

- RESEARCH ARTICLE -

THE MODERATING EFFECT OF THE DEMOGRAPHIC VARIABLES ON THE RELATIONSHIP BETWEEN BURNOUT SYNDROME AND THE MANAGEMENT OF CONFLICTS

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Abstract

Burnout syndrome phenome and conflict management strategies have been one of the broadly investigating organizational concepts in today's contemporary business environment. The boost in organizational productivity and effectiveness depends highly on employees' and managers' performance. Thus, it is crucial and necessary to measure how supervisors manage their conflicts. In this research, the correlation between burnout syndrome (BS) and conflict management (CM) was searched as part of demographic factors. Hereof, the relationship between BS, CM and CM's sub-dimensions had been analyzed. Furthermore, the moderator effect of Working Years and Number of Direct Reports demographic variables on the interaction between BS and CM was studied. The research's population consists of international subsidiary companies' (ISC) workers in Turkey whilst the practice population is restricted to the region, number of workforce and titles. Before the full-scale study, the pilot research was done with 75 respondents. Using the random sampling method, the main research used data from 300 participants. Outcomes attained by using IBM SPSS, FACTOR and AMOS software, indicated that the level of BS of ISC's first-line managers has a meaningful, powerful effect on CM and its sub-dimensions. Additionally, Working Years and Number of Direct Reports variables moderate the relationship between these two conceptual structures. This study will make organizations aware of the BS and demographic factors for managing conflicts successfully, particularly at international firms. The present survey is the only study which examines the moderating role of Working Years and Number of Direct Reports demographic variables on the relation between BS and CM in the context of international subsidiary companies' (ISC) first-line managers of a developing country, Turkey in particular.

Keywords: *Organizational Behavior, Burnout Syndrome, Conflict Management, International Subsidiary Companies, First-line Managers.*

JEL Codes: *D23, D74, M10.*

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DEMOGRAFİK DEĞİŞKENLERİN TÜKENMİŞLİK SENDROMU İLE ÇATIŞMALARIN YÖNETİMİ ARASINDAKİ İLİŞKİ ÜZERİNDEKİ MODERATÖR ETKİSİ²

Öz

Tükenmişlik sendromu fenomeni ve çatışma yönetimi stratejileri, günümüzün çağdaş iş ortamında geniş çapta araştırılan örgütsel kavramlardan biri olmuştur. Örgütün etkinlik ve verimliliğindeki artış, çalışanların ve yöneticilerin performansına büyük ölçüde bağlıdır. Bu nedenle, üstlerin çatışmaları nasıl yönettiğinin ölçülmesi çok önemli ve gereklidir. Bu çalışmada tükenmişlik sendromu ve çatışma yönetimi arasındaki korelasyon demografik faktörler ile birlikte araştırılmıştır. Bu nedenle, tükenmişlik sendromunun çatışma yönetimi ve alt boyutları üzerindeki etkisi analiz edilmiştir. Ayrıca, kıdem ve bağlı çalışan sayısı demografik değişkenlerinin tükenmişlik sendromu ve çatışma yönetimi ilişkisi üzerindeki moderatör etkisi de incelenmiştir. Araştırmanın ana kütlesi, Türkiye'deki uluslararası yan kuruluşların çalışanlarından oluşurken, pratik ana kütlesi bölge, işgücü sayısı ve unvanlar ile sınırlandırılmıştır. Asıl ölçüm uygulamasından önce, 75 katılımcı ile bir pilot çalışma yapılmıştır. Rastgele örnekleme yöntemini kullanılarak yapılan asıl ölçüm uygulamasında 300 katılımcıdan elde edilen veriler kullanılmıştır. IBM SPSS, FACTOR ve AMOS programları kullanılarak elde edilen sonuçlar, birinci basamak yöneticilerin tükenmişlik seviyelerinin çatışma yönetimi ve alt boyutları üzerinde anlamlı ve güçlü bir etkiye sahip olduğunu göstermiştir. Ayrıca, kıdem ve bağlı çalışan sayısı değişkenleri, bu iki kavramsal yapı arasındaki ilişkide moderatör etkiye sahiptir. Bu çalışma örgütleri, özellikle uluslararası firmalarda çatışmaları başarılı bir şekilde yönetebilmek için tükenmişlik sendromu ve demografik faktörler hakkında bilinçlendirmektedir. Bu araştırma, gelişmekte olan bir ülke konumundaki Türkiye'deki uluslararası yan kuruluşların birinci kademe yöneticilerin tükenmişlik sendromu ve çatışma yönetim biçimleri ilişkisinde kıdem ve bağlı çalışan sayısı demografik değişkenlerinin moderatör rolünü inceleyen tek çalışmadır.

Anahtar Kelimeler: Örgütsel Davranış, Tükenmişlik Sendromu, Çatışma Yönetimi, Uluslararası Bağlı Şirketler, Birinci Düzey Yöneticiler.

JEL Kodları: D23, D74, M10.

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

1. INTRODUCTION

The durability and success of organizations depend highly on employees' and managers' performances which affects productivity and effectiveness. In recent years, burnout syndrome (BS) and conflict management (CM) have been acknowledged as significant parameters of organizations' life journey. Employees

² Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

involved with BS, their levels of conflict and the CM styles they prefer, have become more decisive for sustainability. Thus, it is crucial and necessary to examine the CM of the workforce exhibiting BS. In spite of this necessity, there has been few studies, which searched this relationship at international subsidiary companies (ISC) and this research points to fill this gap.

Generally speaking, some first-line managers can handle conflicts with their senior manager effectively and add value to the business, whilst others can't and are unsuccessful and/or unhappy (Yılmaz and Şencan, 2018: 119). This may be due to having a high level of BS and showing negative behaviors in the organization. Within this scope, this study intends to bring a new vision to organizations, facing problems in CM and BS. Relevantly, BS of the ISC employees' possible effect on CM was examined. The second examination of this study is the possible influence of demographic variables on this relationship. The reversed model starting with CM that has an effect on BS has left as a subject to be studied at future research.

This study is important in terms of determining the relationship between BS levels and CM methods of first line managers, also giving an idea to organizations about how to manage their employees when they are first recruited and afterwards. This is necessary for businesses to keep pace with intense competition by increasing their efficiency and productivity, and to survive by keeping their performance constantly high. Additionally, to the best of our knowledge the present survey is the only study which examines the moderating role of Working Years and Number of Direct Reports demographic variables on the relation between BS and CM in the context of international subsidiary companies' (ISC) first-line managers of a developing country, Turkey in particular.

1.1. Literature Review

Today it is accepted that conflicts can have both functional-dysfunctional consequences and are not always tolerated, rarely encouraged in organizations (Rahim, 2011: 13). On the phase of research on BS and CM, many common variables are found to be in relation basing on case studies (Nouman et al., 2011: 618-633), interviews (Jungst and Blumberg, 2016: 225-248) and observations (Beebe, 2007: 257-275). The potential of having interrelated dimensions of BS and CM effects each other, makes this study worthy.

1.1.1. Burnout Syndrome

Burnout syndrome has been a worthy concept to discuss as it has negative impacts on individuals and organizations. Burnout was first used for describing the situation of exhaustion at the workplace. More than four decades have passed since the inception of the burnout syndrome concept. During this period, it has been subject to several empirical studies of organization and business management literature (Maslach et al., 2010: 15).

The Maslach Burnout Inventory was formed by Maslach and Jackson (1981: 99-113) who described BS's dimensions as Emotional Exhaustion, Lack of Personal

Accomplishment and Depersonalization. Emotional exhaustion is stress dimension of BS, referring to decrease in the emotional and physical resources of individuals. Depersonalization is the cynical attitude and detached reply against beneficiaries of one's service and care. Finally, personal accomplishment can be expressed as a negative evaluation tendency on the individual itself in terms of competence and successful achievements (Deliorman et al., 2009: 77-98). Maslach and Jackson (1981: 99-113) emphasized the practical benefits and importance of making modifications in recruitment, training, and job design that may mitigate the BS problem.

The Maslach Burnout Inventory had been criticized to be limited to employees at the service sector, mainly suitable for American culture and at the same time has deficiencies in terms of gender, cultural and socio-economic differences (Kristensen et al., 2005: 192-207). In this manner, Kristensen et al. (2005: 192-207) have formed "Copenhagen Burnout Inventory-CBI" with 3 dimensions as Personal, Work-related and Client-related. While individual BS has been described in the role of the extent of physical and psychological tiredness caused by the experiences of the individual, work-related burnout is expressed on the point of extent of psychological and physical consumption seen by the individual in relation to his/her job. Relatively, customer linked burnout is the psychological and physical consumption level caused by the individual's business-related customers inside or outside of the organization.

Graham and Witteloostuijn (2010: 17-20) had showed negative link among job burnout and member interaction. Harrington et al. (2018: 1-16) argued that job burnout causes a decline at job satisfaction. Accordingly, Lu and Gursoy (2016: 210-235) explored the moderating effect of generational dissimilarities on connection between workforce well-being, aim to leave and job burnout. In another related study, Matin et al. (2012: 47-61) asserted that staff suffering from burnout syndrome, have been less committed to work, because of low job satisfaction. Leiter and Maslach (2009: 331-339) claimed that as the level of burnout increase, employees' sense of effectiveness decreases and cynicism increases. Further studies revealed that the stress and pressure at the workplace can be a crucial factor for burnout (Friedman-Krauss et al., 2014: 530-552).

Demerouti et al. (2014: 96-107), who developed the Oldenburg Burnout Inventory, brought a different approach to the concept of BS by reducing dimensions to two as Disengagement from work and Exhaustion. Accordingly, burnout has been named as a syndrome that is generated by negative experiences of working at their study. They measured both work engagement and BS as bipolar constructs, revealing their negative correlation. Besides, the links of the derived dimensions of work pressure, organizational commitment, mental health and autonomy are also included in their model. They emphasized the importance of investigating methods of preventing the adverse consequences of burnout on employee and organizational performance (Demerouti et al., 2014: 96-107).

Bakker et al. (2004: 83-104) investigated the connection among performance, burnout and job characteristics. They showed that job demands are one of the crucial ancestors of exhaustion (element of BS), which would predict in-role performance. Furthermore, work resources like social support and autonomy are significant forecasters of extra-role performance, over the link alongside the disengagement dimension of burnout. Bakker et al.'s (2004: 83-104) findings fully endorse the job demands-resources model where job resources & job demands commence two psychological series of actions whilst affecting business results.

1.1.2. Conflict Management

Classical management theory states that conflicts emerge with disobedience and should be avoided as they are harmful to organizations (Özalp, 2015: 354). Classical theory's conflict management approach has lost its validity due to the fact that it ignores creativity and change (Euwema et al., 2003: 119-140). Neo-classicals suggested that conflicts may necessarily arise in organizations and must be defeated (Özalp, 2015: 355). Furthermore, the systems theory argued eliminating objective differences and factors which employees consider as a threat, can diminish conflicts. Differently, in modern approach conflicts are acknowledged as functional, legitimate and essential to productivity within certain limits and defined as a positive sign of creativity and successful change management (Bauer and Erdogan, 2012: 218-219; Rahim, 2011: 20-22).

Rahim (2017: 201-212) identified the essence of the conflicts by examining the conflicts among individuals. He determined their relationship not only with ethical values and management methods but job burnout as well. Rahim (2011: 20-45) suggested five functional strategies such as Collaborating (Together win-win model where all parties' demands are met), Accommodating (I lose-you win model, where one party makes some sacrifice for the favor of the other party to conserve their relationship), Avoiding (Together lose-lose model where all parties' needs are not met), Compromising (I win/lose some, you win/lose some model where parties can abandon some terms for winning others) and Competing (I win-you lose model, which is the opposite of Accommodating. Here negotiators neglect other parties and accordingly can do everything to reach their goals) for achieving better conflict management outcomes. Patton (2018:26-40) claimed that organizational alignment improving methods are generally preferred among groups in organizations for conflict management and Suliman and Al-Shaikh (2007:208-220) identified employee emotional intelligence-enhancing activities' positive effect on reducing conflicts. Mayer and Louw (2009: 172-185) examined the organizational conflict of international companies' managers' and pointed out those conflicts are accomplice with their managerial values and identities.

Hossain et al. (2018: 56-67) emphasized the importance of conflict management for organizational performance in his researches. Moreover, Jungst (2016: 225-248) asserted that conflict management is adversely related with performance of staff who feel less involved in work and don't have access to social networks. Nouman et al. (2011: 618-633) explored degrees of conflict between managers are lower than

employees in the non-financial sector and the analysis results revealed that Collaborating style is more commonly used in handling conflicts.

Kaushik and Dhaka (2010: 119-125) developed a new proficiency scale for helping managers in identifying the problems regarding conflicts at a workplace, while offering them ways of developing managerial skills. Van der Zee and Hofhuis (2018: 49-66) showed how cultural traits of the employees influence the way of conflict management and conversation skills, as well. According to Omisore and Abiodun (2014: 118-137) conflicts emerge due to leadership style, competition for supremacy, lack of resources and force or intimidation should never be used to resolve conflicting parties. Isa (2015: 54-59) determined that the unfavorable results of dysfunctional conflicts could be avoided by distributing information at the workplace and improving working conditions in favor of employees.

1.1.3. Relationship Between Burnout Syndrome and Conflict Management

The study of organization theory requires revealing the relationship between BS and CM. Therefore, management scholars have recently been interested in these concepts. Researches have shown that there is a mutual link among conflicts and BS. Conflict can bring into burnout, dissatisfaction and job stress (Rahim, 2011: 20). BS can also cause conflicts as well as a decrease in job fulfillment, well-being and loyalty (Borza et al. 2012: 523-552). In this context, it appears that there is a continuous need for understanding these two concepts, revealing their reciprocal relationship and enhancing skills for managing this interaction in organizations.

Shaukat and Sanders (2017: 4-23) claimed that poorly managed conflict may have negative long-term impacts on personal well-being, complaints and burnout. Besides, when conflict is well managed in an organization, employees start focusing on their workplace responsibilities rather than conflicts. This can reduce levels of job burnout; resulting in lower job stress, high intimacy between staff while increasing productivity (Ghazliyar and Borghei, 2015: 741-746). In another study, Manikandan and Gopalakrishnan (2017: 107-114) showed the existing significant correlation between conflict management styles and burn out. They concluded that age influences the conflict management methods, burnout and emotional intelligence of workers. On the other hand, there is no relationship examined between not only emotional intelligence-burnout but also emotional intelligence-conflict management styles (Manikandan and Gopalakrishnan, 2017: 107-114).

Focusing on job responsibilities rather than conflicts, raises the overall efficiency of the organization (Ghazliyar and Borghei, 2015: 741-746). Employees showing BS may suffer from a heavy workload, emotional tiredness, unsuccessful accomplishments and cynical attitudes. Working more in the workplace, being emotionally collapsed, exposing to negative behaviors and lack of competence increases the likelihood of conflicts among individuals at the workplace. These jobholders can reckon that managers and organization have not supported and conducted them justly even with BS. Those bad, pessimistic ideas can produce

unwelcoming, inappropriate and rigid attitudes against other workers and managers that cause conflicts (Nawaz and Gomes, 2020: 15-22).

Another research result reported that there is an adverse interaction with all the components of BS and job satisfaction whilst the solution-oriented conflict management style has an adverse strong relationship with the emotional exhaustion dimension of BS (Safi et al., 2016: 266-274). Beebe (2007: 257-275) examined the concepts of role, tenure, BS and CM methods. The findings indicated that role experience decreases perceived burnout and, in this case, a collaborative CM has been observed in organizations.

Brauchli et al. (2011: 165-174) argued that conflicts are strongly associated with burnout. Their findings highlighted that conflict is a significant predictor of burnout and appropriate intervention strategies for diminishing conflict can also mitigate BS. In other words, the more conflicts occur in the organization the more workforces have burnout symptoms. The findings of van Dierendonck and Mevissen's (2002: 345-355) highlighted that the relationship of aggressive behavior of customers and professional efficacy was qualified by forcing and avoiding conflict management behaviors which are identified to be connected with all aspects of BS.

In another study, Mehrad et al. (2014: 2-3) searched the impact of CM methods on BS of managers and stated that there is a positive interaction among CM and BS at the workplace. On account of reducing the stress levels of employees, convenient CM styles lead to a reduction in BS. Similarly, Teodora and Constantin (2016: 29-42) explored strong relationships among workplace conflicts, organizational support, burnout and organizational justice. They argued that as the levels of organizational support and organizational justice decrease, conflicts and BS increase. The results provided a considerable link between high scores of BS and workplace conflicts. In addition, CM mediates the relationship between BS and organizational climate (Teodora and Constantin, 2016). Accordingly, the hypotheses were defined as follows:

H1: Burnout syndrome expressively affects conflict management, [Main Hypothesis]

H2: Burnout syndrome expressively affects the compromising sub-dimension of conflict management,

H3: Burnout syndrome expressively affects the competing sub-dimension of conflict management,

H4: Burnout syndrome expressively affects the avoiding sub-dimension of conflict management.

These results have crucial practical implications, considering both dysfunctional CM and BS can have negative impacts on individuals and the whole organization. Additionally, CM and BS can be affected by demographic factors, too (Nawaz and Gomes, 2020: 15-22; Rahim, 2017: 201-212). Working Years' and Number of Direct Reports' moderator effect can be expected on the basis of the author's own predictions, align with his 22 years of professional work life experience as a

manager. Furthermore, there is a need in the literature to show that these demographic variables can affect the relationship between BS and CM, particularly at developing countries' international subsidiary companies as well. Accordingly, this structure has been included in the research model, predicting that Working Years and Number of Direct Reports can have moderator effect on the link among BS and CM. Respectively, the relevant hypotheses predict that:

H5: The moderator variable working years expressively effects the relationship between burnout syndrome and conflict management,

H6: The moderator variable number of direct reports expressively affects the relationship between burnout syndrome and conflict management.

H7: The demographic variable number of children expressively affects conflict management,

H8: The demographic variable management level expressively affects conflict management,

H9: The demographic variable working years expressively affects conflict management,

H10: The demographic variable number of direct reports expressively affects conflict management.

H11: The demographic control variables and BS, together expressively affect the CM.

2. METHODOLOGY

Eleven hypotheses were analyzed in this cross-sectional, exploratory and descriptive area survey. The main hypothesis argues the link among BS and CM techniques of the workforce. Rest of the hypotheses consists of moderator variables, sub-dimensions of CM and control variables. The hypotheses were tested using separate simple (one dependent variable: H1, H2, H3, H4, H7, H8, H9 and H10), multiple (two dependent variables: H5 and H6) and hierarchical regression analysis (three independent variables: H11) methods respectively for getting the most accurate outcomes with healthier evaluation. PLS-SEM analysis found to provide less contradictory results than regression analysis for mediator effects (Ramli et al., 2018). However, since this research studies moderating effect, regression tests have been preferred.

2.1. Sample, Population and Research Application

The population is composed of first-line managers of Turkey based international subsidiary companies (ISC). The outcomes are derived for all the 1,700 first-line managers of ISC in Turkey. Practice population of the research was restricted not only to the Marmara region but also management title. On account of having high representation ability, top fifteen ISC in terms of the number of workers was selected. Subsequently, the data had been collected in 2019 from four different cities by questionnaire method, with the consent of randomly selected volunteer participants.

First-line managers were contacted face to face, via e-mail and phone for explaining them the aim and the scope of the survey. Of the 332 first-line managers contacted, 312 agreed to participate, 305 answered the whole questionnaire and a total of 300 (96%) surveys returned. There have been no outliers determined and deleted from the data set. The characteristics of the survey's sample are given under the sub-title of descriptive statistics.

The sample population was concluded as 300 at 95% confidence level and the power analysis score was calculated to be high as 88%, demonstrating that the sample volume is robust enough (Osse an Online Sample Size Estimator, 2017). In terms of factor analysis, for each item included in the questionnaires, 15 attendants can validate the results (Şencan, 2005). The number 300, which is selected as the sample size, is consistent with the number required when considering the number of items per questionnaire.

2.2. Measurement Instruments

The measurement tool is made up of eight demographic questions and two different scales. The individual demographic questionnaire consists of five items whilst the organizational has one. Between demographic factors, "Number of Children, Management Level, Working Years, and Number of Direct Reports" are defined as control variables. Apart from basic demographic factors like gender and age, these demographic variables can also be relevant as they may affect stress level and exhaustion. For preventing any possible common method variance, items were randomly scattered and reverse scored negative items were added to scales (Craighead et al., 2011: 578-588).

The first scale is the "Copenhagen Burnout Inventory-CBI", which had been brought to literacy by Kristensen et al. (2005: 192-207) and adapted to Turkish by Deliorman et al. (2009: 77-98). The CBI consists of 3 dimensions and 19 questions: Client-related (6 questions), Work-related (7 questions) and Personal (6 questions).

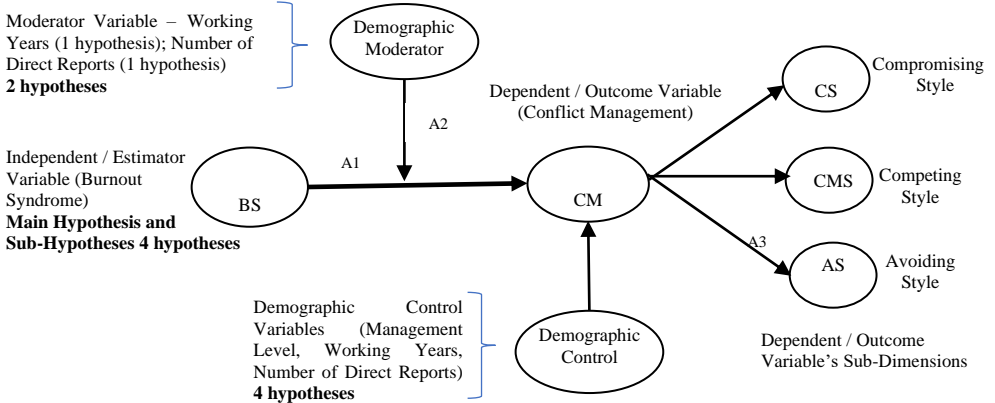
Next measurement scale is Rahim's (1983) "Conflict Management Scale". On account of having insufficient number of items in some dimensions, six new items were added to this original scale by the researcher. The second scale was translated to Turkish by way of "forward and backward" adaptation method. Within the framework of face validity, the correctness of the translations of the sentences in the scales, their suitability to the subject, their intelligibility, whether there is a grammar mistake were checked and it was ensured that they did not contain technical concepts. It was also evaluated by academicians and pilot study participants. For the newly added items to the scales, the opinions and referees of five professionals were sought. In this framework, common initial starting sentences were added to the scale, items were randomly distributed, excessive expressions were softened and corrected. Eventually, the CM scale consists of 5 dimensions and 31 questions: Competing (6 questions), Avoiding (6 questions), Collaborating (7 questions), Compromising (6 questions) and Accommodating (6 questions).

While responding to the items, there is a risk of highlighting generally accepted tendencies instead of individual preferences in order to hide their weak sides. Name and signature fields are not included in the scales in order to eliminate this negative situation that may distort the research results. In addition, expressions describing direct behaviors were added to the measurement tools instead of the attitudes and thoughts liked by the society. The measurement tools' validity, reliability and dimensionality initial tests were performed via the pilot survey of 75 volunteers. Both scales have reverse scored negative items as well and all items were scored by the five-point Likert scale, accompanying answer alternatives varying from 5 = 'strongly agree' to 1 = 'strongly disagree'.

2.3. Research Model

The effect of BS on CM & CM's sub-dimensions had been tested separately. Since two dimensions of conflict management dropped after the measurement, its remaining three sub-dimensions were tested in separate regression analyses for avoiding any possible confusion and for getting healthier results. Furthermore, the moderator influence of the demographic variables on the connection among BS and CM was also investigated (see Figure 1). There are nine variables used in the present paper. BS is the predictor variable, CM and its sub-dimensions (Compromising, Competing, Avoiding) had been taken as the dependent variable. Working Years and Number of Direct Reports are both control and moderator variables whilst Number of Children and Management Level were chosen to be other demographic control variables for the purpose of filling the literature gap regarding the developing countries' international subsidiary companies.

Figure 1: Research Model



Firstly (A1), BS was selected to be the predictor variable, whilst CM and sub-dimensions had been determined in the role of dependent variable. Secondly (A2), Working Years and Number of Direct Reports demographic factors were defined as not only control but also moderator variables along with its effect on the correlation among BS and CM has been analyzed by multiple regression analysis. Finally, (A3)

demographic control variables were converted to dummy variables and their relevant hypotheses were tested by using hierarchical regression analysis.

3. RESULTS

In this section the outcomes of the survey are submitted: Descriptive statistics, analyses of dimensionality, reliability and validity and hypothesis testing outcomes.

3.1. Descriptive Statistics

The individual demographic variables showed that 45% of the participants aged between 30-40 years, 80% have minimum one child, 66% have more than 10 years of work experience, 61% have a number of 1-4 direct reports and in terms of the organizational demographic variable, 60% of the companies have more than number of 101 employees. Box plots were constructed for the average scores of BS and CM in terms of demographic moderator variables of Working Years and Number of Direct Reports (Figure 2, Figure 3, Figure 4 and Figure 5). Hereof, average scores of BS have been calculated to be higher at the range of 16-20 Working Years and Number of 10-14 Direct Reports, while there is no significant difference at other scales. Furthermore, the average scores of CM do not differ for Working Years and Number of Direct Reports factors.

Figure 2: Plot of Means of BS for Working Years

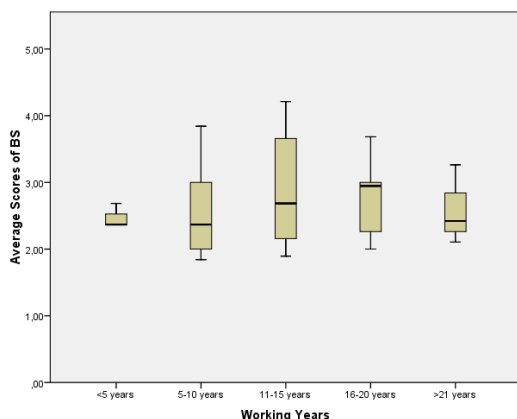


Figure 3: Plot of Means of BS for Number of Direct Reports

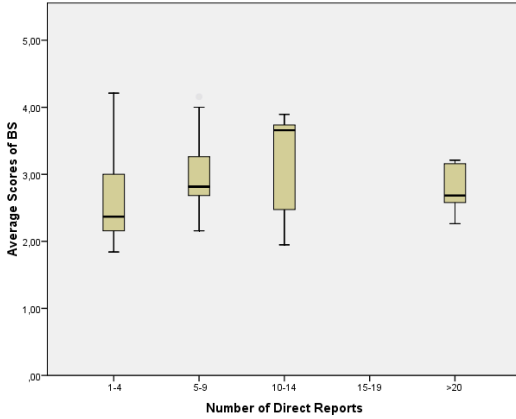


Figure 4: Plot of Means of CM for Working Years

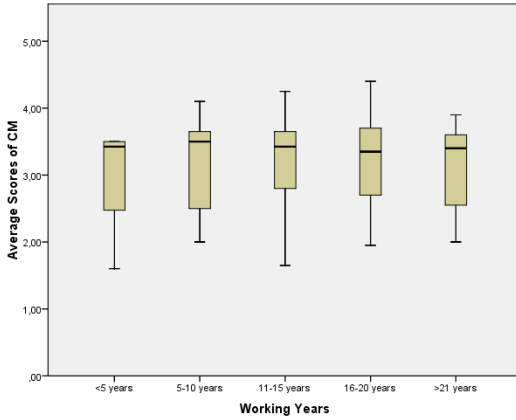
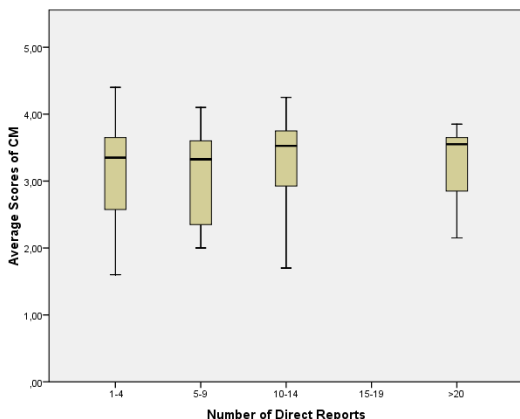


Figure 5: Plot of Means of CM for Number of Direct Reports



3.2. Dimensionality, Reliability, and Validity Analyses

For producing the questionnaire's factor structures, an experimental pilot research has been performed by 75 volunteer attendants. At the next phase, the dimensionality and the factors were constructed by using exploratory factor analyses. For this purpose, the ultimate main research findings were uploaded to FACTOR statistics software and <0.40 valued variables and/or overlapping valued ones with other variables <0.20 , were eliminated from the scale (Cohen and Swerdlik, 2005). Accordingly, Collaborating and Accommodating sub-dimensions of CM dropped and excluded not only from the model but also the hypotheses as well. The merit of the results is highly subject to the validity of the scales, the degree to which it actually measures what it is engaged to evaluate (Marczyk, et al., 2005). In terms of face validity, translations of the CM scale and adapted version of the BS scale was reviewed by five specialists regarding clarity, precision and suitability. Next, "Content validity" was attained where the items were controlled by five expert volunteers. Lawshe's (1975: 563-575) Content Validity Ratio (CVR) was computed as 0.98, indicating high content validity of the scales.

In the framework of construct validity nomological validity, the confirmatory factor analysis (CFA) and explanatory factor analysis (EFA) had been run respectively (Zumbo and Chan, 2014; Kane, 2006: 17-64). CFA affirms the affinity between data and models. The correlations among conceptual structures were searched for testing the nomological validity (Trochim, 2004: 47-60).

Results displayed a positive relationship between Client Related and BS ($r = 0.772$), Work Related and BS ($r = 0.891$), Personal and BS ($r = 0.890$), Client Related and Work Related ($r = 0.476$), Personal and Client Related ($r = 0.603$), Personal and Work Related ($r = 0.704$), Avoiding and CM ($r = 0.858$), Compromising and CM ($r = 0.932$), Compromising and Avoiding ($r = 0.743$) and a negative link among Competing and CM ($r = -0.606$), Compromising and Competing ($r = -0.736$),

Competing and Avoiding ($r = -0.760$). From these findings it was accepted that both inventories have nomological validity. For the CBI, the EFA outcome has been 0.83 (good) at Kaiser-Meyer-Olkin (KMO) test, although the Bartlett score had been calculated to be significant ($X^2 = 4438.7$; $p < 0.00001$). Regarding the CM questionnaire, the EFA outcome has been 0.96 (very good) in KMO, while the Bartlett score is good ($X^2 = 6294$; $p < 0.00001$; Balcı, 2013: 855-870; Sevim, 2012: 927-937). As a result, two scales' overall data is acknowledged as suitable for factor deducting. For confirming the factorial structure of the questionnaires, CFA method was applied in the last step of construct validity. In this regard, convergent & discriminant validity and goodness of fit statistics were examined by using AMOS software with suggested values.

Table 1: Goodness of Fit Statistics of the CFA Model of BS and CM

Goodness of Fit Scales	Suggested Value	BS Value	Calculated Value	CM Value	Calculated Value
Chi - square/Degrees of freedom (χ^2/df)	≤ 5.00	4.878		3.842	
CFI (<i>Comparative Fit Index</i>)	≥ 0.90	0.913		0.924	
AGFI (<i>Adjusted Goodness of Fit Index</i>)	≥ 0.80	0.729		0.760	
GFI (<i>Goodness of Fit Index</i>)	≥ 0.85	0.816		0.808	
RMSEA (<i>Root Mean Square Residual</i>)	≤ 0.10	0.087		0.098	

Source: Yılmaz and Şencan, 2018

The Chi-square/Degrees of Freedom benchmark is accurate for the scales (BS $\chi^2/df = 4.878$; CM $\chi^2/df = 3.842 \leq 5$). Comparative Fit Index (CFI) values are higher than 0.90, Adjusted Goodness of Fit Index (AGFI) values are below 0.80, Goodness of Fit Index (GFI) scores exceed 0.80 and Root Mean Square Residual (RMSEA) scores are less than 0.10 (Yılmaz and Şencan, 2018: 123). The goodness of fit statistics affirms a good model-data fit in the measurement tools (see Table 1).

Next, Composite Reliability (CR), Average Variance Extracted (AVE) and Indicator Reliability (IR) scores were calculated in terms of convergent validity (see Table 2 and Table 3). BS and CM's standard factor loads totally exceed 0.70. Consequently, convergent validity was acknowledged (CR > 0.70, AVE > 0.50, IR > 0.70).

In terms of confirmatory factor analysis, the AVE values of factors were checked by their correlation ratios with other factors. The findings pointed out discriminant validity, seeing lower correlation scores considering with AVE for the conceptual constructs (see Table 2 and Table 3). At the end of validity analysis, both BS and CM have three dimensions with 19 and 20 items respectively.

Table 2: AVE, Correlation Coefficient and CR Scores of BS

Dimensions	# of Items	CR	IR	(AVE)	Correlation Coefficients		
					Client Related	Work Related	Personal
Client Related	6	0.986	0.762	0.585			
Work Related	7	0.987	0.751	0.569	0.517		
Personal	6	0.988	0.785	0.624	0.550	0.607	

Table 3: AVE, Correlation Coefficient and CR Scores of CM

Dimensions	# of Items	CR	IR	(AVE)	Correlation Coefficients		
					Compromising	Competing	Avoiding
Compromising	9	0.995	0.876	0.768			
Competing	5	0.983	0.802	0.648	-0.800		
Avoiding	6	0.988	0.840	0.707	0.753	-0.806	

The correlation between the six items of Client Related (BS) ranges from 0.35 to 0.63 (the average of the inter-item correlation $[\bar{r}] = 0.53$), regarding 7 items of Work Related (BS) it is 0.32-0.78 ($\bar{r} = 0.56$), for the 6 items of Personal (BS) 0.34-0.79 ($\bar{r} = 0.61$), for the 9 items of Compromising (CM) 0.33-0.79 ($\bar{r} = 0.60$), for 5 items of Competing 0.53-0.80 ($\bar{r} = 0.73$) and finally for the 6 items of Avoiding (CM) 0.59-0.75 ($\bar{r} = 0.67$). The correlations among BS's even and odd items are 0.88 and 0.86 for CM's, showing that Split-half reliability has been attained. McDonald's omega and Cronbach's alpha coefficients should exceed 0.70 (Spector et al., 2015: 9-31; Whitley and Kite, 2013:778-813). SPSS and FACTOR software offered that reliability of all the dimensions of the two conceptual structures are above the threshold, indicating that scales are strongly reliable ($\alpha \geq 0.70$; see Table 4). In addition, small improvement observed in the Cronbach alpha values when items were erased. These reliability analyses revealed that both of the scales are reliable.

Table 4: Reliability Analysis Results

Dimensions	Number of Items	N	SPSS 17 Cronbach's Alpha	Factor 10.3 Cronbach's Alpha	McDonald's Omega
BS	19	300	0.89	0.91	0.92
Client Related	6	300	0.90	0.92	0.93
Work Related	7	300	0.85	0.85	0.87
Personal	6	300	0.88	0.89	0.90
CM	20	300	0.84	0.96	0.97
Compromising	9	300	0.86	0.95	0.96
Competing	5	300	0.78	0.98	0.97
Avoiding	6	300	0.80	0.96	0.95

AMOS software was used for common method variance analysis. In this framework all the ways extending from the conceptual structures' variables to the common latent factor, were equally restricted and the value of the common latent factor was entered as 1. Unweighted Least Squares method which does not require any distribution prerequisites, was preferred as parameter estimation (McDonald, 1982: 379-396). The obtained standardized factor loads were compared with the standard factor loads of the confirmatory factor analysis which was performed before the common latent factor calculation. If the difference between the variables is greater than 0.20 it is assumed that these items are under the influence of common method variance (Kline, 2005: 104-106). Since the standard factor loadings with and without common latent factor remained below 0.20, it was found that the data were not subject to the common method variance.

3.3. Hypothesis Testing Results

The model conformed to the assumptions of linear regression that empowers us to generalize the outcomes. At first, the main hypothesis and its sub-hypotheses had been analyzed. Next, the moderator effects of Working Years (WY) and Number of Direct Reports (NR) demographic variables have been investigated. Finally, the influence of demographic variables was analyzed.

Linear regression tests indicated that the estimated variable BS demonstrates 27% of the variance in CM scores ($R^2 = 0.271$). As a result, the main hypothesis H1 was accepted, suggesting that BS is controlling CM. Regarding the CM's sub-dimensions, BS demonstrates 22% of the variance in Compromising ($R^2 = 0.225$), 26% of Competing ($R^2 = 0.261$) and 31% of Avoiding ($R^2 = 0.314$). These results showed that BS is an effective factor of not only CM but also its sub-dimensions, too (H2, H3 and H4 are accepted).

Next, the moderator effect of demographic variables was investigated by using multiple regression, applying the three steps of moderated regression analysis. Before that Working Years and Number of Direct Reports turned into dummy variables. Results indicated that WY and NR affect the relationship between BS and CM. They were accepted to have moderator effect because R^2 in the first model changed from 0.271 to 0.321 ($\Delta R^2 = 0.05$; $p = 0.000 < 0.05$) and 0.271 to 0.289 ($\Delta R^2 = 0.018$; $p = 0.002 < 0.05$) in the second model, respectively (H5 and H6 were accepted). The moderator effect size was measured by Hayes's (2017) PROCESS tool.

The outcomes identified the interaction effect between WY-BS and NR-BS. In other words, the extent of accord among BS-CM is influenced by not only WY but also NR. As the BS scores of the first-line managers having <10 working years' experience decrease, CM scores increase. In the same way, as the BS scores of first-line managers having >9 direct reports increase, CM scores decrease. However, for WY >10 and/or NR <9, higher BS rates are unsuccessful to influence CM rates considerably.

Eventually, the control variables' possible effects were examined via using hierarchical regression. By the contribution of the control demographic variables, the R² value increased from 27% to 37% (H11 was accepted). Within the four demographic variables, Working Years ($\beta = 0.211$), Number of Direct Reports ($\beta = 0.127$) and Management Level (ML; $\beta = 0.177$) make a significant contribution to the model whilst Number of Children (NC; $\beta = 0.013$) didn't and therefore was erased from the measurement model. In this regard, H8, H9, H10 and H11 were accepted and contrary to expectations H7 was rejected. Thus, it has been suggested that the BS-CM relationship model becomes more significant with the addition of WY, NR and ML demographic control variables.

4. DISCUSSION

Burnout syndrome of employees and their conflict management methods have been crucial and imperative for the sustainable, contemporary working environment. Accordingly, this research tried to reveal the relationship between BS-CM and whether WY, NR, ML and NC variables affect this structure or not. Among 11 hypotheses, only H7 hypothesis failed in rejecting the null hypothesis. The main and sub-hypotheses explored a significant interaction between BS-CM and BS-CM's sub-dimensions, complying with the research literature (Manikandan and Gopalakrishnan, 2017: 107-114; Brauchli et al., 2011: 165-174; Mehrad et al., 2014: 2-3). Outcomes suggest that BS, WY, NR, ML and NC factors are critical for a successful CM and worth to be considered by organizations. This study raises the following findings (a) First-line managers' BS scores effects the rates of effectively managing the conflicts with their superiors, (b) The low level of BS enables first-line managers to manage conflicts with their superiors successfully, not only by Compromising but also by Competing and Avoiding dimensions of CM as well, (c) As the working experience goes down from 10 years, having lower level of BS boost the probability of managing the conflicts well between first-line managers and their superiors, (d) As the first-line managers' number of direct reports is greater than 9, having higher level of BS decreases the scores of CM, (e) At the time that the Management Level, Working Years and Number of Directs Reports factors to change separately or jointly, the possibility of managing the conflicts also changes, (f) When the Number of Children factor change, the capability of managing the conflicts effectively among first-line managers and their senior managers does not alter necessarily, (g) While the Working Years goes up from 10, and/or the Number of Directs Reports is less than 9, higher BS scores fail to effect CM scores significantly. As predicted, the findings are fairly consistent with the previous empirical studies (İslamoglu et al., 2008: 107-140; Beebe, 2007: 257-275).

Consequently, similar to other surveys it has been observed that burnout and conflict can emerge at all phases of social and working life. Their effect on organizations directly depends on how they are managed (Brauchli et al., 2011: 165-174). The study at hands again confirms the literature such as that low BS scores make it possible for first-line managers to manage their conflicts successfully with superiors

(Mehrad et al., 2014: 2-3). Within this scope, the following actions are recommended to organizations for avoiding BS: assigning less than 9 direct reports to managers, providing new job positions and roles to employees having longer than 10 years of working experience, helping work-life balance, reducing workload, stress level and emotional exhaustion, supporting social facilities and teamwork, building trust, avoiding psychological contract violations, encouraging effective leadership, increasing job satisfaction by open communication, being fair, involving others in decisions and by allocating achievable relevant targets.

CONCLUSION

Markets are becoming more competitive which makes it vital for the organizations to increase their employees' and managers' performances, bringing sustainable productivity and effectiveness. Accordingly, firms should appreciate the importance of burnout, conflict management and their effect on sustainability. This research assists companies better perceive the relationship among BS, CM and demographic factors. Companies need to monitor regularly their first-line managers' burnout levels while ensuring that conflicts are managed well.

This study will make organizations aware of the BS and demographic factors for managing conflicts successfully, particularly at international firms. By the help of this research, organizations can understand the requirement to decrease the burnout level for managing the conflicts successfully with superiors. Additionally, since Management Level, Working Years, Number of Directs Reports and Number of Children demographic factors influence this relationship, organizations are advised to assess their first-line managers individually and separately while recruiting and afterwards. Organizations should consider to assign less than 9 direct reports to their managers and pay special attention to their staff having longer than 10 years of working experience. To sum up, taking measures for decreasing burnout level and managing the conflicts successfully at organizations is the ultimate managerial implication of this paper.

Recently, there has been an increasing focus on CM and BS empirical studies in the literature. The present survey shows relevance to past studies, which supports its findings. Moderator effects of demographic variables added value to the study and mediator effect of other variables should be explored in the same way. Although the findings are encouraging, it has been also advised to (a) Expand the population by involving more companies in different sectors, (b) Spend more time and effort on pilot survey, (c) Prevent common method variance by adding an irrelevant marker variable at the beginning of the study (d) Eliminate the influence of the "social desirability bias" (e) Use reverse scored items in scales.

Results of this research are valid within the following constraints: (a) Data collected from first-line managers of international subsidiary companies, operating in Turkey. Nevertheless, findings may differ at other firms and titles, (b) Although measures are taken to avoid social desirability bias effect, there is a possibility of affection, (c)

The subject of this survey is sensitive. In this regard, there is a risk that participants did not answer the questionnaire.

DEMOGRAFİK DEĞİŞKENLERİN TÜKENMİŞLİK SENDROMU İLE ÇATIŞMALARIN YÖNETİMİ ARASINDAKİ İLİŞKİ ÜZERİNDEKİ MODERATÖR ETKİSİ

1. GİRİŞ

Son yıllarda tükenmişlik sendromu ve çatışma yönetimi, örgütlerin yaşam yolculuğunun önemli parametreleri olarak kabul edilmişlerdir. Örgütün sürdürülebilirliği, başarısı, dayanıklılığı, etkinliği ve verimliliği, hem çalışanların hem de yöneticilerin performanslarına bağlıdır. Bu nedenle, tükenmişlik sendromu sergileyen işgücünün çatışma yönetim biçimlerini incelemek önemli ve gereklidir. Tükenmişlik sendromu ve çatışma yönetimi ile ilgili yapılan literatür araştırmasında, bu kavramları etkileyen çok sayıda ortak değişkenin varlığı ve de ilişki içerisinde oldukları tespit edilmiştir.

Bazı ilk kademe yöneticilerin üst düzey yöneticileriyle olan çatışmaları doğru bir şekilde yöneterek işletmeye değer katabildikleri, diğerlerinin ise başarısız ve/veya mutsuz oldukları gözlemlenmektedir. Bunun nedeni, yüksek düzeyde tükenmişlik düzeyine sahip olmaları ve/veya kurumlarında olumsuz davranışlar sergilemeleri olabilir. Bu çalışma, çatışma yönetimi ve tükenmişlik sendromu sorunlarıyla karşılaşan kuruluşlara yeni bir vizyon kazandırmayı amaçlamaktadır. Bu çerçevede, uluslararası yan kuruluş çalışanlarının tükenmişlik düzeylerinin çatışma yönetim tarzları üzerindeki olası etkileri incelenmiştir. Araştırmanın ikinci odak noktası ise demografik değişkenlerin bu ilişki üzerindeki olası etkileridir.

Bu çalışma, ilk kademe yöneticilerinin yaşadıkları tükenmişlik sendromu ile tercih ettikleri çatışma yönetim tarzları arasındaki ilişkinin belirlenmesi bakımından önemlidir, ayrıca örgütlere çalışanlarını ilk işe alırken nelere dikkat etmeleri gerektiği ve sonrasında onları nasıl yönetecekleri konusunda da fikir vermektedir. Bu durum, işletmelerin yoğun rekabete ayak uydurabilmeleri ve performanslarını sürekli yüksek tutarak hayatta kalabilmeleri bakımından gereklidir. Buna ek olarak mevcut araştırma, gelişmekte olan bir ülkede (Türkiye özelinde) faaliyet gösteren uluslararası yan kuruluşlarda çalışan ilk kademe yöneticilerin tükenmişlik sendromu ve çatışma yönetim biçimleri ilişkisinde, kıdem ile bağlı çalışan sayısı demografik değişkenlerinin moderatör rolünü inceleyen tek çalışmadır.

2. YÖNTEM

Çalışma kesitsel nicel araştırma niteliğindedir. Bir temel hipotez ve onunla ilgili on altı hipotezler sırasıyla basit, çoklu ve hiyerarşik regresyon analiz yöntemleri kullanılarak test edilmiştir. Araştırmanın temel hipotezi, tükenmişlik sendromunun çatışma yönetim biçimlerini etkilediği şeklinde belirlenmiştir. Alt hipotezler ise moderatör değişkenler, kontrol değişkenleri ve çatışma yönetim biçimlerinin alt

boyutlarıyla ilgilidir. Tükenmişlik sendromunun çatışma yönetiminin alt boyutlarından hangisinin üzerinde daha fazla etkili olduğu araştırılmıştır. Moderatör etki incelemesinde ise, demografik değişkenlerden kıdem ve bağlı çalışan sayısı faktörlerinin tükenmiş sendromu ve çatışma yönetimi ilişkisi üzerindeki etkilerine bakılmıştır.

Çalışmada Türkiye’de faaliyet gösteren yabancı şirketlerin ilk basamak yöneticileri araştırma evreni olarak kabul edilmiş, sonuçlar bin yediyüz ilk kademe yöneticisi olan uluslararası şirketler için genellenmiş ve pratik ana kütlesi Marmara bölgesi ile sınırlandırılmıştır. Temsil yeteneğinin yüksek olması sebebiyle çalışan sayısı bakımından ilk onbeş içerisinde yer alan şirketler seçilmiştir. Veriler dört farklı şehirde, anket toplama yöntemiyle tesadüfi olarak seçilen gönüllü katılımcılardan elde edilmiştir. Toplanan üç yüz anketin örnek kütlede %95 güvenilirlik seviyesinde yapılan güç analizi testinde %88 değeri elde edilmiştir (Osse an Online Sample Size Estimator, 2017).

Ölçme aracı sekiz demografik soru ve iki farklı ölçekten oluşmaktadır. Demografik faktörler arasında “çocuk sayısı, yönetim düzeyi, kıdem ve bağlı çalışan sayısı” kontrol değişkenleri olarak tanımlanmıştır. Olası bir ortak yöntem varyansını önlemek için maddeler rastgele dağılmış ve ölçeklere ters puanlanan olumsuz maddeler eklenmiştir. İlk ölçek, Kristensen et al. (2005: 192-207) tarafından geliştirilen 19 sorudan oluşan "Kopenhag Tükenmişlik Envanteri-CBI" dir ve Deliorman et al. (2009: 77-98) tarafından Türkçe'ye uyarlanmıştır. İkinci ölçek olarak Rahim'in (1983) "Çatışma Yönetimi Ölçeği" kullanılmıştır. Yeni maddeler eklendikten sonra 31 maddeden oluşan bu ölçek “ileriye ve geriye” uyarlama yöntemiyle Türkçe'ye çevrilmiştir.

3. BULGULAR

SPSS ve FACTOR yazılımları üzerinden yapılan analizlerde her iki kavramsal yapıya ait ölçeklerin geçerliliği ve de güvenilirliği tesis edilmiştir. Basit doğrusal regresyon testi tükenmişlik sendromunun çatışma yönetimini %27 ($R^2 = 0.271$; H1 Kabul), uyumlaştırma boyutunu %22 (H2 Kabul), baskın çıkma boyutunu %26 (H3 Kabul) ve çekinik kalma boyunu %31 (H4 Kabul) oranında açıkladığını ortaya koymuştur.

İkinci aşamada yapılan çoklu doğrusal regresyon analizi sonuçları kıdem ($\Delta R^2 = 0.05$; $p = 0.000 < 0.05$) ve bağlı çalışan sayısı ($\Delta R^2 = 0.018$; $p = 0.002 < 0.05$) değişkenlerinin tükenmişlik ve çatışma yönetimi ilişkisi üzerinde moderatör etkilerinin olduğunu göstermiştir (H5 ve H6 Kabul).

Son olarak, demografik değişkenler kontrol amaçlı olarak kullanılarak etkileri “hiyerarşik regresyon” analizi ile sınanmış ve R^2 'nin %27'den %37'ye yükseldiği (H11 Kabul) belirlenmiştir. Dört demografik değişken arasında kıdem ($\beta = 0.211$), bağlı çalışan sayısı ($\beta = 0.127$) ve yönetim düzeyi ($\beta = 0.177$) faktörlerinin modele anlamlı düzeyde katkı yaptıkları tespit edilmiştir (H8, H9 ve H10 Kabul). Çocuk

sayısı ($\beta = 0.013$) değişkeni ise etkisinin çok düşük olması sebebiyle modelden çıkarılmıştır (H7 Red).

4. TARTIŞMA

Ana ve alt hipotezler, araştırma literatürüne uygun olarak tükenmişlik sendromu-çatışma yönetimi ile alt boyutları arasında anlamlı bir etkileşim olduğunu göstermiştir (Manikandan ve Gopalakrishnan, 2017: 107-114; Brauchli et al., 2011: 165-174; Mehrad et al., 2014: 2-3). Sonuçlar, tükenmişlik sendromu, kıdem, bağlı çalışan sayısı, yönetim düzeyi ve çocuk sayısı faktörlerinin başarılı bir çatışma yönetimi için kritik olduğunu göstermektedir: (a) Birinci kademe yöneticilerin tükenmişlik puanları, üstleriyle olan çatışmaları etkin bir şekilde yönetme oranlarını etkiler, (b) Düşük düzeydeki tükenmişlik, ilk kademe yöneticilerin üstleriyle olan çatışmaları başarılı bir şekilde yönetmelerini tüm alt boyutlarda sağlar, (c) Kıdem 10 yıldan daha aşağıya indiğinde, daha düşük BS seviyesine sahip olmak, ilk kademe yöneticiler ve üstleri arasındaki çatışmaların iyi yönetilmesi olasılığını artırır, (d) İlk kademe yöneticilerin bağlı çalışan sayısı 9'dan fazla olduğunda, daha yüksek tükenmişlik düzeyine sahip olmak çatışma yönetimi puanlarını düşürür, (e) Yönetim düzeyi, kıdem ve bağlı çalışan sayısı faktörleri ayrı ayrı veya ortaklaşa değiştiğinde, çatışmaları başarıyla yönetebilme olasılığı da değişir, (f) Çocuk sayısı faktörü değiştiğinde, ilk kademe yöneticiler ile üst yöneticileri arasındaki çatışmaları etkin bir şekilde yönetebilme olasılığı değişir. (g) Kıdem 10'dan yüksekse ve/veya bağlı çalışan sayısı 9'dan az iken, daha yüksek tükenmişlik puanlarına sahip olunması çatışma yönetimini önemli ölçüde etkilemez.

SONUÇ

Örgütler tükenmişlik sendromu ve çatışma yönetiminin önemini ve bunların sürdürülebilirlik üzerindeki etkisini dikkate almalıdır. Bu araştırma şirketlerin tükenmişlik sendromu, çatışma yönetimi ve demografik faktörler arasındaki ilişkinin daha iyi algılamasına yardımcı olmaktadır. Şirketler, çatışmaların iyi yönetilmesini sağlarken aynı zamanda çalışanlarının tükenmişlik düzeylerini de düzenli olarak izlemelidir. Bu araştırma sayesinde kurumlar, üstleriyle olan çatışmaları başarılı bir şekilde yönetmek için çalışanların tükenmişlik düzeylerinin düşürülmesinin gerekliliğini anlayabilirler. Ek olarak, demografik faktörler de bu ilişkiyi etkilediğinden, işletmelerin ilk kademe yöneticilerini işe alırken ve sonrasında bireysel olarak ayrı ayrı değerlendirmeleri önerilmektedir. Özetle, örgütlerde tükenmişliği azaltmak ve çatışmaları başarılı bir şekilde yönetmek için önlemler almak bu makalenin nihai yönetsel çıkarımıdır.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA / EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
% 100 Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikirini oluşturmak / <i>Form the research hypothesis or idea</i>	Hakan YILMAZ
% 100 Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Hakan YILMAZ
% 100 Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlemek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Hakan YILMAZ
% 100 Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Hakan YILMAZ
% 100 Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Hakan YILMAZ