roles of occupational depersonalization and work safety perception in the influence of employee self-assessment on emotional tiredness according to demographics were identified, and a study model was established with hypotheses developed in this direction. Based on this context, the aim of the research was to shed light on the relationship between occupational depersonalization and the mediating roles of security perception in the effect of employee self-assessment on emotional exhaustion according to demographics. The population of the research consists of people living in Istanbul and working life. industry, the sample of the research consists of 820 participants according to the convenience sampling method. as the data collection tool of the research; Socio Demographic Questionnaire, Emotional Exhaustion Scale (EE), Depersonalization Level Scale (DP), Personal Accomplishment Perception Scale (PA) and Work Safety Importance Scale (WSP) were used. The results reveal the relationship between organizational factors affecting absenteeism and burnout. In this direction, it is estimated that the study will be beneficial for future researchers and practitioners.

Keywords: Presenteeism, occupational work safety experts, emotional burnout, occupational depersonalization, achievement self-assessment.

INTRODUCTION

Optimizing occupational health issues, managing absenteeism in the best way, and taking measures to prevent work-lifestyle-related health problems are among the popular issues that have attracted attention and are expected to be resolved in recent years (Baker-McClearn et al., 2010: 311). The important concept in this context is “not being at work”. Although the search for a Turkish meaning that can fully meet the meaning of presenteeism continues, "not being at work" is a concept that can be used for this problem. This is because of the concept of non-existence at work; It is the problem of employees not being able to take part in working life physically and psychologically, and it has the same meaning as presenteeism (Baysal, 2012: 3). The concept of not being present at work, which is expressed with "Presenteeism" in English, is derived from the word "presence". The concept that means “presence, presence, being, being” is the inability of the individual to exist at work due to the inability to fully devote himself to the work, although he is physically present in working life (Oran & Ünsar, 2018). The concept of non-existence at work, according to the definitions in the academic literature; Although it appears as “sickness presenteeism”, “impaired presenteeism” or just “presenteeism”, it is a state of being physically present (mental absence) that is not related to the disease in the form of “nonwork-related presenteeism”, “job-stress-related presenteeism”. There are also definitions that make sense as) (D'Abate&Eddy, 2007).

According to the Oxford English Dictionary Online, the term "presentee" was first used by American author Mark Twain in his 1892 humorous book "The American Claimant". Later, the concept continued to be used occasionally in business periodicals, including Everybody's Business (1931), National Liquor Review (1943), and Contemporary Unionism (1948), before and after 1970, the term presenteeism is clearly either the opposite of abstentionism. It has been used as the meaning of linking together the perfect participation. More contemporary definitions have emerged since the late 1980s (Johns, 2010:520). The changing working environment climate of the 1990s has also turned disease presentation into a current issue and studies on this subject have gained momentum (Aronsson et al., 2000:503).

According to the results of the research conducted by Houdmont et al. (2012) on the concept of absenteeism, the first use of the concept dates back to the early 1900s. The concept of presenteeism gained a meaning as the opposite of absenteeism by Smith in 1970, and was expressed as “exhibiting excellent attendance” by Canfield and Soash in 1955 and by Stolz in 1993 (Houdmont et al., 2012; Çelebioğlu, 2019). Absenteeism, which is seen as the opposite of not being at work, refers to the time spent away from work (Fontana et al., 2020). Absenteeism can be voluntary or involuntary in working life. Absenteeism can be encountered due to physical or psychological disorders, as well as absenteeism due to individual or organizational problems (Avey et al., 2006). Sickness absenteeism is the absence of the employee from the workplace due to illness (Yıldız et al., 2015:398).

The first recorded use of the concept of non-existence at work was made by Auren Uris (1955). In the same year, according to the studies of Canfield and Soash (1955), being absent at work was seen as a positive behavior for the working individual to progress from absenteeism to the present (O'Callaghan, 2013). There is

no single definition of non-existence. Non-existence at work is generally defined from two different perspectives. From a first perspective, in the early 1990s, a professor of Organizational Psychology at the University of Manchester (United Kingdom) named Cary Cooper, used the concept of "presenteeism" to reflect the tendency of employees to spend more time at work when their current job or jobs are in jeopardy (Chapman, 2005). Cooper's work in 1998 is important on the concept of absenteeism at work. According to Cooper, by the end of the 1990s, most senior executives were creating workaholic cultures. According to these managers, working hours and productivity progress in parallel with each other. The concept of “the longer the better” means that productivity is seen as equal to working hours. Studies have proven that this workaholic culture causes health problems for the working individual and causes discomfort for his family. This situation was also expressed and examined in the newspapers published at that time. Employers that support a workaholic culture, according to a research, believe that their workers must put the company first in their life in order to remain active in their positions (Cooper, 1998). There are other opinions that imply this specific tendency in Cooper's descriptions was somewhat driven by the more labor-oriented or socialist currents that define the British economy and workplace. According to proponents of this viewpoint, the solution approach that may be used in accordance with Cooper's criteria may be to send the employee with symptoms of minor sickness home or to enable the employee to take a break to prevent further disease (Chapman, 2005:1). According to the alternative viewpoint, R.W. Whirmer established the idea of absenteeism at work in the latter part of the 1990s, and after this development, absenteeism has begun to appear in the health and productivity literature. According to Whitmer's definition, the idea of absenteeism was restricted to the office, and they said that workplace events significantly impacted productivity and employee performance (Shamansky, 2002:79).

When seen as a definition, not being able to be present at work implies that persons go to work despite their physical or mental ailment, therefore bringing negativity with them. In general, absenteeism results in a loss of efficiency and production due to the employee's inability to clearly show his performance while being present at work (Baysal et al., 2014:135). The most notable indication of being absent from work is an increase in requests for leave for medical and emotional reasons (Kılıç, 2018).

According to Oran-Lowe, absenteeism occurs when people go to work even when they should not go to work out of fear of losing their employment and failing to achieve their goals. This circumstance results in reduced production (Oran-Lowe, 2002:1). In addition, if an employee is preoccupied with personal matters outside of work during working hours, he is not present at work (Oruç, 2015: 5).

According to Salin & Hoel (2013), absenteeism is the loss of production that happens when employees perform below average while reporting for work despite being unwell. Numerous employees report to work ill. Despite their health difficulties, employees frequently continue to work without absence (back pain, flu, headache, infectious diseases, allergies, arthritis and other conditions that may impair their performance and productivity). However, this position is among the most hazardous for the company. Although the expenses of absence are predictable, absenteeism is an organization's hidden cost that is not predicted (Samnani & Singh, 2015). According to Reynolds, the true culprits of lost productivity include excessive stress, illnesses such as the

common cold, influenza, allergies, asthma, and musculoskeletal discomfort. The reason for this condition is not extreme pain or illness, but rather the quick spread of a contagious disease, which affects other employees, causes them to miss work, and contributes to a decline in their performance (Shamansky, 2002). To evaluate productivity losses due to health issues, studies have been conducted to establish which disease is the most expensive and has an influence on absenteeism. In tandem with these investigations, the financial losses incurred as a result of absenteeism at work were also disclosed (Rogerson, 2005: 9).

The concept of not being present at work, which is within the scope of the purpose of the research, draws attention as one of the important and current problems of the business world. This concept, which is defined as the state of not feeling actively at work or not being able to be at work despite being at work, can cause negative effects on the individual as well as in terms of colleagues and the organization. On the one hand, the decrease in the performance of the employee and the loss of productivity that will cause long-term effects on the organization are among the negative consequences of not being at work. Here is the feeling of burnout that comes with not being able to exist; It is important to minimize the factors that cause this feeling as it will cause negative situations for the individual as well as for his/her colleagues and social life. In this study, the factors causing the emergence of the concept of absenteeism were discussed in the organizational context and the feeling of burnout caused by the positive relationship between them was examined in the context of working life. Among the organizational factors that cause non-existence at work; In this study, the concepts of success self-assessment, demographic characteristics, occupational depersonalization and work safety perception of employees were examined and their effects on burnout along with absenteeism were investigated. For this purpose, a survey was conducted with the employees who continue their working life in the province of Istanbul, which constitutes the universe of the research. Professional emotional exhaustion is one of the important human-related factors affecting the productivity of businesses. Many factors can lead to professional emotional burnout. While professional depersonalization and job security factors are work and business-related factors, the employee's perception of success and age, gender, education, experience, marital status are factors related to the employee herself/himself. In this study, the possible effect of the level self-assessment, which may have an effect on the emotional exhaustion level of the employees, was questioned by considering the demographic factors, occupational burnout and the perception of job security.

METHOD

Research Model

The aim of this study is to examine the relationship between the level of "presenteeism" and burnout. The problem that the research focuses on is the mediating effect of organizational factors (employees' self-evaluation of success, demographic characteristics, occupational depersonalization and perception of security) in the effect of absenteeism at work on burnout. Accordingly, the design of the research was determined as a causal-comparative model. According to the causal-comparative model, the causes of an existing situation or event are examined in the context of cause and effect (Büyüköztürk et al. 2014: 15). As a result of this research, each path indicated by one-way arrows between independent and dependent variables in the conceptual

models created reveals a cause-effect relationship. According to Karasar (1998: 82), while stating that the information obtained with the screening model cannot be accepted as a real cause-effect relationship, he also stated that the relationships found by scanning can be interpreted as a cause-effect relationship due to the economic, technical or ethical difficulties encountered in conducting research.

Population and Sample

According to the report titled Istanbul Labor Market (Structural Characteristics and Problems) by Bahcesehir University Center for Economic and Social Research, the amount of workable population in Istanbul in 2020 was 11 million 964 thousand (BETAM,2022). The recommended sample size is 385 people, with a sampling error of 0.05 and a 95% confidence interval (Malhotra, 2009). The sample consisted of 820 individuals, who lived in Istanbul (Table 1).

Table 1. Socio-Demographics of the Sample

		n	%
Sex	Male	350	43.37
	Female	457	56.63
Age group	21-27	424	52.54
	28-56	383	47.46
Education	High school/college	135	16.73
	Bachelor	601	74.47
	Postgraduate	71	8.80
Marital status	Single	572	70.88
	Married	235	29.12
Occupation	Civil servant	470	58.24
	Health carer	215	26.64
	Engineer	122	15.12
Experience	<= 3 years	358	44.36
	4-6 years	219	27.14
	7-10 years	97	12.02
	10 years <	133	16.48
Managerial task	Yes	138	17.10
	No	669	82.90
Total		**807**	**100.00**

According to Table 1. 56.34% of the sample were women; 74.02% had a bachelor's degree; 70.82% were single; 57.56 of were civil servants; 82.56% were not in a managerial position. 26.59% of the sample were health carers; 15% were engineers. 44.42% of had 3 years or less professional experience; 26.99% had 4-6 years; 12.15% had 7-10 years; 16.44% had more than 10 years of professional experience. 45.85% were 21-25 years old, 34.27% were 26-35 years old, 16.83% were 36-45 years old. The mean age was 28.92 (±7.61) years and the median age was 27.00. The youngest responder was 21 years old and the oldest responder was 56 years old (Table 6).

Descriptive statistics of age and professional experience show in Table 2.

Table 2. Descriptive Statistics of Age and Professional Experience

Age	$\bar{X}$	28.934
	SD	7.621
	Med	27.000
	Max	56
	Min	21
Experience (Year)	$\bar{X}$	5.976
	SD	5.963
	Med	4.000
	Max	30
	Min	0

Data Collection Tools

Questionnaire technique, which is the most frequently used method as a data technique, was used in the research. The survey was applied between April 2022 and May 2022. Questionnaire forms were sent to the participants, who constitute the sample of the research, via an online survey site (Google Survey). In this part, information about the questionnaire and scales used to collect data was given. In addition, the findings about the descriptive statistics of the sample and the internal consistency of the scales were reported.

Socio Demographic Questionnaire: With the social demographic information form, gender, age, education level, marital status, workplace seniority and managerial duties were tested.

Four scales were used in accordance with the purpose of the study: Emotional Exhaustion Scale (EE), Depersonalization Level Scale (DP) Personal Accomplishment Perception Scale (PA) and Work Safety Importance Scale (WSP).

The Maslach Burnout Inventory was taken into account when developing the EE, DP, and PA scales. The items in the Maslach Burnout Scale sub-dimensions were changed to measure the respondents' work-related emotional exhaustion, depersonalization, and perceptions of vocational personal accomplishment with the purpose of the study. The reason of preferring this scale for adaptation was the previous studies about Turkish validity and reliability. (Çam 1991; Ergin 1992). However, since the reliability and validity studies in Turkey were conducted with samples consisting of doctors and nurses, items for the profession group were not included in this study. The original scale developed by Maslach and the Turkish version of Çam (1991) are scored with seven-point Likert-type for the items of the EE, DP and PA subscales. Ergin (1992) changed the seven-point Likert structure and adapted the scale to Turkish as 5-point Likert (0=never; 4= everyday). In this study, Ergin's adaptation (1992) was taken into account.

The WSP was prepared to measure whether the respondents attach importance to occupational work safety. For this, the items in the “NOSACQ-50” scale and previous studies on occupational work safety were used.
Internal consistency of the EE, PA, and WSP scales were tested with the Omega, Spearman-Brown and Cronbach Alpha methods; since there were two items in the DP scale, the internal consistency coefficient was calculated via the Spearman-Brown and Cronbach Alpha methods. Findings related to the internal consistency

of the scales are reported below. Then, the model indices of the scales and the structural changes in the scales as a result were reported.

Internal Consistency of Emotional Exhaustion Scale (EE), The items of Emotional Exhaustion sub-dimension of The Maslach Burnout Inventory which adapted by Engin (1992) was used in this study without making a constructional change to was used to measure the emotional burnout of respondents. There were nine items in EE with five Likert for each item (Table 3).

Table 3. Item Statistics amd Sub-Dimension Reliability for EE

Item	Proposition	$\bar{X}$	SD	s^2	SE
EE1	I feel emotionally exhausted because of my work.	1.639	1.232	1.518	.794
EE2	I feel worn out at the end of a working day.	2.457	1.227	1.506	.725
EE3	I feel tired as soon as I get up in the morning and see a new working day stretched out.	2.228	1.280	1.638	.698
EE4	Working with people the whole day is stressful for me.	1.672	1.306	1.706	.814
EE5	I feel burned out because of my work.	1.726	1.374	1.888	.440
EE6	I feel frustrated by my work.	1.390	1.366	1.866	.713
EE7	I get the feeling that I work too hard.	1.754	1.427	2.036	1.309
EE8	Being in direct contact with people at work is too stressful.	1.443	1.290	1.664	.957
EE9	I feel as if I'm at my wits' end.	1.229	1.260	1.588	.943
ω= .906; Spearman-Brown Coefficient= .869; a= .904					

Table 3. show The Omega, Spearman-Brown and Cronbach Alpha coefficients of the EE scale were between .869-.906 (ω= .906; SBC=.869; a= .904).

Internal Consistency of Personal Accomplishment Perception Scale (PA), Item statistics and sub-dimension reliability for PA show in Table 4.

Table 4. Item Statistics and Sub-Dimension Reliability for PA

Item	Proposition	$\bar{X}$	SD	s^2	SE
PA10	I feel that I influence other people positively through my work.	2.554	1.406	1.977	.999
PA11	I feel full of energy.	2.471	1.170	1.369	.911
PA12	I have achieved many rewarding objectives in my work.	1.911	1.307	1.708	.777
PA13	In my work I am very relaxed when dealing with emotional problems.	2.539	1.246	1.553	1.007
ω= .754; Spearman-Brown Coefficient= 0.772; a=.748					

Table 4. show the PA scale had four items. According to the omega, SBC and alpha coefficients, the scale reliability was sufficient in terms of internal consistency (ω= .754; SBC= 0.772; a=.748).

Internal Consistency of Depersonalization Level Scale (DP), There were two items in the DP scale. Its reliability in terms of internal consistency was sufficient (Spearman-Brown Coefficient= .735; a= .735) show in Table 5.

Table 5. Item Statistics and Sub-Dimension Reliability for DP

Item	Proposition	$\bar{X}$	SD	s^2
DP14	I have become more callous to people since I have started doing this job.	1.435	1.345	1.809
DP15	I'm afraid that my work makes me emotionally harder.	1.148	1.279	1.636
Spearman-Brown Coefficient= .735; a= .735				

Internal Consistency of Work Safety Importance Scale (WSP), The WSP scale consisted of a single sub-dimension. There were seven items in the scale. The internal consistency of the scale was tasted by the Omega,

Spearman-Brown and Cronbach Alpha coefficients. These indicated that the internal consistency level of the scale was high (Table 6.).

Table 6. Item and Reliability Statistics for WSP

Item	$\bar{X}$	SD	s^2	SE
WSP1	4.263	1.027	1.055	.313
WSP2	4.438	.971	0.943	.120
WSP3	4.530	.913	0.834	.156
WSP4	3.426	1.032	1.065	.954
WSP5	3.727	.976	0.953	.783
WSP6	3.562	1.042	1.086	.897
WSP7	3.433	1.117	1.248	1.094
ω= .801; Spearman-Brown Coefficient=; .708; a= .853				

Testing the Structural Equation Model: The measurement model was tested before performing the path analysis based on the structural equation model (Figure 1).

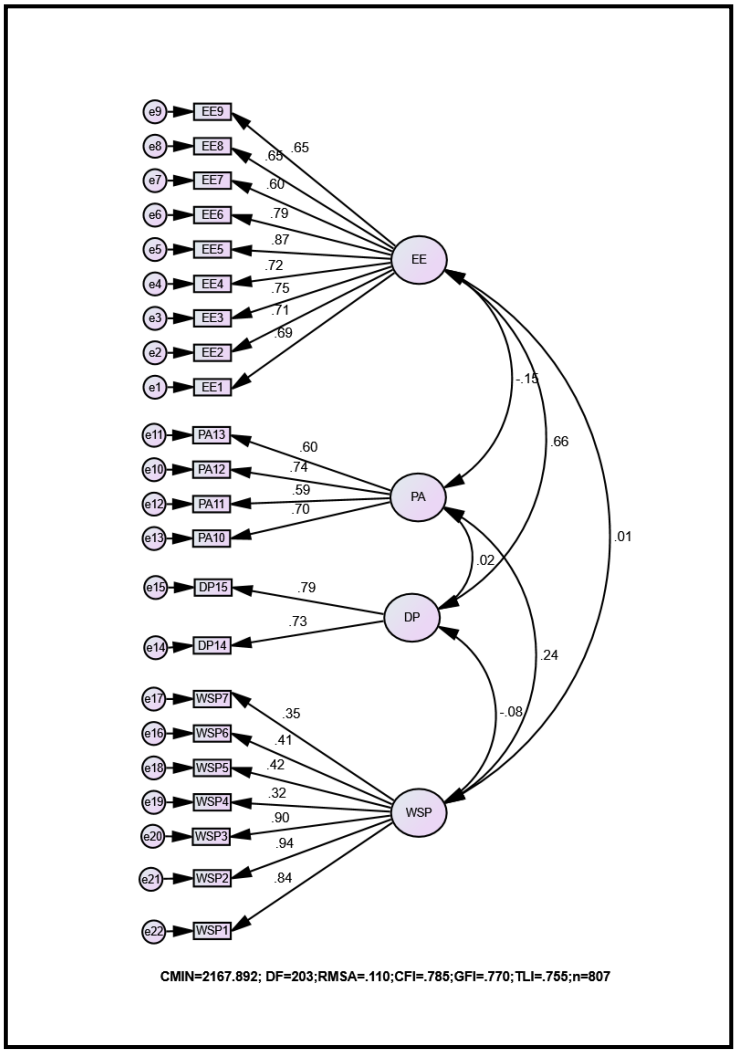


Figure 1. First Test of Measurement Model

As shown in Figure 1, the fit indices of the search model were not within acceptable limits for performing path analysis based on the maximum likelihood method. (x2/df>5.00; RMSA>0.08; CFI<0.90; GFI<0.90; TLI<0.90). For

this reason, the items with the lowest factor loadings in the sub- scales, to which they belong, were excluded from the scales one by one. Items with factor loads lower than 0.60 were removed from the scales until they reached acceptable fit indices. Despite this, the fit indices still needed to be improved. Therefore, suggested error corrections for covariances were made. Thus, the fit model in figure 2 was obtained (x2/df< 5.00; RMESA<0.08; CFI>0.95; GFI<0.95; TLI=0.95).

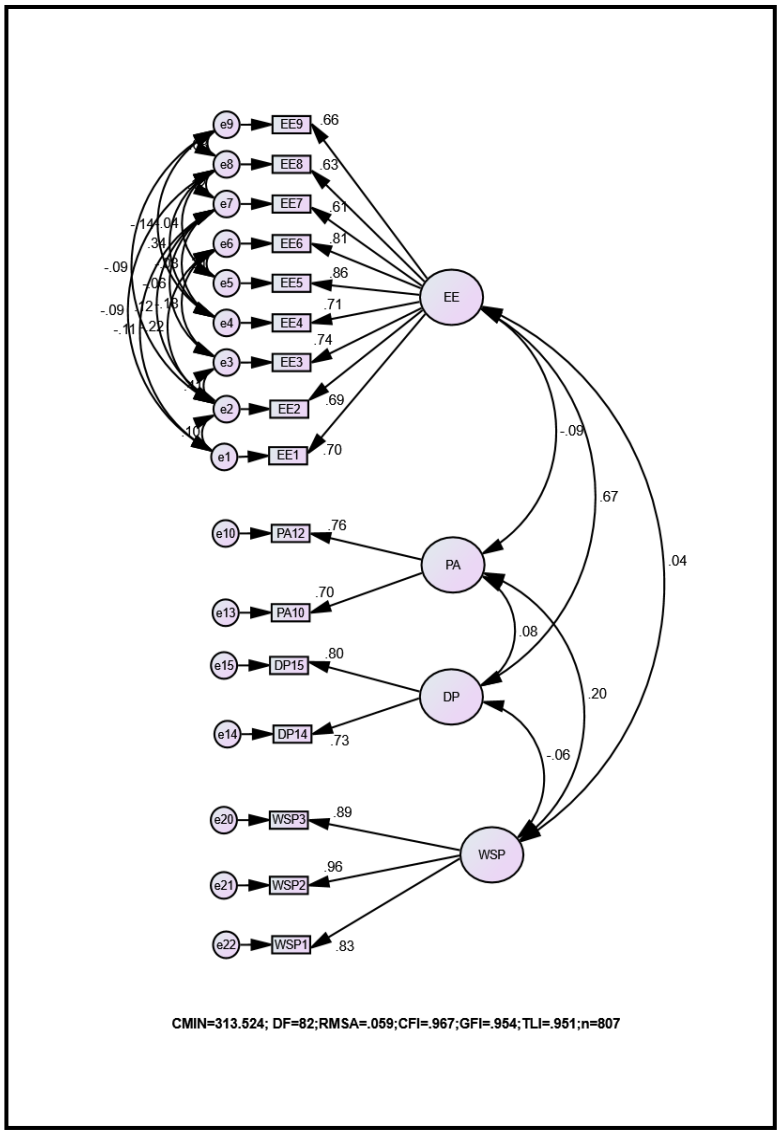


Figure 2. Structure of Fit Model

Four items in the WSP scale (WSP 4-5-6-7); as a result of the deletion of two items (PA11-PA13) of the PA scale, acceptable model fit values were reached. There was no need for item deletion from the DP and EE scales as all items had factor loads more than 0.60. However, to obtain fit model, suggested modifications had to be done for the error terms of the EE scale items as there were some problems about fitness of model.

In the freely estimated model invariance tests were run for demographics (Table 7).

Table 7. Indices for Model with Moderators

Demographics	n	x^2/df	Std. RMR	P Close	RMSA	TLI	CFI
Gender	807	2.558	.0533	.971	.044	.946	.963
Education	807	2.219	.0684	1.000	.039	.938	.957
Age	807	2.873	.0526	.708	.048	.936	.957
Marital status**	807	2.601	.0465	.957	.045	.945	.962
Civil servant*	470	2.642	.0476	.938	.045	.944	.961
Health carer*	215	2.621	.0565	.949	.045	.945	.962
Engineer*	122	2.605	.0731	.955	.045	.945	.962
Experience	807	2.141	.0509	1.000	.038	.922	.947
Managerial task	807	2.761	.0712	.846	.047	.940	.959

***Dummy variable for occupation.**

**** All PA items were fully configured as the iteration limit was reached before a local minimum was found probably due to the distribution of respondents to items of scales.**

Since items were removed from the scales convergent and discriminant validity of them were tested (Table 8).

Table 8. Convergent and Discriminant Validity and AVE of the Scales

Scale	CR	AVE	MSV	MaxR(H)	DP	EE	PA	WSP
DP	0.736	0.583	0.446	0.742	0.763			
EE	0.904	0.514	0.446	0.916	0.668	0.717		
PA	0.693	0.534	0.038	0.699	0.080	-0.086	0.730	
WSP	0.923	0.801	0.038	0.945	-0.057	0.040	0.196	0.895

Analysis of Data

The information that comes from a regression model can be used to test hypotheses about the processes that link antecedents (predictors) and consequent (predicted), which antecedents should be used and which ignored when attempting to explain variation in the consequent, and various other things that scientists are interested in (Hayes, 2018).

Maximum-likelihood estimation chooses the parameters that maximize the probability. For a set of parameters that could calculated the probability (or likelihood) of getting the observed data (Field, 2018). The goal of estimation, typically by the maximum likelihood method, is to find values for the parameters that, given the model, maximize the likelihood of the observed data. Stated differently, as with OLS regression, the goal is to minimize the difference between the observed and estimated data (Hoyle et al, 2012).

Frequentists and Bayesians start by defining a forward probability model that can generate data (the effect) from a given set of parameters (the cause). However, the method these approaches use to run the model and determine the probability of a cause is different. Frequentists assume that if the probability of generating the data (actually data as extreme as or more extreme than that obtained) from a particular cause is small, then the cause is rejected; the probability of that cause is concluded to be zero. The set of all non-rejected causes then forms a confidence interval that contains the actual cause with some measure of certainty. Bayesians instead carry out the inversion formally using Bayes' rule. This results in an accumulation of evidence for each cause, rather than a binary 'yes' or 'no' as for the Frequentist case. Frequentists and Bayesians also differ in their view on probabilities (Lambert,2018). Frequentists view probabilities as the frequency at which an event

occurs in an infinite series of experimental repetitions. In this sense Frequentists view probabilities as fixed laws that actually exist independent of the individual analyst. Because they are fixed, it does not make sense to update them. Similarly, in the Frequentist viewpoint, it does not make sense to define probabilities for one-off events, where an infinite series of experimental reproductions is not possible. Bayesians take a more general view on probabilities. They see probabilities as measuring the strength of an individual's underlying belief in the likelihood of some outcome (Lambert,2018).

For Bayesians probabilities are only defined in relation to a particular analyst and are hence, by their very nature, subjective. Since probabilities measure beliefs, they can be updated in light of new data. Because Bayesian probabilities measure a subjective belief in an outcome, they can be used for all categories of events, from those that could in some way be infinitely repeated (for example, coin flips) or one-off events, (for example, the outcome of elections). The most common criticism against Bayesian approaches is often that they are subjective as opposed to the objectivity of Frequentism. However, all analytical approaches to inference are, by their nature, somewhat subjective. For example, the analyst usually makes a subjective judgment about what data to include, starting with beginning (Lambert,2018).

The type of sampling that is most frequently used in computational Bayesian inference is Markov chain Monte Carlo (MCMC), first invented for use in physics in the mid twentieth century (Lambert,2018). Monte–Carlo is the method of estimating the properties of a distribution by examining random samples from the distribution. The Markov chain contributes to the Monte-Carlo approach as it is based on the idea that random samples are generated by a special sequential process. MCMC is allows researchers to characterize a distribution without knowing all of the distribution's mathematical properties by randomly sampling values out of the distribution. The strength of MCMC is that it can be used to sample distributions, even if all that is known about the distribution is how to calculate density for different samples (Ravenzwaaij, et al., 2018). This sampling algorithm was run to generate random samples for Bayesian Estimation in this study.

Analytically, questions of "how" are typically approached using process or mediation analysis, whereas questions of "when" are most often answered through moderation analysis (Hayes, 2018). Moderator Role of Gender and Age were questioned by performing ordinary least squares regression models. The bootstrap sampling method was used to test the statistical significance of direct and moderator effects. As a member of a class of procedures known as resampling methods, bootstrapping has been around for decades. It is especially useful when the behaviour of a statistic over repeated sampling is either not known, too complicated to derive, or highly context dependent. The original sample of size n is treated as a miniature representation of the population originally sampled. Observations in this sample are then "resampled" and calculations done in the new sample of size n constructed through this resampling process. Repeated over and over—thousands of times ideally—a representation of the sampling distribution of the statistic is constructed empirically, and this empirical representation is used for the inferential task at hand (Hayes,2018).

FINDINGS

The main and mediation effects of PA, DP and WSP without covariates show in Table 9.

Table 9. The Main and Mediation Effects of PA, DP and WSP without Covariates

Path	b	SE	SD	95%CI[a]		Min	Max	PBP[b]
PA--> EE	-0.1159	0.001	0.05	-0.20	-0.01	-0.2963	0.1205	0.0094
PA--> DP	0.0424	0.0012	0.07	-0.11	0.16	-0.2759	0.2654	0.7728
DP--> EE	0.6006	0.0001	0.05	0.51	0.70	0.4162	0.8135	1.0000
DP--> WSP	-0.0580	0.0002	0.04	-0.13	0.02	-0.2539	0.1026	0.0582
PA--> WSP	0.1999	0.0007	0.06	0.07	0.32	-0.0230	0.4542	0.9999
WSP--> EE	0.1037	0.0003	0.03	0.03	0.17	-0.0330	0.2617	0.9982
PA--> DP --> EE	0.0257	0.0007	0.04	-0.01	0.01	-0.1658	0.1741	0.7728
PA--> WSP--> EE	0.0206	0.0001	0.01	0.01	0.04	-0.0092	0.0765	0.9981
DP --> WSP --> EE	-0.0063	0.0000	0.01	-0.02	0.01	-0.0380	0.0083	0.0584
Total Effect	0.0463	0.0007	0.04	-0.05	0.12	-0.1513	0.1961	0.8862

a: 95%Credible Intervals
b: probability of being positive of effect
Covariates: not included
Convergence < 1.0003
Observed N = 807; resampling= 505

According to Table 9, although the effect of personal accomplishment perception level on the depersonalization level of the individuals in the sample was under control, i.e., it was accepted as 0, the direct effect on emotional exhaustion and Work Safety Importance could not be determined to be statistically significant. According to the statistical data, it cannot be concluded that the change in the sample's perception of absenteeism caused a change in emotional weariness.

The difference between indirect and main effects of PA DP and WSP without covariates show in Table 10.

Table 10. The Difference Between Indirect and Main Effects of PA DP and WSP without Covariates

	Differ	**SE**	**SD**	**95%CI[a]**		**Min**	**Max**	**PBP[b]**	**PBB[c]**
(PA-->DP-->EE) - (PA-->EE)	0.1416	0.001	0.08	-0.04	0.28	-0.2424	0.3937	0.9645	0.9645
(PA-->WSP-->EE) -(PA-->EE)	0.1365	0.001	0.05	0.02	0.23	-0.1143	0.3408	0.9960	0.9960
(DP-->WSP-->EE) -(DP-->EE)	-0.6069	0.001	0.0	-0.70	-0.52	-0.8212	-0.4194	0.0000	0.0000

a: 95%Credible Intervals
b: probability of being positive effect
c: probability of being bigger than main effect
Covariates: not included
Convergence < 1.0003
Observed N = 807; resampling= 50500

According to Table 10. personal accomplishment perception level directly affects emotional exhaustion level of professionals. Professional depersonalization level directly affects emotional exhaustion level. The importance of the work work safety directly affects the level of emotional exhaustion.

Table 11. The Main and Mediation Effects of PA DP and WSP with Covariates

Path	b	SE	SD	95%CI[a]		Min	Max	PBP[b]
PA--> EE	-0.1263	0.0002	0.0341	-0.20	-0.06	-0.2925	0.0215	0.0001
PA--> DP	0.1252	0.0002	0.045	0.04	0.22	-0.0903	0.3476	0.9967
DP--> EE	0.6009	0.0002	0.0472	0.51	0.70	0.4165	0.8209	1.0000
DP--> WSP	-0.0465	0.0001	0.038	-0.12	0.03	-0.2171	0.1156	0.1109
PA--> WSP	0.1335	0.0004	0.049	0.04	0.23	-0.0326	0.3442	0.9998
WSP--> EE	0.1072	0.0001	0.0345	0.04	0.18	-0.0399	0.2596	0.9991
PA--> DP --> EE	0.0752	0.0001	0.0277	0.02	0.13	-0.0526	0.2072	0.9967
PA--> WSP--> EE	0.0145	0.0000	0.0076	0.00	0.03	-0.0058	0.078	0.9988
DP --> WSP --> EE	-0.0053	0.0000	0.0049	-0.02	0.00	-0.0461	0.0121	0.1112
Total Effect	0.0898	0.0001	0.0292	0.04	0.15	-0.0455	0.2412	0.9993

a: 95%Credible Intervals
b: probability of being positive of effect
Covariates: Gender, age, education, marital status, occupation, experience, managerial status
Convergence < 1003
Observed N = 807; resampling= 90564

According to Table 11., professional depersonalization has a mediating effect on the relationship between personal accomplishment and emotional exhaustion.

Table 12. The Difference Between Indirect and Main Effects of PA DP and WSP with Covariate

	Differ	SE	SD	95%CI[a]		Min	Max	PBP[b]	PBB[c]
(PA-->DP-->EE) - (PA-->EE)	0.2016	0.0002	0.050	0.11	0.30	-0.0236	0.4509	0.9999	0.9999
(PA-->WSP-->EE) -(PA-->EE)	0.1408	0.0002	0.037	0.07	0.22	-0.0074	0.3262	1.0000	1.0000
(DP-->WSP-->EE) -(DP-->EE)	-0.6062	0.0002	0.048	-0.70	-0.52	-0.8289	-0.419	0.0000	0.0000

a: 95%Credible Intervals
b: probability of being positive effect
c: probability of being bigger than main effect
Covariates: not included
Convergence < 1.0003
Observed N = 807; resampling= 90564

According to Table 12., the importance of the work work safety has a mediating effect on the relationship between personal accomplishment and emotional exhaustion. Gender is a moderator on relationship between personal accomplishment, professional depersonalization, work work safety importance and emotional exhaustion.

Table 13. The Main and Mediation Effects of PA DP and WSP by Age

	21-27 years old							28-56 years old						
Path	b	se	sd	95%CI-a	Min	Max	PBP-b	b	se	sd	95%CI-a	Min	Max	PBP-b
PA-> EE	-0.1996	0.0008	0.0563	-0.317	-0.095	-0.4806	0.0000	-0.0417	0.0009	0.0412	-0.126	0.037	-0.3100	0.1674
PA-> DP	0.2829	0.0008	0.0768	0.143	0.443	-0.0322	1.0000	-0.0288	0.0016	0.0651	-0.170	0.086	-0.3102	0.1971
DP-> EE	0.6096	0.0013	0.0623	0.493	0.738	0.3752	1.0000	0.5933	0.0015	0.0741	0.460	0.751	0.3470	0.9884

DP->WSP	-0.0645	0.0008	0.0512	-0.166	0.036	-0.2873	0.1035	-0.0047	0.0009	0.0600	-0.123	0.113	-0.2749	0.2624
PA->WSP	0.0981	0.0016	0.0677	-0.020	0.245	-0.1300	0.9423	0.1644	0.0019	0.0635	0.050	0.295	-0.0305	0.4524
WSP->EE	0.1338	0.0008	0.0499	0.037	0.234	-0.0685	0.9964	0.0492	0.0008	0.0483	-0.044	0.146	-0.1593	0.2925
PA->DP->EE	0.1725	0.0007	0.0500	0.084	0.279	-0.0216	1.0000	-0.0168	0.0009	0.0383	-0.100	0.051	-0.2037	0.1283
PA->WSP->EE	0.0137	0.0003	0.0116	-0.002	0.042	-0.0174	0.9393	0.0081	0.0002	0.0091	-0.007	0.029	-0.0379	0.0762
DP -> WSP->EE	-0.0092	0.0001	0.0086	-0.030	0.004	-0.0646	0.1060	-0.0011	0.0001	0.0044	-0.012	0.006	-0.0522	0.0254
TE	0.1862	0.0008	0.0539	0.092	0.303	0.0005	1.0000	-0.0087	0.0009	0.0387	-0.092	0.061	-0.2009	0.1448

a: 95%Credible Intervals
b: probability of being positive of effect
TE: Total Effect
Covariates: not included
Convergence < 1.0003
Observed N = 807; resampling= 97716

According to Table 13., age is a moderator on relationship between personal accomplishment, professional depersonalization, work work safety importance and emotional exhaustion. In addition to professional experience is a moderator on relationship between personal accomplishment, professional depersonalization, work work safety importance and emotional exhaustion. Managerial experience is a moderator on relationship between personal accomplishment, professional depersonalization, work work safety importance and emotional exhaustion.

CONCLUSION and DISCUSSION

Today, organizations continue their activities around competitive conditions and continue their existence by executing developing technology, knowledge, skills and qualified workforce resources in an efficient and wasteless way (Gavcar & Topaloğlu, 2008). Despite the technological innovations that are developing day by day, there is no decrease in the need for human labor in hotel businesses (Pelit & Türkmen, 2008:117). The economic development of the business and its ability to renew itself is directly proportional to the success in the workforce (Barney, 1986). The importance of the workforce is also important for other businesses, but the success to be achieved in hotel management is possible with the existence and continuity of qualified and efficient workforce (Kaya, 2007).

For the continuity and development of success, the interaction between the customer and the employee, or between the employee and the employee, should progress flawlessly in businesses where individuals are heavily present and mutual communication is at an advanced level (Drucker, 1994; Alkış & Öztürk, 2009). In this direction, as the first step, it is necessary to make applications in the field of human resources, to provide

training and planning support to the employees, to keep the motivation factor at a high level and to take every action that will increase the potential productivity of the working individual (Akova et al., 2015). Employees, as well as businesses, can have individually targeted goals and needs, and as long as these goals and needs are met, mutual benefits can be achieved. Trying to make progress only unilaterally will prepare the environment for the employee's intention to leave the job and this will cause losses in terms of business (Çekmecelioğlu, 2005).

The fear of losing his job despite the problems in his health conditions prepares the environment for him to continue his work despite his low productivity while he was sick. In this direction, we are faced with the inability to exist at work, that is, presenteeism (Etyemez, 2016:77). Although presenteeism is basically defined as a work culture that results in loss of productivity (Patel et al., 2012), there are explanations stating that it has positive effects as well as negative effects. When we look at the negative aspects of not being at work, the employee's continuing to work despite being sick will cause a decrease in his performance, and this decrease will also affect his colleagues and cause a negative output. When we look at the positive side of not being at work, it means that the employee gives more importance to his work than his own health, and that his commitment and sense of responsibility are high (Ma et al., 2017). In general, presenteeism is the state of being at work when it is necessary to rest and be on leave due to health problems, complaints or another condition (Fapohunda, 2016). Employee's fear of losing his job, uncertainty about promotion, taking on responsibilities beyond the job description, the expectation of being present beyond the working hours, incompatibility within the team, oppressive policies of the employer, nepotistic practices, precarious working conditions, bullying behaviors etc. presenteeism observed for reasons; It is not being able to exist mentally at work despite being physically at work (Çiçek & Aknar, 2019:1238).

Inability to exist at work is due to illness, but also for individual and organizational reasons, it can also pave the way for important results. In addition to affecting the psychological and physical health of the employees, it can also cause high cost losses for the organization and decrease in motivation and performance. At the same time, in addition to reasons such as fear of losing the job and expectations of job change, the effect of individual disagreements in the family, stress factors in social life cause absenteeism, and all these problems bring along the burnout syndrome (Öge&Kurnaz, 2017). Burnout is a chronic syndrome that can occur as a result of continuing to work without absenteeism and overloading and can generally be observed in short-term and frequent absence conditions (Toppinen-Tanner et al., 2005). The focus of burnout is severe energy exhaustion (Sonnenschein et al., 2007:487) and it is a state of psychological distress that evolves into a physical illness when there is no longer the opportunity to get rid of occupational stress (Reynolds & Tabacchi, 1993:62).

Burnout is a situation seen in employees who are devoted to the institution they work for, who aim to provide benefits for the organization or who are forced to aim (Baltaş & Baltaş, 2002; Palice, 2020). According to Araci et al., employees with burnout syndrome are in a sense of indifference and inadequacy (Araci et al., 2016). The results of burnout, which is observed intensely in employees who are in one-to-one communication with people and is considered a serious threat, affects not only the individual but also the organization. While the

individual effects can be such as fatigue, indifference, failure, depression, loss of motivation, the effects for the organization can be counted as intention to leave, absenteeism, avoidance of responsibility, decrease in productivity and efficiency (Dierendonck et al., 1998). According to Borritz et al., the lack of career expectations of the working individual and the limited opportunities for self-development cause an increase in burnout (Borritz et al., 2006). Maslach and Jackson (1981) discussed burnout in three dimensions. These dimensions are; emotional exhaustion, depersonalization, and a sense of decline in personal accomplishment. Emotional exhaustion is the overloading of an individual as a result of the work performed (Dolunay, 2002). Depersonalization is the negative behavior of the individual towards the other people he serves (Hurşitoğlu, 2017). The feeling of falling in personal success is that the individual does not find himself sufficient to overcome the problems (Eşiyok, 2012:20).

Burnout, which means that the employee is not able to fulfill his responsibilities and returns in business life, and the perception of injustice in which he thinks he has been wronged psychologically or legally, can cause the individual's productivity and performance to decrease, and as a result, the decision to leave the job (Albar, 2018). As a result of the research, personal accomplishment perception level directly affects emotional exhaustion level of professionals.

According to Duquette et al., frequent changes of employees in an organization negatively affect the motivation of other employees and cause them to be worried about continuing to work and at the same time to have a perception of job insecurity. In particular, the formation of professional depersonalization level perception along with burnout puts the future of the organization in danger (Duquette et al., 1994). The result of the research also proves this information and professional depersonalization level directly affects emotional exhaustion level.

To summarize the results of the research, the concepts of absenteeism and burnout, which are among the issues that attract attention and need to be emphasized in working life, are very important because they cause decisive outputs in terms of organizational as well as individual results.

Not being at work and burnout are concepts that affect each other and have a positive relationship between them, and this positive relationship has been proven in the research. Although inability to exist at work first appears as a concept with individual consequences, it also makes its presence felt in the working life of the individual, who is a social creature, and causes important organizational results. These organizational results bring with them negativities and prepare the environment for burnout syndrome. Although the individual with the feeling of burnout seems to affect only his own mental mood in the first place, his colleagues are also exposed to this negativity in time. As it interacts with colleagues, it also reduces their motivation, decreases their productivity and concentration, and similarly causes negative results. The burnout that the individual is in can be encountered not only from his social life, but also from the workplace. Factors such as organizational policies, manager's behaviors, working conditions, time problems, perception of injustice, insufficient wages, blocked promotion path, precarious working conditions, individual intervention, incompatibilities within the

team, excessive workload and exceeding the planned working hours, the physiological and psychological problems of the employee. harms the psychological existence and causes destruction. The policies of favoritism, the perception of insecurity and bullying behaviors within the organization are among the organizational factors examined in this study. Job insecurity, which damages the individual's perception of justice and causes him to lose his belief in the improvement of working conditions, is important with its social dimension as well as its legal dimension, and it causes devastating effects up to the intention to quit the job. As a result of the research, parallel findings with the information obtained as a result of the literature review were reached and the developed hypotheses were tested. Inability to exist at work, burnout and the self-evaluation of success of the employees, which are the source of these two concepts, occupational depersonalization and the perception of security are interconnected concepts in a chain and are among the issues that need to be taken early measures in order not to cause irreversible damages for the individual and the organization.

RECOMMENDATIONS

Recommendations for future researchers as a result of the research are as follows:

As a result, it is very important for both the employee and the employer to have knowledge about the concepts related to the subject and to learn the reasons, sources and consequences. As in every field, early diagnosis saves lives in working life. Preventing material and moral consequences is important in terms of affecting the future of the organization and the social and business lives of employees. For this reason, research should be done on the remarkable concepts of working life, training in the organization should be emphasized and information should be provided. All kinds of measures to be taken and all kinds of training to improve organizational conditions are effective in preventing permanent and irreversible difficult situations. For this reason, the most important solution source for all kinds of problems inside and outside the organization is to draw attention to these issues, to include them in future research, to express their importance and to raise awareness. For this reason, we, employees and employers have a great responsibility.

ETHICAL TEXT

In this article, the journal writing rules, publication principles, research and publication ethics, and journal ethical rules were followed. The responsibility belongs to the author(s) for any violations that may arise regarding the article. Ethics committee approval of the article Istanbul Istinye University/Social and Human Sciences Research Ethics Committee 16 September 2009 date 2. It was taken with the decision numbered 2019/09/2”

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