

RELATIONSHIP BETWEEN ORGANIZATIONAL COMMUNICATION AND ORGANIZATIONAL BURNOUT

Assist.Prof.M. Kürşat Timuroğlu,
Ataturk University, timuroglu@atauni.edu.tr
Assist.Prof.Mustafa Keskinkılıç,
Ataturk University, muskes@atauni.edu.tr
Mehmet Polat,
Ataturk University

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INTRODUCTION

Communication is an indispensable element of everyday life. The most basic assumption of communication is the difficulty of communicating. People communicate at home, at work, on the street, at shopping bazaars, shopping malls, and almost every moment of life. The individual transmits his / her intention through a channel, the recipient receives and interprets the message, which is the communication process. One of the most basic elements that serves to achieve an objective is the communication process.

Communication is also of utmost importance for organizations that are formed by bringing together individuals who unit their material and spiritual powers in order to realize an aim. Determination of the purpose underlying the formation of an organization is communicative. The organization also needs communication from the moment it is in its intended action. Issues such as how and when the activities to be carried out in an organization are to be carried out are communicated through communication. Organizational communication emerges within the organization between the superiors and the subordinates, between the units and departments, and around the organization (state, press, people, etc.). "The results of an open, empathic and healthy communication that can be established in formal or informal form at any level (subordinate or subordinates) will surely be reflected on organizational performance" (Barli, 2012: 315).

According to Maslach and Jackson, burnout is a physical, emotional and mental dimension syndrome that involves physical burnout, long-suffering tiredness, desperation and hopelessness, negative self-concept and negative attitudes to life and other people (Yücel, 2006: 13). According to Maslach, burnout is a psychological discomfort and occurs for a long time. The authors who define it as physical emotional and mental burnout are Pines and Aranson. In

general, some writers view burnout syndrome as a reflection of the inability to combat stress effectively (Kızıldere and Kalay, 2015: 33).

One of the most precious assets in the organization is the "human" source. Where people exist, there is need for communication essentially. Communication efficiency and lack of communication have different consequences for organizations. While an effective and positive communication structure contributes to the realization of organizational goals, non-communication organizations will lead to inefficiency and burnout.

Literature Review

The Concept of Organization

An organization is the whole of certain structures, rules, and processes' that shape the efforts of a group of people to achieve specific goals. Another definition is the structure that indicates the assignments, positions, peer relations along with their communication and authority relations (Ölçer ve Koçer, 2015: 341).

Organizational communication is the element that provides interaction between the individuals in the organization in order to maintain the organization and achieve organizational goals. Organizational communication, which is an open system that affects the environment and is also influenced by its environment, also includes the flow, direction and means of communication (Akıncı, 1998: 112).

In general, when an organization is referred to, it is understood that two or more people organize their behavior according to formal rules in order to achieve a common purpose. The events that take place in an organization are mutual behaviors. Organizational structure defines these reciprocal behaviors. The specific nature of the organizational structure and reciprocal behavior will change from one organization to another. However, in every organization, individuals are found in mutual behaviors for purposes. It is possible that these mutual behaviors are always defined by a type of structure. For formal organizations, the structure is regarded as an important feature at first (İşcan and Timuroğlu, 2007: 119).

ORGANIZATIONAL COMMUNICATION CONCEPT

Communication is transmission of emotions, thoughts, attitudes and opinions from sender to receiver through the verbal and non-verbal symbols; it is the period in which the receiver passes them back through the biological and psycho-social processes and back to the sender. (Geçikli, 2010: 253).

Organizational communication is the harmonization of the people who come together in a common purpose and target frame; the communication between the individuals and the groups that provide the business association and the communication of the individuals and groups in the organization and the outsiders on behalf of the organization (Akıncı Vural and Bat, 2013: 11).

Organizational communication is the communication that is in the organization, related to organization and executed by the organization. In the sense of communication in organization, organizational communication implies intra-organizational relations. In the sense of communication made by the organization, the communication as a unit includes external relations, planned relations, for example, propaganda and associations with the organization for certain purposes. It includes all kinds of communication, including communication organization related to organization. Organizational communication involves the sharing of information,

emotion, understanding and approach among various units and employees of an organization, all kinds of tools and methods in this sharing process, various channels related to the transfer and the form of message. Organizational communication describes the organization's communication with the external environment and the inter-individual and inter-group communication within the organization (Eroğlu ve Özkan, 2009: 52).

The message sent by the manager of the organizational communication includes the telling, embracing and action of the message to the worker. Organizational communication also has to respond with feedback from actions and actions taken to achieve organizational goals. Thus, both the manager's influence on the occupation and the bidirectional communication process involving the manager's response to the occupation (Ölçer and Koçer, 2015: 343).

THE CONCEPT OF BURNOUT

The concept of Burnout first entered the literature with an article written by Freudenberger in 1974. Burnout is described here as a "professional hazard". Freudenberger defined burnout as "failure, depreciation, loss of power and energy that results in overloading, or extinction in the internal resources of the ending individual" (Sağlam Arı ve Çına Bal, 2008: 132).

According to Maslach and Jackson, burnout is a physical, emotional and mental dimension syndrome that involves physical burnout, long-suffering tiredness, desperation and hopelessness, negative self-concept and negative attitudes to life and other people (Yücel, 2006: 13). According to Maslach, burnout is a psychological discomfort and occurs for a long time. The authors who define it as physical emotional and mental burnout are Pines and Aranson. In general, some writers view burnout syndrome as a reflection of the inability to combat stress effectively (Kızıldere and Kalay, 2015: 33).

Although there is no common definition of consensus on burnout, many researchers agree that it is an internal psychological experience that occurs at an individual level, including burnout, expectations, attitudes, feelings and emotions (Scott and Tuncay, 2010: 115).

Burnout is a condition that manifests itself in the sense of burnout felt in the physiological and emotional areas observed in the occupational groups that require intensive communication with people and the inability to cope with the living stress of the profession (Yücel, 2006: 13).

Negative behaviors towards customers or served persons, deterioration in people's relations and actively withdrawing from and withdrawing from other people's environments, weakening in service quality, mistakes, accidents and injuries, loss of interest in work, loss of creativity, the loss of idealism, the lateness and absence of work, the postponement or withdrawal of some things, the absence of work, the reduction in job satisfaction and organizational commitment, and the tendency to quit work at the end of all and the desire to change jobs can be determined as the results (Sağlam Arı and Çına Bal, 2008: 132).

There is a tendency to make mistakes, to delay or suspend some things, to come to work late, to come to work with unexplained illness, to leave work, to deteriorate the quality of service, to deteriorate work and business relations, to increase accidents and injuries, to colleagues, occupation etc. exhibiting a cynical attitude towards others, spending time with other things instead of taking care of the work, loss of interest in the institution (Kaçmaz, 2005: 30).

The organizational methods that can be applied to prevent and cope with burnout are summarized below.

Any measure that can be taken to improve organizational conditions has a burnout preventative or burnout reduction effect within the organization. The methods of coping at the organizational level are more permanent than those at the individual level and it reinforces the belief that burnout is an important problem for the organization and should be avoided. On the other hand, the methods of coping that are carried out at the organizational level provide the acceptance of burnout throughout the organization and the formation of groups that are more knowledgeable and able to cope with burnout. These methods are listed in the table below (Ardıç ve Polatçı, 2008: 76).

In the article, Maslach and Jackson's definition of burnout is generally adopted, and Maslach Burnout Inventory, developed by Maslach, is used as a measurement tool. The concept of burnout consists of three sub-dimensions: emotional exhaustion, depersonalization, and feeling of falling in personal accomplishment. While describing only the emotional exhaustion dimension of your Freudenberger burnout, Maslach and Jackson are theoreticians who reveal the three dimensions of burnout in the summer (Kılıç and Aytemiz Seymen, 2016: 49).

Figure: 1 Maslach's Burnout Model

- Emotional Exhaustion	- Depersonalisation	- Professional Efficacy
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a) Emotional exhaustion: Refers to the individual stress dimension of burnout and "to decrease in the emotional and physical resources of the individual" (Budak and Sürgevil 2005: 96). Emotional exhaustion is the lack of energy and exhaustion of emotional resources of the individual. In addition to feelings of weakness, weakness of individual self-confidence, it also decreases the enthusiasm and interest in the profession (Şenturan, et al., 2009: 34).

b) Depersonalisation It represents the interpersonal dimension of burnout, and negative, rigid attitudes towards humans indicate a lack of reaction to work (Çimen, et al., 2012: 22). It is manifested in behaving as an object rather than as a person against the people whom the employees serve. They may be distracted, cynical and cynical towards the people and institutions they interact with. Classification of people, doing business according to strict rules, thinking of constantly evil coming from others, indications of Depersonalisation (Ersoy and Demirel Utku, 2005: 44).

c) Personal Incompliance: A measure of the level of proficiency and competence of the person in the job. As the emotional resources are emptied, the individual feels that he/she can not give anything to others because of spiritual care, and the desire to achieve idealism, energy and purpose is diminishing. The individual is prone to negatively assessing himself / herself and especially the way of working; (Yaman and Ungan, 2002: 39). The lack of personal success is evidenced by the fact that employees do not appreciate it. When a person feels helpless and incidents are uncontrollable, he is beginning to question his own abilities and this leads to a lack of personal success. Poor personal achievement is more observed in individuals who engage in group work (Çelik and Tuğrul, 2002: 2).

The Relationship Between Organizational Communication and Organizational Burnout

Yaman et al. (2002) reported that burnout syndrome is also common in family physicians. Family physicians meet more patients than do colleagues at the hospital and lack supportive health personnel. It is thought that all of their knowledge and skills need to be exhibited instantaneously, and that factors such as the division of work frequently during running are causing the burnout. It is also held responsible for family physicians who have to work in rural areas to stay away from other colleagues and relatives.

Ersoy et al. (2005) examined burnout syndrome in female employees working in an international hotel chain in this study, which examines the burnout status of women working in the hospitality sector in Turkey. This research was conducted on 204 female employees. At the end of the study, it was determined that 45% of the female employees had a burnout due to the uncertainty of the sectoral future, the intensity of the work tempo-presentation, the attitudes of the managers, and working as mothers and spouses.

METHODOLOGY

Purpose of the Research

The main purpose of the research is to determine the relationship between the organizational communication and organizational burnout of civil servants who enter the field of application and are active in the public sector. Effective and positive communication environment in institutions increases the factors such as job loyalty and job satisfaction which improve the positive relation between the employees and the business in the business life. Ineffective and unsatisfactory organizational communication leads to negative situations, such as job dissatisfaction and increased staff turnover, that detract employees from work. All of the activities to be carried out in order to reach the objectives of the organization are determined by the organizational communication process and the work flow is provided with the communication process in the implementation phase. The burnout of employees is also an important factor affecting positive or negative relationships with work. High job satisfaction can lead to positive situations such as increasing employee performance and increasing productivity. Burnout can cause negative situations such as alienation of employees and job separation. The concept of organizational communication and organizational burnout is known and it is important to investigate whether there is a relationship between them. It is expected that the research will help to re-consider about the concepts of organizational communication and organizational burnout, to discuss and to make new researches, to help the existing situation to be evaluated more realistically and to be beneficial to the institutions and organizations.

Methodology and Limitations of Research

The questionnaires used in the research indicated that the data obtained with the questionnaires will only be used for academic purposes and that they will not be shared with any person and / or organization. It is therefore assumed that the respondents correctly perceive the expressions on the questionnaire and transmit their true opinions. Because of the presence of the human element in the center of the research, the general limitations of research in social sciences

are valid for this research and the reliability of collected numerical data is limited to the characteristics of the survey technique used in the data collection. The survey method was chosen as the data collection method. The main body of this research, which is based on the questionnaire study, consists of 203 officers working in the provincial governorship of the province of Erzurum. However, it has been taken into consideration that some officers may not answer or possibly made mistakes answering; a simple random sampling method was used, in which each element forming the population is equal to the chance of entering the sample. 203 questionnaires have been distributed. All of these forms have returned. The turnover rate of the questionnaires is 100%. The number of questionnaires subject to the analyzes is 203. The burnout scale consists of 22 items, which are prepared according to 5-level Likert scale for respondents to measure the burnout of the officers. Items 1-9 measure emotional exhaustion, example shown as "I feel not pleased to my job". Items 10-16 measure the depersonalisation, as in "I do not wonder what happens to people I have to work with". Items 17-22 measure the sense of personal accomplishment as it is the case, for example, "creating a comfortable atmosphere in search with people I work with".

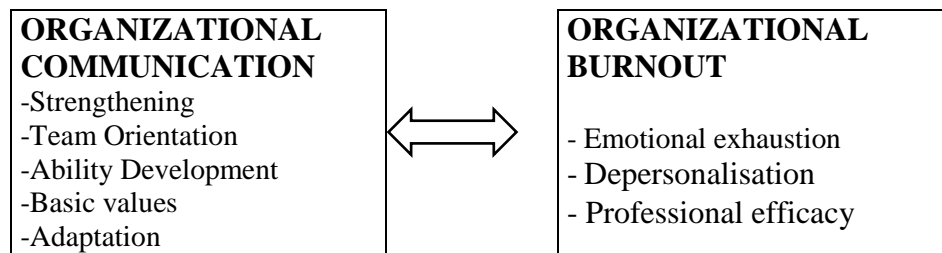
The organizational communication scale consists of 31 items, which are prepared according 5-level Likert scale required to respond from the respondents in order to measure the organizational communication effectiveness that the officials perceive. Items 1-6 measure the strength of the question, "I can easily guide my questions, suggestions and criticisms to the concerned person." Items 7-12 measure the team orientation as it is the case for "I work outside my work with my colleagues." Items 13-18 measure the ability to develop, for example, "Information about work is usually given verbally." Items 19-24 measure basic values as in "I am able to do what I need to do during working hours." Items 25-31 measures compliance as in the case of "satisfaction from dialogue with my colleagues".

Scales, Models and Hypotheses Used in Research

5-level Likert scale was used to answer the items applied in this study. Assessment options include: 1- Always, 2- Most of the time, 3- Sometimes, 4- Very rare and 5- Never

Conceptual Model of the Study

In this research, a descriptive research model was used to reveal the relationship between organizational communication and organizational burnout at the level of sub-dimensions.



Hypotheses

The main purpose of the research is to determine the organizational communication and burnout levels of employees; also to test the possible relationship between levels of emotional

exhaustion and justice perceptions of employees' on their organizations. Therefore, the following research questions and hypotheses will be sought.

H1: There is a meaningful relationship between organizational communication and organizational burnout.

H2: There is a significant relationship between empowerment and organizational burnout.

H3: There is a meaningful relationship between team orientation and organizational burnout.

H4: There is a significant relationship between talent development communication and organizational burnout.

H5: There is a meaningful relationship between organizational communication and emotional exhaustion.

H6: There is a meaningful relationship between organizational communication and depersonalisation.

Analysis and Evaluation of Data

Analyzes were carried out based on the responses from 203 participants who participated in the study and were found eligible. In the analysis of the data, SPSS 22 statistical program was used. The analyzes made are explained below.

Demographic Characteristics of Survey Participants

In order to determine the demographics of respondents participating in the survey, educational status, age, marital status and years of work were researched and the information obtained is presented in Table below.

	Frequency	Percent		Frequency	Percent
Total Participants (N = 203)			Total Participants (N = 203)		
Gender			Seniority		
Woman	86	42,4	1-3	66	32,5
Male	117	57,6	4-8	60	29,6
			9-15	26	12,8
Age			16-20	19	9,4
	20	9,9	21 and more	32	15,8
18-25	80	39,4	Education Status	5	2,5
26-34	61	30,0	Primary school	9	4,4
35-45	27	13,3	Middle School	61	30,0
46-54	15	7,4	High school	24	11,8
			College	93	45,8
			University	9	4,4
			Graduate	2	1,0

When the respondents participated in the survey were examined in terms of their genders, it was seen that 42.5% of the sample size of 203 persons were female and 117 of them were male. When the level of education of the respondents were examined, it is seen that most of the subjects graduated from university (45.8%) followed by 30.0% with high school and 11.8% with college graduate.

Determination of the Reliability of Scales Used

In the study, Cronbach's Alpha values were determined in order to determine the levels of perception of organizational communication and organizational burnout of the employees working in the City of Erzurum, and the results are presented in the table below.

Reliability Levels of Scales Used in Work

Scale	Sub Dimensions	Cronbach's Alpha
Organizational Communication	Strengthening (6)	0.715
	Team Orientation (6)	0.635
	Skills Development (6)	0.680
	Core Values (6)	0.635
	Compliance (7)	0.800
Organizational Burnout	Emotional exhaustion (9)	0.724
	Depersonalisation (7)	0.703

	RELIABILITY (Cronbach's Alpha)
Organizational Communication	0,908
Organizational Burnout	0,821
GENERAL AVERAGE	0,831

As can be seen from the table above, most of the scales used in the study generally have high levels of reliability. When the reliability levels in terms of organizational communication sub-dimensions are examined, alpha values are high in all sub dimensions except team orientation, talent development, core values communication sub-dimensions. As a result, it can be said that the scales used in this study are reliable on the basis of the analyzes made.

Perceptions of Respondents towards Organizational Communication and Organizational Exhaustion

The study is divided into two dimensions as organizational communication and organizational burnout. Organizational communication dimensions consist of 5 sub-dimensions as empowerment, team orientation, ability development, core values, adaptation among themselves; organizational burnout is composed of two sub-dimensions, depersonalisation and emotional exhaustion.

**Perceptions of Respondents towards
Organizational Communication and Organizational Burnout
Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I feel not pleased to my job.	203	1,00	5,00	3,2808	1,24080
I feel exhausted from the business return itself.	203	1,00	5,00	3,0985	1,21466
When I get up in the morning, I feel like I can not take this job anymore.	203	1,00	5,00	3,7635	1,16179
I can immediately see how people feel about my job.	203	1,00	5,00	2,4729	1,13583
I realize that some of the people I work with are as if they are not human.	203	1,00	5,00	4,2709	1,13036
It's too much for me to deal with people all day	203	1,00	5,00	3,1527	1,21514
Find the best solution for the problems of the people I work with.	203	1,00	5,00	2,1133	1,03502
I feel like I'm out of work.	203	1,00	5,00	3,4483	1,19032
I believe that I contribute to people's life through the work I do.	203	1,00	5,00	2,0887	1,10893
Ever since I started working with this business, I've become hard on people.	203	1,00	5,00	3,7882	1,17712
I'm afraid this thing will make me harder and harder.	203	1,00	5,00	3,4828	1,29104
I can achieve a lot of things	203	1,00	5,00	2,3596	1,17471
I feel that my work has restricted me.	203	1,00	5,00	3,1084	1,33797
I feel like I'm working a lot in my work	203	1,00	5,00	2,7438	1,35464
I do not care how people have to deal with.	203	1,00	5,00	3,9606	1,26976
Working directly with the people is causing too much stress.	203	1,00	5,00	3,1626	1,18913
I can easily refer questions, suggestions and criticisms to interested persons.	203	1,00	5,00	2,4729	1,13146
The company tries to produce a problem and instant solution.	203	1,00	5,00	2,7537	1,18924
Employees are clearly informed about the company's policies, goals and objectives, and financial issues.	203	1,00	5,00	2,8670	1,27312
Regular information is given about my work.	203	1,00	5,00	2,5911	1,10145
I know my social rights.	203	1,00	5,00	2,3054	1,13247

My superiors also help me with my particular problems.	203	1,00	5,00	2,6847	1,26613
I also work outside my work with my colleagues.	203	1,00	5,00	2,6355	1,13239
When I do my job well, I get immediate appreciation and thanks.	203	1,00	5,00	3,2118	1,28951
New entrants to the business are introduced in detail.	203	1,00	5,00	3,0296	1,29703
No gossip is made in this company.	203	1,00	5,00	3,1281	1,25995
Training programs related to work are organized.	203	1,00	5,00	2,7438	1,14900
Employees are trying to improve themselves in competition.	203	1,00	5,00	3,0591	1,24934
Information about work is usually given orally.	203	1,00	5,00	2,8325	1,13954
I will take the instructions in writing in writing.	203	1,00	5,00	2,8177	1,15239
I know that I will be rewarded when I develop my business.	203	1,00	5,00	3,3793	1,30459
Concrete decisions can be reached at meetings.	203	1,00	5,00	2,9704	1,25828
Celebrations are being held for staff in the company. (Birthday, New Year, etc.)	203	1,00	5,00	3,1823	1,37922
I think that my working conditions are good.	203	1,00	5,00	2,9212	1,28729
I am able to do what I need to do during working hours.	203	1,00	5,00	2,5517	1,30916
I think social opportunities are sufficient. (Eating, drinking, transportation, etc.)	203	1,00	5,00	2,8374	1,30808
I do not have any difficulty in providing a vehicle rider to provide my work.	203	1,00	5,00	2,9655	1,31774
My work satisfies me financially.	203	1,00	5,00	2,9754	1,36592
My work satisfies me spiritually	203	1,00	5,00	2,6650	1,28051
When I get up in the morning, I go to work enthusiastically.	203	1,00	5,00	2,7044	1,18210
Health care provided to employees is sufficient	203	1,00	5,00	2,9212	1,27570
The physical conditions of work (heating, toilet) are sufficient	203	1,00	5,00	2,6700	1,35136

Duties distributions are made in accordance with the qualifications of the employees.	203	1,00	5,00	2,9557	1,36542
I am happy with the dialogue I have with my colleagues.	203	1,00	5,00	2,4236	1,22184
In this company, team work makes things easier.	203	1,00	5,00	2,7291	1,28606
Successful ones are rewarded in various ways in this company.	203	1,00	5,00	3,3596	1,35111
Events organized by staff are organized. (Conference, seminar, cocktail etc.)	203	1,00	5,00	2,8670	1,21339
Valid N (listwise)	203				

As it is seen in the table above, the average size of organizational communication is 3,1435. The organizational communication sub-dimensions have the highest average = 3,0172. The lowest is the average is empowerment with 2,6125.

The above table also shows the sub-dimensions of organizational burnout, mean and standard deviations, which are the other two dimensions of the study. Accordingly, general organizational burnout \bar{X} =2,8455. The highest average is depersonalization with \bar{X} =3,2294.

	1	2	3	4	5	6	7	8	9
Organizational communication	1								
Organizational Burnout	-,296**	1							
Empowerment	-,187**	,784**	1						
Team Orientation	-,098**	,784**	,598**	1					
Talent Development	-,197**	,810**	,547**	,636**	1				
Basic Evaluation	-,387**	,734**	,459**	,478**	,501**	1			
Harmony	-,325**	,890**	,652**	,629**	,662**	,573**	1		
Emotional exhaustion	,892**	-,272**	-,152**	-,117	-,183**	-,347**	-,317**	1	

Depersonalization	,881**	-,252**	-,184**	-,046	-,164**	-,339**	-,263**	,593**	1
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** Correlation is significant at the 0.01 level ($p < 0,01$)

To determine the analysis of this study, we investigated whether normal distribution is appropriate for the data. Non-parametric test methods were used for this study because the data were smaller than the limit value of 0.05 as a result of the study. Since this indicates that the normal distribution is not appropriate for the data, Spearman Rank Correlation coefficient is used for the correlation analysis. When the correlation analysis shown in the table is examined, it is seen that there is a relationship between organizational communication and organizational burnout subscales and at the same time there is a significance level of 0,99 between organizational communication subscales and burnout.

There is a negative and significant relationship between organizational communication and burnout ($p < 0,01$ $r =$, - 296). This significant relationship between organizational communication and burnout ($p < 0,01$, $r =$ 296) supports the hypothesis scale (H1). It was found that there was a positive and meaningful relationship between depersonalization ($p < 0,01$, $r =$ 881), and organizational communication which is another sub-dimension of burnout. When the relationship between the empowerment and burnout from the sub-dimensions of organizational communication is examined ($p < 0,01$ $r =$, 784), it is seen that there is a positive and meaningful relationship. When we look at the relationship between team orientation and burnout ($p < 0,01$ $r =$, 784), which is another sub-dimension of organizational communication, it is seen that there is a positive and meaningful relationship exists. One of the sub-dimensions of organizational communication is talent development and this sub-dimension has a positive and significant relationship with burnout ($p < 0,01$ $r =$ 810). The research results support the hypotheses H1, H2, H3, H4, H5 and H6.

Conclusion

Organizations in the global world have to establish an effective organizational communication system to provide competitive advantage. Problems of absenteeism, abandonment and lack of pleasure in life are widespread in occupations that are not satisfied with their jobs. These problems, which result in an increase in labor turnover rates in public or private enterprises, can cause huge financial losses. One of the most precious assets is the human resource. Everywhere people need communication is needed. Communication efficiency and lack of communication have different consequences for organizations. While an effective and positive communication structure contributes to the realization of organizational goals, non-communication organizations will lead to exhaustion and inefficiency.

The purpose of this study is to determine the relationship between organizational communication and burnout. It turns out that there is a significant relationship between the variables that are considered to be related to each other and all the hypotheses of the research in the bulgous light are accepted. Therefore, the organization is thought to have a reciprocal and mutually influential relationship between communication activity and the burnout of employees. The survey covers the staff members of Erzurum Governorship and its affiliated units. Within this scope, a questionnaire was applied to the personnel working in Erzurum Governorship and its affiliated units within the scope of the survey.

Six hypotheses identified for the study were also supported. In general, it appears that there is a negative relationship between organizational communication and burnout, which are the two main variables of the research. Organizational communication has been found to be negatively related to burnout, and organizations with effective organizational communication have found to provide more job satisfaction on the job. As a result, managers should be more rigorous on this issue when assigning organizational communication systems at workplaces, and should control the organization to operate effective organizational communication to reduce organizational exhaustion. In addition, we would like to investigate this issue and we will have the same discussion with the larger population in different sectors. The attractiveness of today's businesses to this issue is important in terms of socio-economic development.

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