

Work-Life Balance and Social Support as Predictors of Burnout: An Exploratory Analysis¹

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Abstract

Purpose: The present research attempts to explore the relationship between work-life balance, social support and burnout whether work-life balance and social support might predict burnout.

Approach and Methodology: Research data have been collected in five sectors via online survey which is conducted with three 5 points Likert type scales. Multiple regression analysis is applied to obtain predictors of burnout and in order to determine the differences between groups regarding socio-demographic factors, ANOVA analysis is performed via SPSS 20.0 software program.

Findings and Results: According to the findings of the research; it could be briefly said that dimensions of work-life balance and social support are predictors of dimensions of burnout. More precisely; emotional support, neglecting life, life is just working and taking time for oneself dimensions are the predictors of *depersonalization*. Neglecting life, life is just working, work-life accordance, taking time for oneself and carrying work to home dimensions are the predictors of *emotional exhaustion*. Informational and instrumental support, neglecting life, work-life accordance and taking time for oneself dimensions are the predictors of *personal accomplishment*. Neglecting life, work-life accordance and carrying work to home dimensions are the predictors of *involvement with people*.

Contribution and Implications: The need for this research is the absence of any study which consists of work-life balance, social support and burnout together. Therefore, the research aims to fill this gap and seeks to offer a contribution to the extant literature with determining the predictors of burnout.

Keywords: Work-life Balance, Social Support, Burnout, Multiple Regression, ANOVA

¹ Derived from doctoral dissertation

1. Introduction

Along with scientific management, work and life have become two basic living spaces that must be maintained together and balanced. In fact, the concept of work-life balance extends to the early times of the industrial revolution. In those years even nowadays, almost all the family members have been working around 12 hours a day and this situation shows that individuals are *living for working* instead of *working for living*. These working conditions express the degree of the work-life imbalance. Therefore; in recent years, it can be argued that work-life balance for employees should have better been eight hours of work, eight hours of sleep and eight hours of rest.

By contrast, in order to make organization's profitability and productivity sustainable, employees have begun to spend more time in the workplace or carry work to home. In addition; there are many factors which affect the work-life balance such as life challenges (child or elder care and housework, such as cleaning, shopping, etc.), technology, increasing competition, the need for faster response to internal and external customers, the need for increased service quality, adaptation to change, increased labor force. As a consequence of the deterioration of the balance of work life and non-work life; the motivation, job satisfaction, job loyalty and performance of the employees are affected. If this effect is negative, it is thought that there may be cognitive, emotional, psychological and behavioral disorders on the employees. It is observed that providing social support by family, friends, relatives, colleagues, managers or a significant other one is likely to be effective in eliminating or reducing the negative effects. In this context, the relation of work-life balance and social support as predictors of burnout becomes more important for employees and organizations.

Until recently, many researchers focus on work-life balance (Apaydin, 2011; Beauregard and Henry, 2009; Bruck, Allen and Spector, 2002; Chimote and Srivastava, 2013; Fleetwood, 2007; Friedman, Christensen and DeGroot, 1998; Küçükusta, 2007; Lewis, Gambles and Rapoport, 2007; Noon and Blyton, 2007; Pichler, 2009; Selvarajan, Cloninger and Singh, 2013; Subramaniam, Overton and Maniam, 2015; Tuğsal, 2017a; Zedeck, 1987; Zhao, Qu and Liu, 2013); besides, many researchers work on burnout (Adriaenssens, De Gucht and Maes, 2015; Demir, 2010; Doğan, Laçin and Tural, 2015; Freudenberger, 1980; Güven, 2013; Li, Ruan and Yuan, 2015; Maslach and Jackson 1986; Maslach and Leiter, 1997; Maslach, Schaufeli and Leiter, 2001; McCormack and Cotter, 2013; Pines and Aronson, 1988; Shirom, 1989; Smith, Segal and Segal, 2012) and some researchers investigate social support (Bolat, 2011; Constable and Russell, 1986; Eker, Arkar and Yaldiz, 2001; Ericson-Lidman and Ahlin, 2015; Etzion, 1984; Krespi, 1993; Kutsal and Bilge, 2012; Nie et al., 2015; Novara, Garro and Di Rienzo, 2015; Ross, Altmaier and Russell, 1989; Shumaker and Brownell, 1984; Smoktunowicz et al., 2015; Torun, 1995; Tuğsal, 2017b; Woodhead, Northrop and Edelstein, 2014; Yürür and Sarıkaya, 2011; Zimet, Dahlem, Zimet and Farley, 1988).

Based on the findings of the investigations, it is seen that the types of social support are related to the dimensions of burnout. Owing to social observations and field studies; work and life balance, social support, and socio-demographic factors can influence the burnout status of individuals.

At this point, it is necessary here to clarify that the research has certain limitations. First of all, research is limited to retail, logistics, industry, education and service sector employees. Since flexible work is common in these sectors, it is assumed that it should play a more decisive role in the perception of work-life balance and burnout compared to other sectors. Secondly, due to the fact that the concept of social support, work-life balance and burnout in the research can not be explained by a single factor in confirmatory factor analysis, descriptive factor analysis is tried to be explained with the interrelationships between dimensions at subscale level. Finally, one criticism of much of the literature on burnout is determining the predictors. As a consequence of burnout embodies multitude of concepts, many of the studies reviewed so far, however, suffers from the fact that there is no agreement on predictors of burnout. This research seeks to offer a contribution by fill this gap by determining predictors of burnout.

The remainder of the paper proceeds as follows. In the following section, the review of the work-life balance, social support and burnout literature are reiterated. Furthermore, the effects on individuals and organizations are tried to be explained in the theoretical framework. Section 3 shows the research model, approach, methodology, analysis and findings. Finally, Section 4 concludes the results.

2. Theoretical Framework and Review of the Literature

Most studies in the field of burnout have only investigate the relationship with work-life balance (Chimote and Srivastava, 2013; Pichler, 2009). Alternative studies of the origins of social support and burnout relationship can be found in Constable and Russell (1986), Ericson-Lidman and Ahlin (2015), Kutsal and Bilge (2012), Nie et al. (2015), Ross, Altmaier and Russell (1989) and Torun (1995). Tuğsal (2017) has also questioned the linkage between work-life accordance and burnout. By contrast, little progress has been made and no single research exists that explores social support, work-life balance and burnout relations together. In this context it is thought that this research will contribute to the literature. In this part of the study, the paper opens with definitions of the concepts of work-life balance, social support and burnout; besides, the theoretical parameters are reiterated.

2.1. Work-Life Balance

Work-life balance is a term frequently used in the literature, however there is a need to be explicit about exactly what is meant by the concept work-life balance. Pichler (2009, p. 461) broadly describes life as non-work time. A further definition of work-life balance according to Lockwood (2003, cited in Apaydin, 2011) is; the state of equivalence of a person's work demands and personal life demands. According to another definition of life balance; it is used solely when referring the state of non-existence of conflict between work life and family life (Friedman, Christensen and DeGroot, 1998).

Many researches have been done to determine variables that predict work-life balance in the literature. The researches on work-life balance concepts mostly focuses on flexible work, family, demographic changes and rest time (Dex and Bond, 2005, cited in Pichler, 2009; MacInnes, 2006). Variables explaining work-life balance can best be treated under four

headings: occupation, working conditions, housework and leisure time (Crooker, Smith and Tabak, 2002; Noor, 2003; Pichler, 2009).

On the other hand; work-life integration is beneficial to either employees or organizations. These benefits include protecting employee health in an individual sense; furthermore, in the organizational sense it is expected that productivity could increase. Likewise; Thompson, Beauvais and Lyness (1999, p. 393) point out that in organizations that do not support work-life balance practices; the productivity of employees decreases. Whereas; Petchsawang and Morris (2005, p. 114) state that in work-life balance practices leader or colleague support is effective.

According to some researchers, it is a widely held view that work-life balance affects employee turnover, absenteeism and motivation in the organization (Parris, Vicker and Wilkes, 2008; Veiga, Baldrige and Eddleston, 2004).

2.2. Concept of Social Support and Theoretical Basis

Numerous terms are used to describe social support; the most common of which is the beneficial social interactions between managers and colleagues in the organization (Karasek and Theorell, 1990, p. 6). Brown, Prashantham and Abbott (2003) contend about the burnout of employees that social support provided from managers and colleagues have more influence on buffering employees' burnout. Zimet, Dahlem, Zimet and Farley (1988) list social support resources as family, friends, and significant other; besides in business life in organizational context social support sources are considered as colleagues and managers.

According to the antecedent researches of Armsden and Greenberg (1987), Bayram (1999), Cheng (1997) and Soylu (2002) there is a significant relationship between social support and depression and stress. According to some researchers, men have higher levels of social support than their spouses (Reevy and Maslach, 2001; Vaux, 1985).

Regarding the effects of social support to employees; it is suggested that social support has positive health benefits (Boren and Veksler, 2011). In premise studies it is expressed that social support has buffering effect on work stress and burnout (Haines, Hurlbert and Zimmer, 1991; Johnson and Hall, 1988; Van der Doef and Maes, 1999). On the other hand, in the field of burnout, it is claimed that social support has direct effect and indirect effect, in other words mediating effect (Jenkins and Elliott, 2004; Schaufeli and Greenglass, 2001). In another study, Keeton et al. (2007) have found an inverse relationship between social support and burnout. According to Kossek, Baltes and Matthews (2011) receiving social support from managers can give rise to work-life balance.

2.3. Burnout

Although extensive researches have been carried out on burnout, there appears to be some agreement on definition. The term burnout has been used to refer to the situations like "physical fatigue, emotional exhaustion and cognitive fatigue" (Shirom, 1989, p. 33). More recently Schaufeli and Greenglass (2001, p. 501) also describe burnout as physical, emotional

and mental exhaustion. According to Maslach, Schaufeli and Leiter (2001) burnout consists of three dimensions which are called emotional exhaustion, depersonalization, and low personal accomplishment. First subscale emotional exhaustion refers to the exhaustion of the individual to work. Second subscale depersonalization is the result of the employee being exhausted towards the service recipient. Third subscale personal accomplishment refers to the lack of resources.

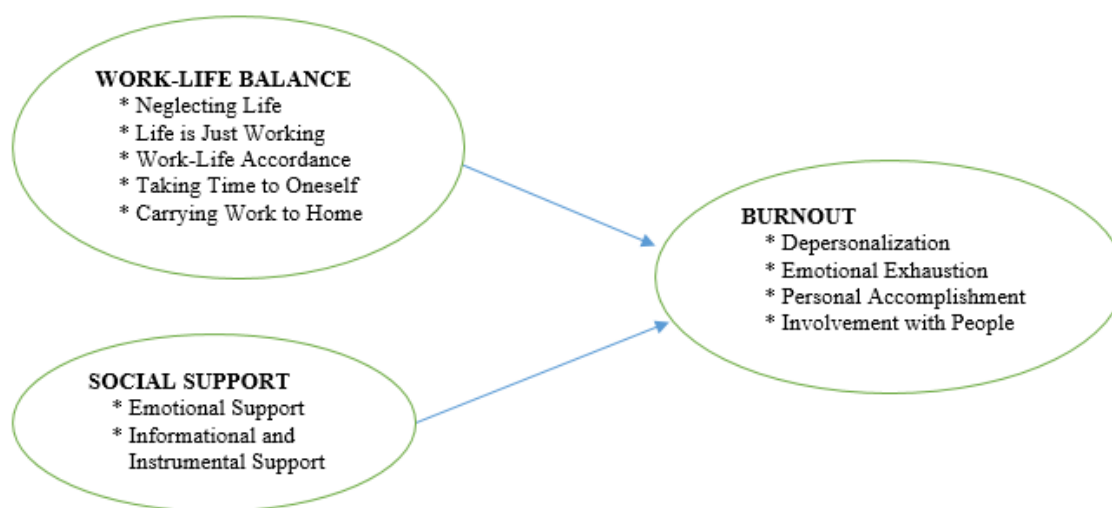
The terms of burnout, stress and depression are generally confused with each other. In fact, burnout might differ with its symptoms. Burnout symptoms are claimed as physical exhaustion and emotional ejaculation (Constable and Russell, 1986; Pines, Aronson and Kafry, 1981). More recently, McCormack and Cotter (2013, p. 17) refer to burnout symptoms as changes on behaviors, emotions, thoughts and health. Furthermore; there is some evidence to suggest that without work-life balance emotional exhaustion and depersonalization levels of individuals could probably be high (Umene-Nakano et al., 2013).

3. Methodology and the Research Model

In the present study multiple regression analysis is applied via SPSS 20.0 software program. In exploratory researches while using Stepwise technique, software program itself decides in which order to include the independent variables to the model. While using Stepwise technique Backward method is preferred in order to decrease the probability of Type II error.

In the following section, first reliability and explanatory factor analysis are performed. Afterwards, in order to determine the mean differences between groups regarding socio-demographic factors, ANOVA analysis is performed via SPSS 20.0 software program. So as to obtain which groups differ from other, Tukey and Games-Howell post-hoc comparisons are analyzed.

Figure 1. Multiple Regression Model of the Research



Model of the research is a multiple regression model consisting of three concepts which are work-life balance, social support and burnout. Burnout here represents the dependent variable; work-life balance and Social support represent independent variables. Doing so allows us to investigate the validity of aforementioned argument about determining the predictors of burnout. In theory, there are studies researching the relationship between work-life balance and burnout; moreover, social support and burnout. On the contrary it could not have been seen any study researching work-life balance, social support and burnout together. This research intends to fill this gap. In the literature multiple regression analysis seems to be applied in the investigated researches. The differences in practice stem from researchers' preferences for hierarchical or logistic regression analysis. However, since the problem of this research is work-life balance, social support and burnout; and the reason why it is a kind of exploratory research; stepwise method (İslamoğlu and Alnıaçık, 2014, p. 367) is preferred. Constable and Russell (1986) also used Maslach and Jackson's (1986) burnout scale and since it was also not explained by a single factor; Constable and Russell (1986) in their research too have analyzed depersonalization, emotional exhaustion, and personal accomplishment factors separately with three dimensions of business environment and four dimensions of social support. It is necessary here to clarify exactly that multiple regression model is analyzed in inter-component level. For example; one of the regression model consists of depersonalization, emotional support and neglecting life. Therefore, it is suggested to be evaluated in this way.

3.1. Research Population and the Sample

The research was carried out in 5 sectors. These are retail, education, service, industry and logistics sectors. As the frequency distribution of employees' ages are examined, it is seen that 101 employees are between 18-29 years, 88 employees are between 30-39 years, 53 employees are between 40-55 years and 18 employees are 56 or older. 118 of the employees are single and 134 of them are married. Besides, 9 employees are divorced.

According to monthly total income level, 40 of the employees' income level is between 0-1,500TL representing approximately minimum wage level; 83 employees' income level is between 1.501-3.000TL, 67 employees income level is between 3.001-5.000 TL and the income level of 70 employees is over 5,001TL.

3.2. Reliability Analysis of the Measurement Tools

In this section of the research, first of all reliability analysis of three scales related to the three concepts is performed. Reliability analysis of the Social Support Scale (Torun, 1995), Work-Life Balance Scale (Apaydın, 2011) and reliability analysis of the Turkish version (Ergin, 1992) of the Burnout Scale of Maslach and Jackson (1986) are analyzed.

The Cronbach's Alpha value calculated as a result of the reliability analysis of the Social Support Scale is .959; therefore, it could be said that the reliability of the scale is high. As a result of the reliability analysis of the Burnout Scale, Cronbach's Alpha value is measured as .844. Therefore, it is almost certain to claim that the reliability of the scale is high.

For all three scales, exploratory factor analysis is required because confirmatory factor analysis could not be explained by a single factor. It is suggested that KMO coefficient should be interpreted as results between .70 and .80 are good; and results between .80 and .90 are excellent. Furthermore, the adequacy of sampling between .90 and 1.00 should be expressed perfectly (İslamoğlu and Alniaçık, 2014, p. 403). Moreover; in order to apply factor analysis, the result of the Bartlett sphericity test should be significant ($p < .05$) (İslamoğlu and Alniaçık, 2014, p. 396). KMO value of the social support scale is .956; KMO value of the work-life balance scale is .903; and KMO value of the burnout scale is calculated .908. Consequently, adequacy of sampling is excellent. The Bartlett sphericity test results are also statistically significant ($p < .001$).

Although there are three factors at the original social support scale, as a result of the exploratory factor analysis in this research, varimax perpendicular rotation technique is applied and social support is explained with 2 factors. Adhering to the original scale items, the first factor is named as emotional support, the second factor is named as informational and instrumental support. Emotional support, the first factor in the model, explains 59.252% of the total variance. The second factor, informational and instrumental support explains 7.095% of the variance. The calculated cumulative variance of the Social support scale is 66.347%.

In the same way, explanatory factor analysis is required for work-life balance scale because as a result of the confirmatory factor analysis scale is likely not be explained by one factor. As a result of the explanatory factor analysis, factors 6 and 7 are represented by one item. Due to the fact that a factor could not be explained statistically in one expression; after subtracting item 6 and item 10 which are describing the 6th and the 7th factors, the explanatory factor analysis is performed again. The first factor is neglecting life, the second factor is life is just working, the third factor is work-life accordance, and the fourth factor is taking time for oneself. The fifth factor which is explained as an additional explanatory factor analysis in the study, is named as carrying work to home adhering to the relevant scale items. The first factor neglecting life in the model is explained by 32.128% of the total variance. The second factor is explained by 8.561% of the total variance. The third factor is explained by the 6.404%; and the fourth factor is explained by 5.208%. The last factor carrying work to home is explained by 4.668% of the total variance. The calculated cumulative variance of the work-life balance scale is 56.968%.

Likewise work-life balance scale and social support scale, explanatory analysis is required also for burnout scale. As a consequence of the analysis, the first factor in the model depersonalization explains 40.269% of the total variance. The second factor emotional exhaustion explains 12.34%; the third factor personal accomplishment explains 6.806%; and the fourth factor involvement with people explains 5.179%. The calculated cumulative variance of the burnout scale is 64.594%.

Table 1. Model Summary of Regression Analysis

	R	R²	SE	Durbin-Watson
Depersonalization	.571	.326	.8272	1.912
Emotional Exhaustion	.599	.346	.8087	2.099
Personal Accomplishment	.570	.325	.8297	1.931
Involvement With People	.362	.131	.9413	1.920

According to the results of the regression analysis, independent variables explain 32.6% of the variance of depersonalization; 34.6% of the variance of emotional exhaustion; 32.5% of the variance of the personal accomplishment; and 13.1% of the variance of the involvement with people. As seen on the Table 1, Durbin-Watson results are very close to 2. Therefore, it could be contended that independence of the error terms precondition is accepted.

Table 2. ANOVA Results of Regression Analysis

	F	p
Depersonalization	30.764	.000
Emotional Exhaustion	28.302	.000
Personal Accomplishment	24.359	.000
Involvement With People	7.630	.000

ANOVA test results Express that model almost best fits to data. Furthermore, significance levels confirm that regression model is statistically significant at $p < .001$ level. In other words, it can be claimed that regression model is statistically significant to predict the dependent variable. Besides, statistically significant predictors are shown on Table 3.

Table 3. Stepwise Regression Analysis Findings

	Depersonalization	Emotional Exhaustion	Personal Accomplishment	Involvement With People
Emotional Support	.124**	-	-	-
Informational and Instrumental Support	-	-	.140**	-
Neglecting Life	-.222*	-.169**	-.435*	.213**
Life is Just Working	-.361*	-.167**	-	-
Work-Life Accordance	-	-.234*	.238*	.134**
Taking Time for Oneself	-.417*	-.402*	.155**	-
Carrying Work to Home	-	.300	-	.155**

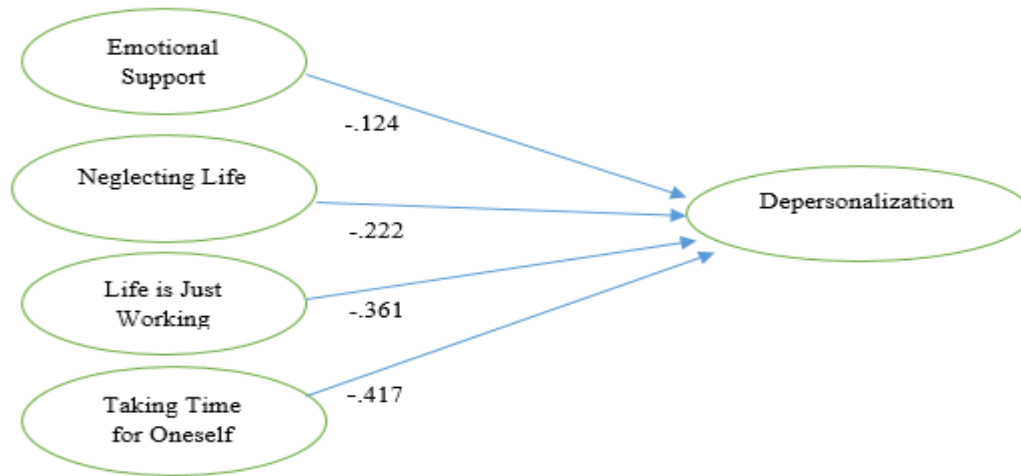
* $p < .001$

** $p < .05$

Table 3 briefly shows that when the effects of other variables are kept constant; how

the dependent variable would change if independent variable level increases 1 level.

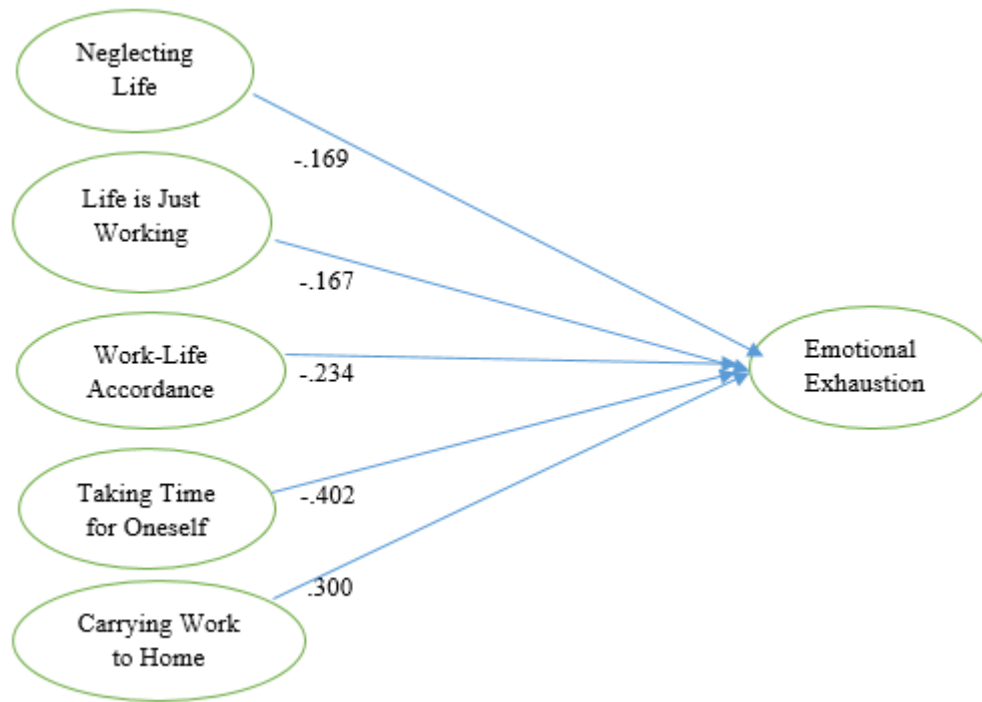
Figure 2. Stepwise Regression Analysis and the Predictors of Depersonalization



To summarize the results of the first model; it is seen that *neglecting life*, *life is just working* and *taking time for oneself* factors of work-life balance; and *emotional support* factor of social support are the predictors of **depersonalization** dimension of burnout. It is seen that 32.8% of the variance is explained by independent variables in the model.

When the effects of other variables are kept constant; if *emotional support* level increases 1 unit; it is observed that there is significant decrease of .124 units ($p < .05$) at depersonalization level. Besides; should *neglecting life* level increases 1 unit; it is observed that there is significant decrease of .222 units ($p < .01$) at depersonalization level. Moreover; if *life is just working* level increases 1 unit; it is observed that there is significant decrease of .361 units ($p < .01$) at depersonalization level. Furthermore; if *taking time for oneself* level increases 1 unit; it is observed that there is significant decrease of .417 units ($p < .01$) at depersonalization level.

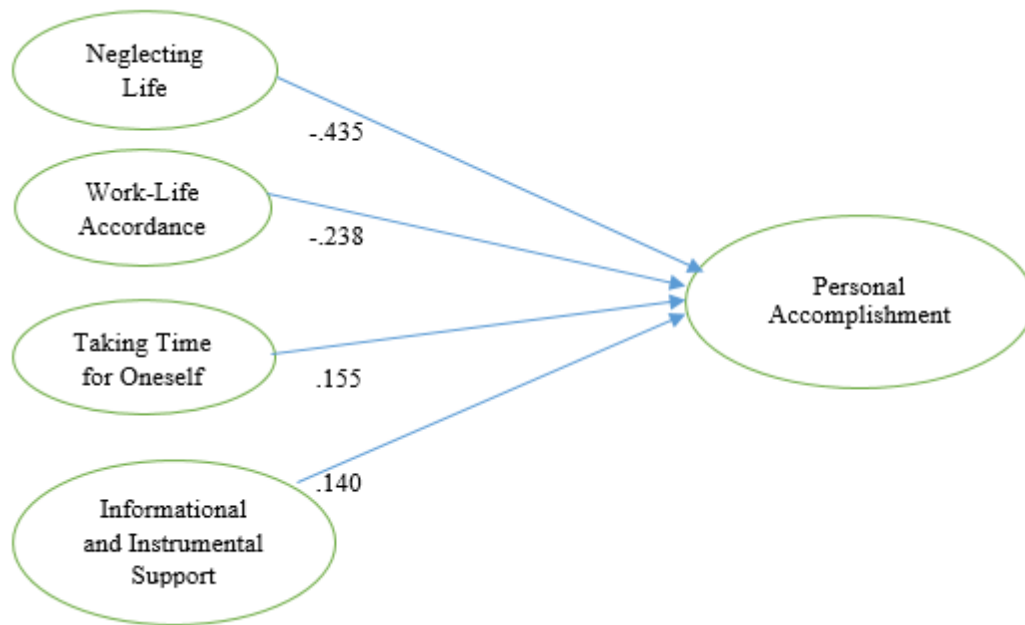
Figure 3. Stepwise Regression Analysis and the Predictors of Emotional Exhaustion



As seen on Figure 3 *neglecting life*, *life is just working*, *work-life accordence*, *taking time for oneself* and *carrying work to home* factors of work-life balance are the predictors of **emotional exhaustion** dimension of burnout. It is seen that 35.9% of the variance is explained by independent variables in the model.

Whether the effects of other variables are kept constant; if *neglecting life* level increases 1 unit; it is observed that there is significant decrease of .169 units ($p < .01$) at emotional exhaustion level. Additionally; if *life is just working* level increases 1 unit; it is observed that there is significant decrease of .167 units ($p < .01$) at emotional exhaustion level. Should *work-life accordence* level increases 1 unit; it is observed that there is significant decrease of .234 units ($p < .01$) at emotional exhaustion level. Moreover, if *taking time for oneself* level increases 1 unit; it is observed that there is significant decrease of .402 units ($p < .01$) at emotional exhaustion level. On the contrary; should *carrying work to home* level increases 1 unit; it is observed that there is significant increase of .300 units ($p < .01$) at emotional exhaustion level.

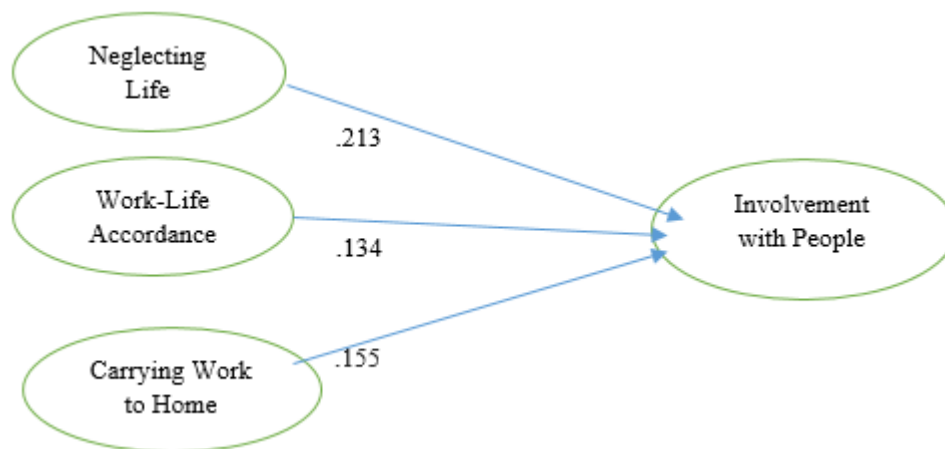
Figure 4. Stepwise Regression Analysis and the Predictors of Personal Accomplishment



On Figure 4 it is seen that *neglecting life*, *work-life accordancy* and *taking time for oneself* factors of work-life balance and *informational and instrumental support* factor of social support are the predictors of **personal accomplishment** dimension of burnout. It is seen that 32.5% of the variance is explained by independent variables in the model.

Providing that the effects of other variables are kept constant; if *neglecting life* level increases 1 unit; it is observed that there is significant decrease of .435 units ($p < .01$) at personal accomplishment level. On the contrary, should *work-life accordancy* level increases 1 unit; it is observed that there is significant decrease of .238 units ($p < .01$) at personal accomplishment level. Furthermore, if *taking time for oneself* level increases 1 unit; it is observed that there is significant increase of .155 units ($p < .01$) at personal accomplishment level. Besides; should *informational and instrumental support* level increases 1 unit; it is observed that there is significant increase of .140 units ($p < .05$) at personal accomplishment level.

Figure 5. Stepwise Regression Analysis and the Predictors of Involvement with People



As seen on Figure 5 *neglecting life*, *work-life accordance* and *carrying work to home* factors of work-life balance are the predictors of ***involvement with people*** dimension of burnout. It is seen that 13.1% of the variance is explained by independent variables in the model.

As long as the effects of other variables are kept constant; if neglecting life level increases 1 unit; it is observed that there is significant increase of .213 units ($p < .01$) at involvement with people level. Furthermore; should work-life accordance level increases 1 unit; it is observed that there is significant increase of .134 units ($p < .05$) at involvement with people level. In addition; if carrying work to home level increases 1 unit; it is observed that there is significant increase of .155 units ($p < .01$) at involvement with people level.

3.3. Analysis of Variances (ANOVA) and Findings

This part of the research presents the analysis of the socio-demographic factors in light of the studies in the literature. Factors that cause employees experience burnout are; demographic variables such as age, gender, marital status and education, personality traits and work-related behavioral patterns.

Socio-demographic factors are analyzed according to the results of one-way analysis of variance in relation to social support and burnout. Age, total monthly income and marital status are the socio-demographic factors which has statistically significant differences ($p < .05$) between the groups.

3.3.1. Differences Between Employees' Burnout and Social Support Levels Regarding Age

Inhomogeneous variance values are taken into account according to the homogeneity test results of the variances. According to ANOVA results, informational and instrumental

support ($p < .05$), depersonalization ($p < .001$) and personal accomplishment ($p < .05$) are found statistically significant; others are not significant.

Table 4. Differences Between Employees' Burnout and Social Support Levels Regarding Age

Dependent Variable	Age	Age	Mean Difference	p
Informational and Instrumental Support	56 and above	18-29	.68	.010
		30-39	.53	.061
		40-55	.74	.011
Depersonalization	18-29	30-39	.38	.029
		40-55	.75	.000
		56 and above	.83	.013
Personal Accomplishment	56 and above	18-29	.70	.001
		30-39	.48	.032
		40-55	.36	.150

According to the results of the Games-Howell post-hoc tests conducted to determine age differences, the informational and instrumental support levels of employees in the age group of 56 and above are .68 units higher ($p \leq 0.01$) than the informational and instrumental support levels of employees in the 18-29 age range. Besides; .74 units higher than employees in the 40-55 age group and it is statistically significant ($p < .05$).

In this study the results obtained are supporting antecedent researches findings. In the study of Kahn et al. (2006, p. 800) the level of depersonalization was found to be higher in younger teachers than those who worked for many years. In this study, the levels of depersonalization of employees between the ages of 18-29 are higher by .38 unit ($p < .05$) than the levels of depersonalization of employees between 30-39 years of age; .75 units higher than the level of depersonalization of employees in the 40-55 age range ($p < .001$); .83 units higher than the depersonalization level of employees aged 56 and above ($p < .05$) and all are statistically significant. A possible explanation for this result might be the avoidance and shyness of the young and inexperienced employees and the fear of making mistakes.

Personal accomplishment levels of employees 56 and above are .70 units higher ($p \leq .001$) than those of employees 18-29 years of age; .48 units higher than the personal accomplishment level of employees in the 30-39 age range and it is statistically significant ($p < .05$).

3.3.2. Differences Between Employees' Burnout and Social Support Levels Regarding Marital Status

According to the marital status variable, there is no significant difference between the groups in the levels of the emotional support and involvement with people dimensions ($p > .05$). Dimensions which have statistically significant differences ($p < .05$) between groups according to their marital status are informational and instrumental support, depersonalization, emotional exhaustion and personal accomplishment.

Table 5. Differences Between Employees' Burnout and Social Support Levels Regarding Marital Status

Dependent Variable	Marital Status	Marital Status	Mean Difference	p
Informational and Instrumental Support	Married	Single	.3056	.040
		Divorced	.4668	.359
Depersonalization	Married	Single	-.3583	.013
		Divorced	-.0492	.989
Emotional Exhaustion	Married	Single	-.4192	.002
		Divorced	-.6791	.111
Personal Accomplishment	Married	Single	.3508	.017
		Divorced	.1738	.898

According to the result of the Tukey test to determine the difference between the marital status of the employees, the informational and instrumental support of married employees is .3056 units higher than the informational and instrumental support levels of single employees and it is statistically significant ($p < .05$).

According to the result of the Tukey test to determine the difference between the marital status of the employees, the level of depersonalization of married employees is .3583 units lower than that of single employees and it is statistically significant ($p = .013$).

There have been researches which have found that married employees feel emotional exhaustion at a higher level than married employees (Ross, Altmaier and Russell, 1989).

Research findings do not support the study of Ross, Altmaier and Russell (1989). According to the result of the Tukey test to determine the difference between the marital status of the employees, the level of emotional exhaustion of married employees is .4192 units lower than the emotional exhaustion level of single employees and it is statistically significant ($p = .002$).

According to the results of the Games-Howell test to determine the difference between the marital status of the employees, it is seen that there is a statistically significant difference ($p = .017$) in the level of taking time for oneself between the married and single employees.

3.3.3. Differences Between Employees' Burnout and Social Support Levels Regarding Monthly Total Income

Although differences of opinion still exist, there appears to be some consensus on monthly income refers to salary. However, in the present research monthly total income refers to the sum of monthly salary and additional incomes such as interest income, rent income, family allowance and other kind of income. Dimensions which have statistically significant ($p < .05$) differences between the groups according to their monthly total income are the informational and instrumental support, depersonalization, emotional exhaustion and personal accomplishment.

Table 6. Differences Between Employees' Burnout and Social Support Levels Regarding Monthly Total Income

Dependent Variable	Monthly Total Income	Monthly Total Income	Mean Difference	p
Informational and Instrumental Support	0-1,500TL	1,501TL-3,000TL	-.4789	.052
		3,001TL-5,000TL	-.6418	.006
		5,001TL and above	-.8771	.000
Depersonalization	3,001TL-5,000TL	0-1,500TL	-.7683	.000
		1,501TL-3,000TL	-.4524	.009
		5,001TL and above	.2446	.404
Emotional Exhaustion	0-1,500TL	1,501TL-3,000TL	.4882	.126
		3,001TL-5,000TL	.5969	.036
		5,001TL and above	.7196	.011
Personal Accomplishment	5,001TL and above	0-1,500TL	.8017	.004
		1,501TL-3,000TL	-.0462	.988
		3,001TL-5,000TL	.3117	.165

For informational and instrumental support, the Tukey test is performed because the variance homogeneity test is not significant ($p = .132$). According to the result of the Tukey test to determine the difference between the income levels of the employees, informational and instrumental support level of employees whose monthly total income is between 0 and 1,500 TL are -.6418 units lower than employees whose monthly total income is between 3,001 and 5,000 TL; moreover, -.8771 lower than employees whose monthly total income is between 5,001 TL and above and it is statistically significant ($p < .05$).

Due to the fact that the variance homogeneity test for the dimension of depersonalization is $p < .05$; the Games-Howell test is performed. According to the results of the Games-Howell test, there is a significant difference ($p < .05$) between the level of depersonalization of employees with a monthly total income of 3,001TL to 5,000TL and the level of depersonalization levels of employees between 1,501TL and 3,000TL.

According to the results of the Games-Howell test for the emotional exhaustion dimension, it is seen that there is statistically significant difference ($p < .05$) between the levels of the employees with monthly total income of 0-1,500 TL and the employees with monthly total income of 3,001 TL-5,000 TL and those 5,001 TL and above. So; emotional exhaustion levels of employees with a monthly total income of 0-1,500 TL are .7196 units higher than those have monthly total income of 5,001 TL and above.

According to the results of the Games-Howell test for the personal accomplishment dimension, there is a significant difference ($p < .05$) between the employees with monthly total income of 0-1,500TL and the personal accomplishment levels of employees with total monthly income of 5,001TL and above.

4. Conclusion

The research aimed to explore whether work-life balance and social support can the predict burnout. Therefore; work-life balance, social support and burnout literature are firstly reviewed in the paper. Afterwards, the effects on individuals and organizations are tried to be explained in the theoretical framework. As mentioned afore, this is an exploratory research; therefore, multiple regression analysis has been done with stepwise technique. To sum up, the contribution of the research to the extant literature is determining the predictors of burnout.

According to the findings of the research; *emotional support*, *neglecting life*, *life is just working* and *taking time for oneself* dimensions are the predictors of **depersonalization**. *Neglecting life*, *life is just working*, *work-life accordance*, *taking time for oneself* and *carrying work to home* dimensions are the predictors of **emotional exhaustion**. *Informational and instrumental support*, *neglecting life*, *work-life accordance* and *taking time for oneself* dimensions are the predictors of **personal accomplishment**. *Neglecting life*, *work-life accordance* and *carrying work to home* dimensions are the predictors of **involvement with people**.

With regard to depersonalization, emotional support dimension has converse impact; however neglecting life, life is just working and taking time for oneself dimensions have positive effect on depersonalization. Regarding to emotional exhaustion; carrying work to home dimension has positive impact. By contrast; neglecting life, life is just working, work-life accordance and taking time for oneself dimensions have inverse effect on emotional exhaustion. Concerning to personal accomplishment, neglecting life dimension has adverse impact. On the contrary; informational and instrumental support, work-life accordance and taking time for oneself dimensions have positive effect on personal accomplishment. With

respect to involvement with people dimension; neglecting life, work-life accordance and carrying work to home dimensions have positive impact.

Regarding socio-demographic factors; there are statistically significant differences ($p < .05$) between groups of age, marital status and monthly total income. Informational and instrumental support, depersonalization and personal accomplishment are the groups which might differ with respect to age. Furthermore; informational and instrumental support, depersonalization, emotional exhaustion and personal accomplishment are the groups that may differ in terms of marital status. Likewise marital status; the same groups could differ with regard to monthly total income.

Last but not least, the results of the research may provide justifications. It needs to be supported by different researches; therefore, it should be interpreted with caution.

For further research, it is believed that it would be interesting to find out the relationship between burnout, work-life balance, workaholicism and personality types. Besides, a new ground for further researches might be social support sources. Relations could be searched on the basis of social support sources which are family, friends, spouse, significant other one or colleagues instead of social support types.

Finally; for practitioners, it might be recommended that structural equation model could be attempted for more complex research models although most common method used in the extant literature is multiple regression model.

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