

Original Research Article

Effect of the Burnout Syndrome on Intrapreneurship: A Practice in Province Ankara

Abstract: In this study identifying the relation between burnout and intrapreneurship was aimed. Additionally, the aim was to reveal the difference between the demographic features and burnout and intrapreneurship. In accordance with this purpose the problem question was identified as “Has the burnout that the employees come through effect their intrapreneurship behaviors. The universe of the study has been chosen from 99 nurses with a convenience sampling method working in a state hospital functioning in Turkey. A face to face questionnaire method has been conducted to the nurses. In the analysis of the data T-test, ANOVA test and correlation analysis was used. According to the results, there is a reverse relation between burnout and intrapreneurship, and came out to a result that a rise in the burnout will have a decrease in the intrapreneurship.

Keywords: Organization, Intrapreneurship, Burnout, Emotional Exhaustion, Personal Accomplishment, Depersonalization.

1. INTRODUCTION

Entrepreneurship is playing an important role in today's economic systems acting with the motives of continuous self-perpetuation and improvement and its importance is gradually increasing in the present world based on competition. The entrepreneurship which falls into the subjects that are mostly examined in the management and economy literature for this importance has been added to classical production factors (labor, capital and natural resources) as the fourth production factor by French economist J.B. Say [1]. It is seen that one of the concepts whose importance is increasing in recent times in terms of organizations is entrepreneurship both out of the organization and within the organization; employees having intrapreneurship qualification are playing critical role in the modification and development of the organizations [2]. The concept of burnout has revealed as an undesired factor for the organizations in this modification and development process of organizations. In this study, burnout and intrapreneurship concepts will be discussed together.

2. LITARURE REVIEW

2.1. The Burnout Concept

The burnout concept was firstly used by Freudenberger in order to express the exhaustion observed in voluntary personnel in health field [3]. Afterwards, Maslach and Jackson defied the burnout as a physical, emotional and mental burnout syndrome which becomes evident with chronic fatigue, desperation and despair feelings, development of a negative self-concept, negative attitudes against profession, life and other people generally [3].

Burnout leads to feelings and behaviors such as loss of motivation, performance decrease, absenteeism, frequent resting or getting permission and even walking off the job in the employees as an undesired factor for the organization [4]. Burnout is a physical, emotional and mental state which is different from the pure exhaustion, wearing and job dissatisfaction; includes physical exhaustion, desperation and despair feelings, negative personality

45 development, inefficiency and negative attitudes against other people [5].

46 When databases are scanned, it is seen that studies specifically over the burnout for the last
47 20 years have started to increase expeditiously. Of the burnout studies started in the mid of
48 1970's, more than 5500 studies have been published until today. It was focused on descriptive
49 and cross sectional studies from 1980's to the mid of 1990's, longitudinal studies came to the
50 fore as from the second half of 1990's [6,7]. Studies over burnout in Turkey were started in
51 1992. Besides, the study conducted by Ergin in 1992 is important because of being at national
52 level, including all health occupational groups and all regions, being the first and only study
53 conducted with a large sampling. In this study, it was stated that physicians and particularly
54 nurses are the most risky group in terms of burnout within healthcare professionals [8,9].

55 The most common sizing regarding the burnout was performed by Maslach et al., (1981) and
56 dimensions or phases mentioned on this framework are expressed as emotional exhaustion,
57 depersonalization and reduced personal accomplishment feeling. Emotional exhaustion
58 defines exhaustion of emotional resources of the individual and reduced energy. Employees
59 experiencing emotional exhaustion cannot focus on their works. The individual who
60 experiences the emotional exhaustion uses escape way for reducing his emotional burden and
61 minimizes his correlations with other persons in order to perform the work. Also,
62 categorizing the people in his/her mind, treating to the people he/she encounters according to
63 the stereotyped patterns may be symptoms of the emotional exhaustion. Depersonalization
64 which is the other dimension or phase is defined by negative, flippant attitudes and emotions
65 of the employee against people around his/her or people he/she provides service. The
66 individual who falls into syndrome may think that he/she occupies place unnecessarily in the
67 life of person or people he/she provides service; he/she may sincerely desire that people go
68 out his/her life and leave his/her alone. Negative mentality he/she developed about others
69 may cause negative thoughts about himself/herself and this individual may judge over
70 himself/herself "failed" by mostly feeling himself/herself as guilty due to this thought and
71 wrong behaviors. At this point, reduced personal accomplishment feeling which the third
72 phase of burnout is reveals. Individuals feel dissatisfaction with the thought of being
73 unsuccessful at their works and turn to activities out of the work as a result of reduced
74 personal accomplishment feeling [10]. Such persons, who think that they do not improve in
75 their works even they regress, feel guilty and loss their self-respect and thus, they fall into
76 depression by believing that their effort will not serve the purpose.

77 When outcomes of burnout are examined, adverse outcomes such as work neglect,
78 increase in quitting tendency, deterioration in the nature of service, absenteeism without
79 permission, tendency for extension of leave through report and similar ways at the end of
80 leave, breakdown in human correlations at work and out of the work and dissonance
81 tendency, withdrawal tendency from the spouse and family members, reduced work
82 performance, job dissatisfaction, unjust becoming sick tendencies, increase in injuries and
83 occupational accidents at work [11,12,13,14,15].

84 **2.2. Intrapreneurship**

85 The concept of intrapreneurship was firstly used by Pinchot in 1985. The author
86 defined the intrapreneurship as using the frame of mind, behaviors and qualifications which
87 independent entrepreneurs used for establishing and developing the business within an
88 organization which maintains its activities [1].

89 Intrapreneurship may be shortly defined as "entrepreneurship within the existing or available
90 organization (business)". Antoncic (2000) shows in a study he conducted that
91 intrapreneurship concept may be defined in various forms. These definitions are as follows;

"period in which individuals within the existing organization watch for opportunities independently from the existing resources they control", "developing new works and abandoning the old habits in order to take the opportunities", "entrepreneurship thought and soul within the existing organization" and "creating new organizations by an operating organization or encouraging innovation and novelty within this organization". Researcher Zahra (1991) defines the intrapreneurship and the concept of corporate entrepreneurship she used in the same meaning as innovations in organization, department, function and project levels, products and periods for the purpose of improving competition position and financial performance of an existing organization and formal and informal activities aiming to create new works through market growth [16].

In other words, intrapreneurship is acting like a classical entrepreneur within a large organization operating currently or the work of inciting to behave in such way. Intrapreneurship which is also expressed as corporate entrepreneurship aims to mobilize and revive the existing organization through taking risk, innovation and active competition behaviors, entrepreneurial activities leading to create a new enterprise within the existing organization, to renew the main idea of the organization and to transform the organization [17].

An intrapreneur is described as an executive or worker who sees a need and exerts for creating a new thing in order to meet that need [18] or an organization personnel [19,20] who questions, changes or rejects the idea and practices already accepted for making innovation in any subject [21].

It is possible to encounter with many different definitions related with intrapreneurship in the literature. For instance, intrapreneurs are described as "employees who see any need and create a new thing for meeting that need" in a definition [18]. In another definition, it is stated that intrapreneurs are "creative thinkers who change or reject the already accepted ideas in order to make innovation in any subject" [19]. As is seen, there are cases of creating the change, making innovation and not accepting the status quo in a sense in the definition of entrepreneurship [21].

Some studies conducted in this field address that intrapreneur individuals have unique characteristics [22,23,24,20] and these individuals bear many different personality traits. When such traits are examined in depth, it is stated that of these traits, innovativeness, taking risk and focusing on opportunities are outstanding [25,26] and the said traits are discussed as sub-dimensions of intrapreneurship [2]. It has been seen that in the study examining the relationship between motivation and innovation in the health sector also the workers' motivation has increased whom are performing creative and innovative activities [27]. In the study by [28] it has been identified that there is a positive relation between dedication to work and internal entrepreneurship. In another study by [29] it has been identified that strengthening the staff has an effect on internal entrepreneurship.

3. METHODOLOGY

3.1. Aim of the Research

It may be expected that effect of the burnout which is a negative, undesired process associated with stress on the intrapreneurship is also negative. In this study identifying the relation between burnout and intrapreneurship was aimed. Additionally, the aim was to reveal if there was a significant difference between the demographic features and burnout and intrapreneurship. In accordance with this purpose the problem question was identified as "Has the burnout that the employees come through effect their intrapreneurship behaviors.

3.2. Methodology

The sampling of this research conducted for determining the situation is consisted of employees working in the position of nurse in Ankara X State Hospital. Convenience sampling method was selected in determination of sampling in the research. Questionnaire method, five point Likert scale was used in collection of data. Number of nurse working in the related state hospital as of May 2016 was found as 169. The useable 99 question forms collected from the participants of the research were included into the scope of the research. When population size is taken as 1000, 88 samplings are accepted adequate in alpha 0.05, ± 7.08 margin of error. It is acceptable that sampling number in the research is adequate for representing the population.

The scale whose validity and reliability study were performed by [8] in Turkey is consisted of 22 questions having 5-step answer options in each one. It has three sub-dimensions as emotional exhaustion, personal accomplishment and depersonalization [5]. Emotional exhaustion and depersonalization dimensions have negative answers, personal accomplishment has positive answers. Points are calculated separately for each sub-scale. Since there is no cutting value for the points obtained from sub-scales, a distinction cannot be done in such a way that there is or not burnout. The scale which was developed by [5] and used in the measurement of burnout level in individuals is called as “Maslach Burnout Inventory- MBI”. Maslach and Jackson developed this scale by considering occupational groups serving to people, they argued that burnout is a special problem concerning with these occupations. Thus, scale has been frequently used in researches conducted over human resources in the healthcare sector. Even though sub-dimensions of burnout scale are relevant, they are different concepts from each other. Therefore, it is not possible to get a total burnout point while making assessment with the scale. Each sub-dimension should be assessed and interpreted separately. As burnout increases, point of emotional exhaustion and depersonalization sub-dimensions increase and personal accomplishment point decreases [5,30].

The scale of the research called "How about measuring intrapreneurship" developed by [31] was used. The required permission for the use of original scale was obtained from through e-mail. The permission required for the use of Turkish form of the scale was obtained from Mehmet Kiziloglu, Lecturer, Kale Vocational College, Pamukkale University who assessed the reliability of the whole original scale and sub-dimensions after having translated into Turkish and found the scale as valid and reliable (excluding 11 questions) [32].

The scale is consisted of seven sub-dimensions. All dimensions of the scale were created according to 5-point Likert scale. Accordingly, answers given to the statements in the scale are expressed respectively as follows; I never agree “1”, I do not agree “2”, I am hesitant “3”, I agree “4”, I definitely agree “5”.

“Management and Organization Incentive” in the first dimension of the scale was tried to be measured with 7 questions, “Individual Motivation” in the second dimension with 5 questions, “Transparency and Clarity” in the third dimension with 5 questions and “Individual Competency” in the fourth dimension with 2 questions, “Constructive Business Network” in the fifth dimension with 3 questions, “Incentive for Innovation” in the sixth dimension with 3 questions and “Improvement” in the seventh dimension with 3 questions.

Alpha reliability value calculated for the burnout scale questionnaire was found as 0.83. Accordingly, the burnout scale may be described as reliable ($\alpha > 0.80$). Alpha value 0.947 calculated for the scale is adequate for the reliability of the questionnaire (0.80). When the whole questionnaire was considered, the problem of inadequate reliability degree

(alpha<0.80) encountered in some sub-factors which the questionnaire is divided, disappeared.

3.3. Research Hypotheses

In line with the aim of the research, questions seeking answer and the developed research model are given below.

H1₀: There is no significant difference by the gender in mean scores of burnout.

H1₁: There is significant difference by the gender in mean scores of burnout.

H2₀: There is no significant difference by the gender in mean scores of intrapreneurship.

H2₁: There is significant difference by the gender in mean scores of intrapreneurship.

H3₀: Mean scores obtained in burnout do not differ by the educational status.

H3₁: Mean scores obtained in burnout differ by the educational status.

H4₀: Mean scores obtained in intrapreneurship do not differ by the educational level.

H4₁: Mean scores obtained in intrapreneurship differ by the educational level.

H5₀: Mean scores obtained in the burnout do not differ by the occupational experience.

H5₁: Mean scores obtained in the burnout differ by the occupational experience.

H6₀: Mean scores obtained in intrapreneurship do not differ by the occupational experience.

H6₁: Mean scores obtained in intrapreneurship differ by the occupational experience.

H7: There is a negative correlation between burnout which employee experienced and intrapreneurship tendency.

H7₁: There is a negative correlation between “emotional exhaustion” that is a sub-dimension of burnout concept and intrapreneurship tendency of the working personnel.

H7₂: There is a negative correlation between “personal accomplishment” that is a sub-dimension of burnout concept and intrapreneurship tendency of the working personnel.

H7₃: There is a negative correlation between “depersonalization” that is a sub-dimension of burnout concept and intrapreneurship tendency of the working personnel.

The research method according to the determined hypothesis is given in Figure 1.

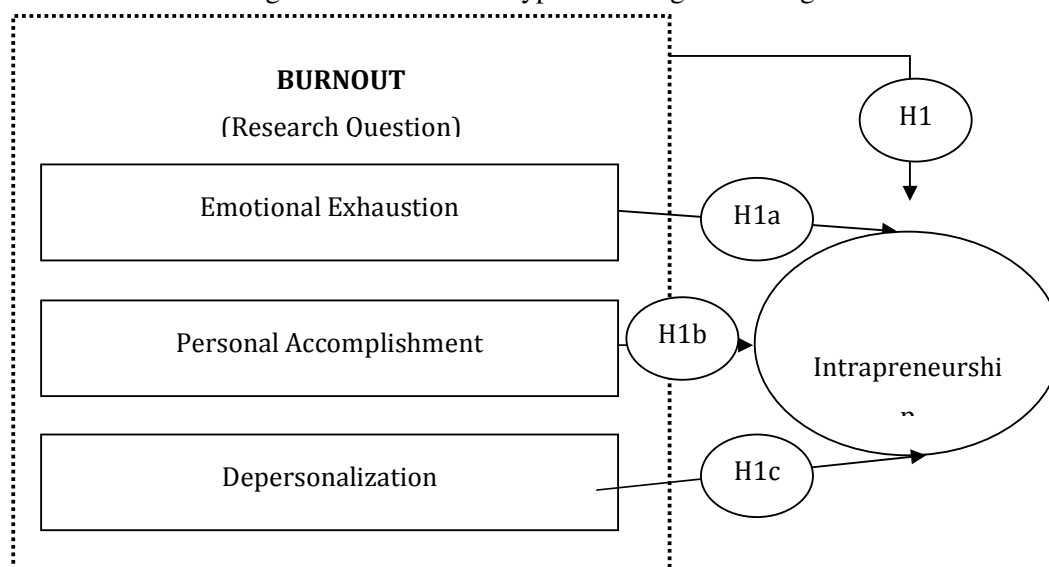


Figure 1. Research Model

4. RESULTS AND DISCUSSION

Table A. Findings Related to Demographic Characteristics

VARIABLES		N	%
Gender	Female	86	86,9
	Male	13	13,1
Age	20-30	25	25,2
	31-40	57	57,6
	41-50	16	16,2
	At and above 51	1	1,0
Education	Associate Degree	33	33,3
	Undergraduate	45	45,5
	Graduate	11	11,1
	PHD	10	10,1
Marital Status	Single	20	20,2
	Married	79	79,8
Time of work	1-5 years	15	15,2
	6-10 years	21	21,2
	11-15 years	22	22,2
	16-20 years	27	27,3
	21 years and more	14	14,1
Occupational Experience	0-7 years	23	23,2
	8-15 years	35	35,4
	16-20 years	26	26,3
	21 years and more	15	15,1

86 (%86,9) of the personnel participated into the research are female , 13 (%13,1) of whom are male. When age distribution of participants of questionnaire is examined, there are 25 (%25,2) participants in 20-30 age interval, 57 (%57,6) participants in 31-40 age interval, 16 (%16,2) participants in 41-50 age interval and 1 (%1,0) participant in the age interval of 51 and above. 33 (%33,3) people are associate degree graduates, 45 (%45,5) are bachelor's degree graduates, 11 (%11,1) are master's degree graduates and 10 (%10,1) are doctorate degree graduates. 79 (%79,8) of 99 participants are married, 20 (%20,2) participants are single. There are 15 (%15,2) participants in 1-5 years of total working period, 21 (%21,2) participants in 6-10 years, 22 (%22,2) participants in 11-15 years and 27 (%27,3) participants in 16-20 years, 14 (%14,1) participants of 21 and above. 23 (%23,2) participants were found in 0-7 years of occupational field experience, 35 (%35,4) participants in 8-15 years' interval, 26 (%26,3) participants in 16-20 years' interval, 15 (%15,1) participants in years' interval of 21 and above.

4.1. Testing of Hypotheses

4.1.1. Testing the Gender and Burnout Relation Hypothesis

H₁₀: There is no significant difference by the gender in mean scores of burnout.

H₁₁: There is significant difference by the gender in mean scores of burnout.

Table 1: Relation between Gender and Burnout

	T-Test						
	t	df	p	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Relation between Gender and Burnout	-,460	97	,647	-,07989	,17368	-,42460	,26482

p<0.05

Since p value we obtained is 0.647>0.05, H₁₀ negation hypothesis cannot be rejected. In this case, we can say that the mean score obtained in burnout does not differ by the gender.

4.1.2. Testing the Gender and Intrapreneurship Relation Hypothesis

H₀: There is no significant difference by the gender in mean scores of intrapreneurship.

H₁: There is significant difference by the gender in mean scores of intrapreneurship.

Table 2. Gender and Intrapreneurship Relation

	T-Test						
	t	df	p	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Gender and Intrapreneurship Relation	,946	97	,347	,18879	,19966	-,20749	,58507

p<0.05

Since p value we obtained is 0.347>0.05, H₀ negation hypothesis cannot be rejected. In this case, we can say that the mean score obtained in intrapreneurship does not differ by the gender.

4.1.3. Testing the Education Level and Burnout Relation Hypothesis

Ho: Mean scores obtained in burnout do not differ by the educational status.

H1: Mean scores obtained in burnout differ by the educational status.

Table 3. Education Level and Burnout Relation

	Sum of Squares	df	Mean Square	F	p
Between Groups	1,741	3	,580	1,757	,161
Within Groups	31,375	95	,330		
Total	33,116	98			

p<0.05

Since p value we obtained is 0.161>0.05, Ho negation hypothesis cannot be rejected. In this case, we can say that the mean score obtained in burnout does not differ by the educational status.

4.1.4. Testing the Education Level and Intrapreneurship Relation Hypothesis

Ho: Mean scores obtained in intrapreneurship do not differ by the educational level.

H1: Mean scores obtained in intrapreneurship differ by the educational level.

Table 4. Education Level and Intrapreneurship Relation

	Sum of Squares	df	Mean Square	F	p
Between Groups	2,224	3	,741	1,683	,176
Within Groups	41,848	95	,441		
Total	44,072	98			

p<0.05

Since p value we obtained is 0.176>0.05, Ho negation hypothesis cannot be rejected. In this case, we can say that the mean score obtained in intrapreneurship does not differ by the educational status.

4.1.5. Testing the Professional Experience and Burnout Relation Hypothesis

Ho: Mean scores obtained in the burnout do not differ by the occupational experience.

H1: Mean scores obtained in the burnout differ by the occupational experience.

Table 5. Professional Experience and Burnout Relation

	Sum of Squares	df	Mean Square	F	p
Between Groups	2,086	3	,695	2,129	,102
Within Groups	31,030	95	,327		
Total	33,116	98			

p<0.05

Since p value we obtained is 0.102>0.05, Ho negation hypothesis cannot be rejected. In this case, we can say that the mean score obtained in burnout does not differ by the occupational experience.

4.1.6. Testing the Professional Experience and Intrapreneurship Relation Hypothesis

Ho: Mean scores obtained in intrapreneurship do not differ by the occupational experience.

285 H1: Mean scores obtained in intrapreneurship differ by the occupational experience.

Table 6. Professional Experience and Intrapreneurship Relation

	Sum of Squares	df	Mean Square	F	p
Between Groups	2,063	3	,688	1,555	,205
Within Groups	42,009	95	,442		
Total	44,072	98			

286 p<0.05

287 Since p value we obtained is 0.205>0.05, Ho negation hypothesis cannot be rejected. In this
 288 case, we can say that the mean score obtained in intrapreneurship does not differ by the
 289 occupational experience.

290 **Table 7. Burnout and Intrapreneurship Relation**

	I	I_F1	I_F2	I_F3	I_F4	I_F5	I_F6	I_F7	B	B_EE	B_PA	B_D
I	1											
I_F1	,869	1										
I_F2	,894	,787	1									
I_F3	,740	,506	,562	1								
I_F4	,734	,589	,529	,550	1							
I_F5	,746	,501	,588	,637	,651	1						
I_F6	,694	,469	,569	,408	,655	,618	1					
I_F7	,723	,533	,582	,534	,500	,568	,562	1				
B	-,273	-,221	-,285	-,128	-,345	-,222	-,283	-,129	1			
B_EE	-,296	-,240	-,300	-,158	-,370	-,202	-,284	-,158	,880	1		
B_PA	-,377	-,343	-,400	-,199	-,357	-,244	-,277	-,173	,762	,580	1	
B_D	-,027	,013	-,049	,026	-,102	-,099	-,147	,014	,790	,546	,445	1

291 I: Intrapreneurship B: Burnout EE: Emotional Exhaustion PA: Personal Accomplishment D: Depersonalization

292 Results obtained from the calculation of correlation between the burnout and intrapreneurship
 293 with Sperman Correlation Analysis is presented in the above table. Accordingly, when the
 294 general means are considered, it is seen that there is a negative and weak ($r = -0.273$)
 295 correlation between intrapreneurship and burnout. This result means that there is a reverse
 296 correlation between intrapreneurship and burnout, an increase to be experienced in the
 297 burnout score will lead to decrease in intrapreneurship. According to the results hypothesizes
 298 H7, H7₁, H7₂, H7₃ have been accepted.

299

300 5. CONCLUSION AND RECOMMENDATIONS

301 The burnout concept which is defined together with emotional exhaustion, depersonalization
 302 and reduced personal accomplishment dimensions may affect intrapreneurship attitudes
 303 negatively in many respects in the business life in our present day. As mentioned in the
 304 above, we confront the entrepreneurship as a period requiring a vigorous effort and energy. If
 305 an individual who is able to produce new behavior or solution almost in any matter, to take

risk if required or assess the emerging opportunities quickly, experiences emotional exhaustion, depersonalization or reduced personal accomplishment feeling, this will affect his/her entrepreneurial behaviors negatively [33].

In this research, correlation between burnout levels and intrapreneurship attitudes was searched in its all levels. The sampling of this research is consisted of employees working in the position of nurse in Ankara X State Hospital. Convenience sampling method was selected in determination of sampling in the research and questionnaire method and 5-point Likert scale were used in collection of data.

Questions determined by the burnout and intrapreneurship scales were implemented to Likert scale, sampling of the research. According to the research findings, when depersonalization feeling of the burnout dimensions increases, decrease in intrapreneurship tendency of the individual is seen and when emotional exhaustion increases, again decrease in intrapreneurship tendency is seen. It is seen that when personal accomplishment feeling decreases, intrapreneurship tendency increases. Since the study is limited with only one state hospital, results do not give precise information. It will be continued to search by enlarging the population in the future.

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