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THE EFFECT OF WORKAHOLISM AND WORK-FAMILY CONFLICT ON BURNOUT IN HOSPITALITY ENTERPRISES

Abstract

The aim of this researchis to measure hotel employees' perception of workaholism and work-family conflict, and the relationship between this perception and burn-out. With this aim; a four sectioned survey has been implied to 235 mid-level and senior managers chosen by Convenient Sampling Method from 4 and 5 star hotels located different areas of Istanbul. The first section of the survey includes socio-demografic questions; the second section includes Workaholism Questionnaire developed by Spence and Robbins (1992) in order to measure the workaholism level. The third section includes the Work-Family Conflict Questionnaire developed by Netemeyer, Boles and McMurrian (1996) in order to measure work-family conflict levels, and the fourth section includes the Maslach Burn-out Questionnaire developed by Maslach and Jackson (1981) in order to measure burn-out levels of the employees. In the research; frequency analysis, reliability test, and regression analysis for determining the relationship between workaholism, work-family conflict and burn-out have been used. According to the findings, it has been found that hotel employees' work-family conflict levels increase as their workaholism levels increase and their burn-out levels increase as their work-family conflict levels increase.

In addition, it has been concluded that employees' workaholism and work-family conflict levels are effective on their burn-out levels.

Keywords: workaholism, work-family conflict, burnout, tourism

KONAKLAMA İŞLETMELERİNDE İŞKOLİKLİK VE İŞ-AİLE ÇATIŞMASININ TÜKENMİŞLİK ÜZERİNDEKİ ETKİSİ

Öz

Bu çalışmada turizm işletmelerinde çalışan bireylerin işkoliklik ve iş-aile çatışmasını nasıl algıladıkları ve bu algıların tükenmişlik düzeyleri ile ilişkisini ölçmek amaçlanmıştır. İstanbul'un farklı bölgelerinden kolayda örnekleme yöntemi ile belirlenen 4 ve 5 yıldızlı otellerde çalışan orta ve üst düzey 235 otel yöneticisine yüz yüze anket uygulanmıştır. Dört bölümden oluşan anketin ilk bölümünde; sosyo-demografik özelliklere ilişkin sorular, ikinci bölümünde katılımcıların işkoliklik düzeyini ölçmek amacıyla Spence ve Robbins'in (1992) geliştirdiği İşkoliklik Ölçeği, üçüncü bölümde katılımcıların iş-aile çatışmasını ölçmek için Netemeyer, Boles ve Mc Murrian (1996) tarafından oluşturulan çevrilen İş-Aile Çatışması Ölçeği ve son bölümde ise katılımcıların tükenmişlik düzeylerini ölçmek amacıyla Maslach ve Jackson (1981) tarafından geliştirilen Maslach Tükenmişlik Ölçeği kullanılmıştır. Araştırmada; frekans analizi, güvenilirlik testi ve işkolikliğin iş-aile çatışması ve tükenmişlikle olan ilişkisinin belirlenmesi için regresyon analizi uygulanmıştır. Elde edilen bulgulara göre; otel yöneticilerinin işkoliklik düzeyleri arttıkça iş-aile çatışmalarının da artış gösterdiği ve iş-aile çatışmaları arttıkça tükenmişlik seviyelerinin de artış gösterdiği sonucuna ulaşılmıştır. Buna ek olarak; otel yöneticilerinin işkoliklik seviyeleri ve iş-aile çatışmalarının tükenmişlik seviyeleri üzerinde etkili olduğu sonucuna varılmıştır.

Anahtar kelimeler: işkoliklik, iş-aile çatışması, tükenmişlik, turizm

1.Introduction

The pressure and stress brought by fierce competition environment in work life, can cause some problems on employees. The feelings can be seen on employees such as; failure, exhaustion, loss of energy or consumption of internal resources as a result of unrealised demand (Shepherd, Taschchian and Ridnour, 2011); can be showed up as an important problem in tourism sector. In the tourism sector where the concept of "guest" is key, to meet the intensive needs of the guests, to solve their problems, to provide quality service and to ensure employee satisfaction can be possible only by managing human resources effectively and in a healthily. The hotel employees, who are required to provide uninterrupted service, are often expected to work in a motivated and efficient manner and to overcome the tension and intense responsibilities they may encounter at the same time. In this context; "burnout", which is not referred as only physical and psychological but also as cognitive wear (Schaufeli et al, 2009), is considered an important issue.

Factors such as working life, competition environment, use of Information Technologies, family life of individuals, work behaviors and performance of employees can also affect organizational life significantly. The competition brought about by globalization, the use of information technologies, the difficulty of promotion and promotion opportunities have led the employees to work more actively for a longer period of time. For this reason, sometimes employees can show

a workaholic behavior by working more and they can face off some conflicts between their worklife and private life as their private and work roles are interlaced. Because of these conflicts and workaholic behaviors; after a while, employees can feel psychological disturbance and their efficiency can decrease in long term.

The aim of this research; to measure the workaholism and work-family conflict perception of hotel employees and the relationship of this perception with their burnout levels. The research includes four sections. In the first section, the variables have been defined; in the second section, the relationship between variables and former studies have been explained as a cenceptual background. In the third section, the analysis results of hypotheses have been examined and in the last section, the results of findings and suggestions for further researches have been discussed.

2.Conceptual Background

2.1. Workaholism

The concept of workaholism; which is originally emerged as obsessively working with the basis of overdependency to work and as socially atypical focusing on working; was firstly named and defined by Oates (1971). According to Oates (1971); it is defined as an excessive and uncontrollable requirement to work continuously, which can negatively affect a feeling occurred as a result of working without a break, health, happiness and relationships with other people. Workaholism is also defined as; the situation where work and work-related activities take precedence over other vital activities and cases in the life of the individual and the feeling of discomfort from leaving the working environment (Porter, 1996). According to Spence and Robbins (1992); workaholism is the behavior of cognitive thinking of work outside the working hours even in activities other than working life.

While being considered as an obsessive behavior (Temel, 2006); in some researches workaholism is presented as a positive behavior for the employee and company in short-term activites. In other researches; it is characterized as a productivity decreasing disease for companies and psychological disease for employees in long-term activities (Mudrack, 2004; Snir and Harpaz, 2004; Burke, 2001; Porter; 2006; Russo and Waters, 2006; Temel, 2006).

Workaholism is occured three sub dimensions as; *work commitment* which includes the usage of time productively during working and after work periods, *work motivation* which includes the feeling of obligation for work while thinking of working continuously, and *rejoice in work* which includes the feeling of rejoice because of the work done. By considering these sub-dimensions; workaholics are defined as the people who redirect themselves to work with a high level of commitment and motivation but lower level of rejoice (Spence and Robbins, 1992). According to Robinson (2000a), the workaholics are individuals, who are perfectionist, in a hurry, in need of control, reluctant in social relations, focused on business, impatient and frustrated, temporarily proud and temporarily self-reliant, and also who do not care for their health and personal needs. Workaholic individuals are overly committed to their programs with their duties and responsibilities and want to appreciate both their employees and their managers (Maslach, 1986)..

The workaholics can be classified with six types as; *enthusiastic dependents*, *business-mindeds*, *reluctant workers of hard work*, *disenchanted workers*, *relaxed workers* and *unbusied workers*. When it is compared with sub-dimensions of workaholism; it is seen that all three dimensions

are high in enthusiastic dependents. Work commitment and rejoice dimensions are high in business-mindeds while work commitment dimension is high in reluctant workers of hard work. On the other hand; work motivation dimension is high in disenchanted workers and rejoice in work dimension is high in relaxed workers. Finally, all three dimensions are low in unbusied workers (March and Steven, 2004).

Workaholism, which can also be defined as uncontrollable work and without detaining itself from work (Müller and Schotter, 2010; Broeck et al., 2011) may occur depending on internal and external factors. Internal needs such as the desire to acquire power, respect, success, and acceptance by society will be reflected in behavioral outcomes. However, internal factors such as emotional instability and narcissism may also result in Workaholism (Andreassen et al., 2013; Sussman, 2012). Organizational factors such as organizational culture, organizational climate and organizational structure, economic factors, family structure, the individual's success and punishments in the family, culture, environment, competitive environment, may cause people to feel anxiety, fear and concern, dissatisfaction and inadequacy, and also it may result in workaholic behavior by focusing on success and causing more work (Bayraktaroğlu et al., 2015; Sussman and Sussman, 2011; Porter, 2006; Dougherty, 1989).

2.2. Work-Family Conflict

Individuals are responsible for the different tasks in every stage of their lives, and have different roles depending on them. Over time, both business and family roles emerge and it is very difficult to balance and fulfill the requirements of these roles at the same time. Situations where different demands and balances cannot be achieved can sometimes cause conflicts and result in a business-family conflict.

According to Kahn and his friends (1964), the conflict between family roles and the demands required by business roles and the conflict between roles is defined as the work-family conflict, because of the difference between the demands required by business and the demands required by family are tried to perform multiple roles at the same time (Carnicer et al., 2004; Greenhaus and Beutell, 1985). The role conflict that can show itself due to the individual's role in the family and the demands that he / she undertakes in the business life can also be seen as a work-family conflict. According to Green (2002), Jarvenpaa and Lang (2005), van Hooff, Geurts, Kompier and Tarris (2006); especially when mobile technologies are developed and settled in every field of human life, employees are engaged in activities related to their works even after they have finished their work. This intervention results in the interlocking of tasks of individuals in work and home life.

Greenhaus and Beutell (1985) claimed that this conflict can show itself in three different ways. First, a time demand, such as the length of working hours, makes it physically impossible to exist in two places at the same time. Then, stress at work is moved from work to home, so stress at work can make it difficult to rest at home. Finally, the expected behavior at work and the behavior at home may not be compatible with each other. On the other hand; there are three factor groups which let the work-family conflict ocur. Gender, characteristics, age, marital status are accepted as the personal factors; job spesifications and managers' attitudes and work commitment are accepted as work related factors; and finally time allocated for family, working hours of spouses, number of children and their ages are accepted as family based factors (Acun, 2016).

Work-family conflict can be explained in three dimensions: time-based, stress-based and behavior-based. Time-based conflict can occur in two ways. Firstly; the time, that the individual has allocated to perform a role, can start to prevent the time that he/she has allocated to perform the other role or roles. Secondly; the individual can remain under cognitive pressure of the other role or roles during he/she performs a role. The frequency and amount of overtime, as well as irregular shifts, can prepare the ground for time-based conflict. Stress-based conflict is a conflict in which job demands arise, especially as the tension experienced by an individual due to stress due to an individual's role negatively affects other roles or roles. Finally; behavior-based conflict arises when the individual's role requirements in different areas are not compatible with each other, as it becomes difficult to realize the role demands (Greenhaus and Beutell, 1985)

2.3. Burnout

The term of burnout has been firstly presented by Freudenberger (1974) and has been developed and modelled by the studies of Maslach and Jackson (1981). The concept of burnout can be seen in a wide range of areas, especially those that require creativity, problem solving and consultancy, which are the intensive requirements of customer service. It is defined as a condition of weakness in which the individual feels cynical about the value of his / her profession and is suspicious of the person's capacity to perform (Schaufeli et al., 2009). It is also defined as a syndrome arising from negative emotions that come up due to emotional breakdown resulting in individuals who are not being able to perform their jobs because of the feelings of weariness, exhaustion, desperation and hopelesness (Freudenberger, 1974; Maslach, 1976; Maslach and Jackson, 1981).

Burnout resulted from physical and psychological reactions such as energy loss, lack of motivation, negative attitudes towards other people and retreat from other people; consists of three phases (Maslach, 1976; Maslach and Jackson, 1981). These phases are called as *emotional exhaustion, depersonalisation* and *decrease of personal skills* (Ersoy, 2001).

The first phase, emotional exhaustion, occurs as exhaustion of individuals' emotional resources which has also its own steps. Such feelings of being energetic and hopeful in the first terms of individuals' careers, decrease in time and people start to feel themselves worn out. That's why; they tend to feel uncomfortable because of the challanges which they thought as useful before. In the second phase; emotionally exhausted individuals start to feel themselves and their efforts unvaluable and start to interrogate the meaning and efficiency of their work. That's why, they move away from other people and become more depersonalized. Individuals who feel themselves prevented, start to work with less effort just to earn their keeps. At the end; as being more uninterested; they become more negative, judicial, firm and synicist (Edelwich and Brodsky, 1982; Maslach and Jackson, 1986; Yıldırım, 1996; Maslach et al.. 2001; Lewin and Sager 2008; Ardıç and Polatçı, 2008; Gülova vd., 2014).

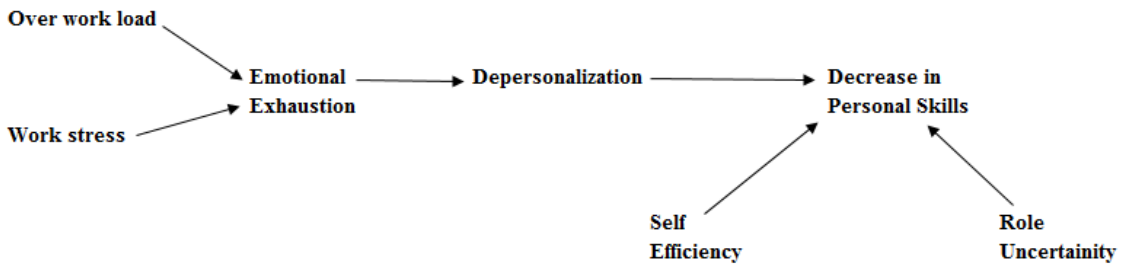


Figure1. Lewin and Sager, 2007, Maslach Burnout Model.

According to some researchers, the burnout, which can occur in different phases of working life due to factors such as role conflict, uncertainty of role and excessive responsibility of the person, also emerges as a result of business conditions (Tepeci and Birdir, 2003; Yıldırım, 1996). Because of depersonalization, the individuals realize the mismatch between expectations and contributions and creates the feeling of inadequacy and low self-sufficiency, and this situation results in a reduction in individual skills. The development of realistic expectations with the early diagnosis of this situation by the organization and the individual will help to prevent exhaustion.

2.4.Relationship Between Variables

As a result of the interdependence of individuals in their work and the lack of work-life imbalances and the incompatibility between the work area and the family area demands, work-family conflicts may arise (Marafi, 2013; Tremblay, 2011). As the level of workaholism (which is also a precursor of work-family conflict) increases, the disorder of their perceived functionality in the family increases equally, and this increase causes less communication and less involvement within the family (Brady et al., 2008; Robinson, 2001).

During the literature review; Bonebright et al. (2001) have found that the life satisfaction of workaholics is low because of the work-life conflict. According to the researches done separetely by Burke (2000) and Snir and Harpaz (2004); it has been concluded that workaholics feels work-family imbalance in higher levels and they spare less time to their families. Based on the results of these studies, the first hypothesis of this paper was established.

***H1**: There is positive and significant relationship between workaholism and work-family conflict.*

In the research of Ahmad (2008), it has been found that work-family conflict increase the emotional exhaustion in employees. Similarly; in another research completed by Schaufeli et al. (2009), it has been concluded that workaholism creates work-family conflict and this conflict creates burnout. Based on these results, the second hypothesis of this paper was established.

***H2**: There is positive and significant relationship between work-family conflict and burnout.*

In the researches examined about burnout; it has been found that, as the work commitment and work motivation dimension of workaholism increase burnout increases; but as rejoice in work dimension decreases burnout also decreases (Taris, Schaufeli and Verhoeven, 2005; Naktiyok and Karabey, 2005). In another research; Tepeci and Birdir (2003) claimed that hotel employees' burnout levels are very low even their workaholism levels are high. Based on the results of these researches, the third hypothesis of this paper was established.

***H3**: There is positive and significant relationship between workaholism and burnout.*

At the end of the literature review; in order to measure the effect of workaholism and work-family conflict on burnout, the last hypothesis of this paper was established.

***H4**: Workaholism and work-family conflict are effective on burnout.*

According to these hypotheses; the research model of this paper has been created as follows:

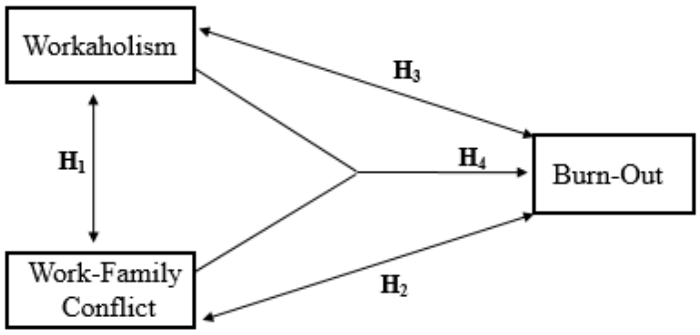


Figure 2. Research Model

3. Methodology

3.1. Sampling Process

The universe of the research based on quantitative research method is composed of individuals working in Upper and middle management positions in tourism enterprises in Istanbul. In this study, one of the non-random sampling methods, convenience sampling method was used. The research was carried out on 235 managers working in tourism enterprises in Sultanahmet, Taksim, Beşiktaş and Avcılar regions of Istanbul.

For sample size, the technique was used based on the fact that the number of expressions on the scale is at least 5 times that of the number of samples, reflecting the appropriate number of samples (Bryman ve Cramer, 2001). the scale of work-family conflict consists of 5 expressions and the scale of workaholism consists of 20 expressions and finally the scale of burn-out consists of 22 expressions. In the determination of the sample size, it was observed that the total number of sample size could be 235 when calculated as 47 expressions and five times. In this context, the questionnaire was terminated when the number of valid questionnaire was reached.

3.2. Questionnaire Scales

The questionnaire method was used as a data collection tool. The questionnaire used consists of four sections and 47 questions. In the first part of the questionnaire, there are questions about the socio-demographic characteristics of the participants such as age, gender, marital status, level of education, department where they work and personal monthly income.

In the second part, WorkBAT (Working battery) scale was used to measure the workbat levels of individuals, created by Spence and Robbins (1992) and translated into Turkish in 2005 by Müge Ersoy-Kart. In the third part, the work-family conflict scale, which was created by Netemeyer, Boles and Mc Murrian (1996) and translated into Turkish by Muazzez Deniz Apaydin in 2004, was used to measure the work-family conflict. Expressions on both scales are evaluated as (1)Strictly disagree, (2)Disagree, (3)Indecisive, (4)Agree and (5)Definitely agree.

In the last section, the Maslach depletion scale developed by Maslach and Jackson in 1981 and translated into Turkish by Canan Ergin in 1992 was used to measure the depletion levels of individuals. The replies to the expressions on the scale were evaluated in the form of (1)Never, (2)Rarely, (3)Sometimes, (4)frequently, and (5)Always on the scale of the 5-reel Likert.

3.3. Analysis of Data and Results

Data were evaluated through the SPSS 24 Package program. Reliability analysis of questionnaire scales and frequency distributions of demographic elements were performed. Then, correlation and regression analyses were used as an analysis technique in the testing of hypotheses.

Table 1: Demographic Characteristics of Participants

Gender	Number	Percentage	Department	Number	Percentage
Female	84	35,7	Front Office	59	25,1
Male	151	64,3	Food & Beverage	66	28,1
Total	235	100,0	Other	110	46,8
Age	Number	Percentage	Total	235	100,0
18-27	111	47,2	Seniority	Number	Percentage
28-37	84	35,7	Less then 1 year	47	20,0
38+	40	17,0	1-3 years	123	52,3
Total	235	100,0	More than 3 years	65	27,7
Education	Number	Percentage	Total	235	100,0
High School	53	22,6	Monthly Income	Number	Percentage
Associate Degree	79	33,6	1000-2000 TL	86	36,6
Undergraduate	82	34,9	2001-3000 TL	83	35,3
Postgraduate	21	8,9	3001 TL and above	66	28,1
Total	235	100,0	Total	235	100,0
Marital Status	Number	Percentage			
Married	95	40,4			
Single	140	59,6			
Total	235	100,0			

In the research, 84 participants (35.7%) were female and 151 participants (64.3%) of the 235 participants were male. The distribution of the participants according to age groups was found in 111 participants (47,2%) 18-27 age range, 84 participants (35,7%) 28-37 age range and 40 participants (17%) 38 years and older. When the participants are examined according to their educational status, 53 participants (22.6%) are high school graduates; 79 participants (33.6%) are associate degree graduates; 82 participants (34.9%) are undergraduate graduates; 21 participants (8.9%) are postgraduate graduates.

When the participants are evaluated according to marital status, 95 participants (40.4%) are married and 140 participants (59.6%) are single. When evaluated according to the departments in which the participants work, 59 participants (25.1%) are employed in the front office; 66 participants (28.1%) are employed in the food & beverage department and 110 participants (46.8%) are employed in other departments. When evaluated according to the seniority, 47 par-

ticipants (20%) have been working for less than 1 year; 123 participants (52.3%) have been working for 1-3 years and 65 participants (27.7%) have been working for more than 3 years. Finally, when evaluated according to monthly income levels, 86 participants (36.6%) have income of 1000-2000 TL; 83 participants (35.3%) have income of 2001-3000 TL and 66 participants (28.1%) have income of 3001 TL and above.

3.4. Scale Reliability Tests

The value of Cronbach alpha in which the internal consistency coefficient is evaluated is 0,70 and above indicates that reliability is ensured. (Durmuş et al., 2013). The reliability test results of the scales used in the study and the arithmetic mean results of the answers given to the scale expressions are shown in Table 2. Since the Cronbach alpha values of the scales are >0,7, the scales are considered to be reliable scales in the field of social sciences.

Given the average responses of the respondents to scale expressions, it is observed that the participants responded to the expressions in the form of "indecisive". The average of the workaholism responses is 3,11 which is indicating that individuals do not perceive themselves as workaholic, but show a positive approach. The average of the work-family conflict responses is 3.33, which is indicating that individuals are uncertain about the conflict of their work and family life, but have an attitude towards positive. That is, they think that the conflict is beginning to occur. The average of burn-out responses is 2.61; which can be interpreted that individuals respond in the form of “rarely” and therefore the level of burnout is low, but the average value is very close to 3, and some participants remain undecided in this regard.

Table 2: Reliability Test Results of the Scales Used in the Research

	Expression Numbers	Cronbach Alpha	Arithmetic Mean
Workaholism	20	0,808	3,11
Work-Family Conflict	5	0,934	3,38
Burn-Out	22	0,844	2,61

3.5 Correlation Analysis

According to the correlation analysis used to examine the relationship between variables, the correlation coefficient takes values between -1 and +1 and measures the degree of the relationship. The correlation coefficient that are close to the -1 very strong negative linear relationship; if it is close to +1, the relationship indicates very strong positive linear relationship (Altunışık et al., 2010).

According to the results of the correlation analysis, there is a positive and weak relationship between workaholism and work-family conflict. According to the results of the correlation analysis, the H_1 hypothesis is supported.

According to another result of the correlation analysis; there is a positive and moderate relationship between work-family conflict and burnout and the H_2 hypothesis is supported. According to the last result of the correlation analysis; there is negative and weak relationship between workaholism and burn-out; and this result has emerged hypothesis H_3 is not supported.

Table 3: Correlation Analysis Results for Workaholism, Work-Family Conflict and Burn-Out Relationship

	Mean	Standard Deviation	Workaholism	Work-Family Conflict	Burn-Out
Workaholism	3,11	0,583	1		
Work-Family Conflict	3,38	1,177	,235**	1	
Burn-Out	2,61	0,600	-,213**	,367**	1

**p<0.01 *p<0.05

3.6. Regression Analysis

In the regression analysis results to determine the effect of workaholism and work-family conflict on burn-out, the ANOVA test in the regression model (F) p value less than 0,05 shows that the model is significant (F(2,232)= 34,358; p<0,05). The regression model shows that the workaholism and work-family conflict is 22.2% effective in explaining the burn-out. According to the beta coefficients, which show the effect of workaholism and work-family conflict on burn-out separately, p values are less than 0,05; and the effect of workaholism on burn-out is 3,.6% and negative; and the effect of work-family conflict on burn-out is 44,1% and positive. When all the results of regression analysis are analyzed, the H_4 hypothesis is supported. The results of regression analysis are shown in Table 4.

Table 4: Regression Analysis of the Impact of Work-Family Conflict and Workaholism on Burn-Out

		R	R^2	Adjusted R^2	F	P.
Model		0,479	,229	,222	34,458	,000
	Regression Coefficients	Non-Standard Coefficients		Standardized Coefficients		
		Beta	Standard Error	Beta	t	P.
Model	(Constant)	2,862	,196		14,594	,000
	Workaholism	-,326	,061	-,316	-5,336	,000
	Work-Family Conflict	,225	,030	,441	7,435	,000

Dependent Variable: Burn-Out

RESULTS

In this study, it is aimed to determine the perception of workaholism, work-family conflict and burnout of the people working in tourism sector, the relation of these perceptions with each other, and the impact of work-family conflict on the burnout. For this purpose, a survey was carried out on middle and senior managers working in 4 and 5 star hotels in different parts of Istanbul.

According to the results of the study, half of the respondents (50.29%) responded to questions to measure the perception of workaholism as hesitant but partially positive. The rest of the respondents' workaholism levels are very low. According to the answers given to the work-family conflict questions, it is observed that more than half of the individuals (54,29%) thought that they have work-family conflict, and about 19% are hesitant on this issue. When these two variables are considered in this way; it can be interpreted that hotel workers do not perceive intensive time spent at work as a workaholism, but also think that long-term work-related activities disturb the balance between work and home life. From this point; it is possible to investigate in the future, whether the time spent is really due to business addiction or to the intensity required by the sector and whether individuals have reached the meaning gap between overtime and the concepts of workaholism.

In the responses to questions about the perception of burnout; it is observed that approximately 25% of individuals are hestitant, while 48% do not think that they are experiencing burnout. The result in this context is that the proportion of people who think that they are experiencing burnout among hotel employees is much lower than those who do not think. This results are consistent with the results of a study conducted on hotel employees by Tepeci and Birdir (2003).

According to the results of the analysis of the hypotheses of the study; H_1, H_2 and H_4 hypotheses were supported and H_3 hypothesis was rejected. The acceptance of the H_1 hypothesis for the positive relationship between work-family conflict and work-family conflict coincides with the results of the studies of Bonebright et al. (2000), Burke (2000), Robinson (2001), Snir and Harpaz (2004) and Brady et al. (2008), and show that the same results are valid in the tourism sector. But; the fact that individuals, who are relatively unstable about the level of workaholism, have responded to conflict questions closer to positive, suggests that there may also be more priority factors in the formation of a work-family conflict. For this reason, in order to prevent work-family conflict in tourism, which is a labor intensive sector based on manpower, the factors that reveal and increase these variables should also be investigated in detail in the following studies.

In today's rapid development of technology, due to increasing mobile applications work-family conflict is also increasing and couples living in the same house are breaking apart. Individuals, who are not happy in their homes due to this disconnection and other problems, increase their workaholism levels by working more and more, and at the end this commitment is replaced by an exhausting fatigue. In order not to come to this point; the employees must first be conscious about the physical and mental break-off of their jobs at times out of working hours. Therefore; in future studies, it will be helpful to investigate the factors that cause the conflict between the hotel staff and the family. The ideas that can reduce this conflict can be created only with this.

The acceptance of the H_2 hypothesis, for the relationship between work-family conflict and exhaustion, is similar to the results of studies conducted by Ahmad (2008) and Schaufeli et al., (2009). According to the result of the analysis for hypothesis H3 which is about a positive relationship between levels of workaholism with burnout; although there is a relationship between both variables, since the direction of the relationship is negative, the hypothesis was rejected. Rejection of the H_3 hypothesis is contradictory with the results of the studies in the literature, but still, the relationship between the two concepts is the common result of all the studies. The negative aspect of the relationship between variables brings to mind the idea that individuals are not able to establish this relationship since they do not think that they are exhausted, even tho-

ugh they feel themselves as a workaholic. For this reason, it would be useful to examine the relationship between workaholism and burnout in the sub-dimensions of both variables in later studies. In this way, it can be understood which dimensions of these variables are effective.

The H_4 hypothesis, about the direct impact of work-family conflict on burnout, was accepted, although no positive relationship was established between work-group and burnout. This result brings in mind the idea that the factor of work-family conflict can play a decisive role in this impact. For this reason; different research models can be established in the future and the extent of the role of work-family conflict in this effect can be investigated.

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