

MOTIVATION AND EXHAUSTION RELATIONSHIP IN METAL INDUSTRY WORKERS

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ABSTRACT

In this research "Metal Industry Workers' Exhaustion Levels, Job Motivations and Organizational Commitments are examined. In this study, Job Motivation Scale and Exhaustion Scale were used as data collection tool. In the analysis of the data, the Pearson Moments Multiplication Correlation Coefficient and Multiple Regression Analysis techniques were applied. Depending on the results of the research, there was no meaningful relationship found between emotional commitment to emotional exhaustion, normative commitment to emotional exhaustion, normative commitment to continuance commitment. On the other hand, there was a positive and significant relationship found between emotional exhaustion and depersonalization, emotional exhaustion, personal success and personal success and desensitization.

Keywords: Motivation, exhaustion, automotive industry.

INTRODUCTION

Excessive pressure and coercion created by the contemporary business environment on employees distorts their psychological balance; job dissatisfaction, decreased work efficiency, and physical and psychological problems. This situation, which is named exhaustion, can leave the employees weak and defenseless in business life and social life, which negatively affects the performance of the organization.

Business life has a form that requires competition, and managers and employees are constantly putting pressure on achievement of their goals. It is expected that all the employees in the business life should present solutions that can be fast, preferable and cheap. This situation can be said to be caused by the increasing pressure on the workers and by the stress environment of the business environment they are in, the exceeding and continuous stress leads to the work exhaustion.

The negative impact of the exhaustion on the employees increases the rate of labor turnover and reveals the necessity to bear big costs in terms of businesses. Quitting rates are twice as high in service sector workers as in the non-service sector. Particularly high-performing employees are left undesired situation for organizations (Buick and Thomas, 2001).

Exhaustion, which spreads like an infectious disease due to the angry, skeptical, arguing attitudes of the employees and slowing down the work, also affects other employees. This reduces the productivity and efficiency of the organization as it causes low performance and high labor work force (Maslach, Schaufeli and Leiter, 2001). Motivation is accepted as motivated, attracted and sustained by the efforts of a person or business group. Job motivation can also be defined as willingness to make a high level of effort to reach organizational goals by being related with contextual factors related to cultural and individual tendencies (Latham & Pinder, 2005). The motivation issue is important because the

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individual factor is kept in front of the staff. Institutions learn that the most important element in the development process is the individual. Although useful industrial facilities are sufficiently comprehensive, there is no chance for the institutions to continue efficiently if the staff who are in charge of the task have not reached their needs. The expectation of the staff from their institution is very high. Such as; financial opportunities, security, guaranteeing their future, such as education.

It is crucial to know how happy employees are in organization, how much motivation can be achieved, and to what extent an environment of collective welfare can be created. It is stated that employees who are motivated to achieve group motivation are required to be prosperous and to increase the success of the institution. Managers aiming to increase the motivation of their employees should train and develop them.

One of the reasons motivating the motivation process is the unmet demands and needs of the person. These needs can be physical or psychological. When human anatomy is considered, needs such as starvation and thirst, when they need nutrition, are met by eating and drinking, and need to be related to people and to be loved from the other side should also be evaluated within the motivation process. As a result, there is a need for someone to initiate the motivation process, and the problem is solved by meeting this need. These days, in all the sectors in which the human factor is involved, and in the labor-intensive industrial sector, the most important factor for raising the quality is the human resource, which can be attributed to a great extent in achieving high quality and productivity.

METHOD

Research Model

In this research, the relationship between motivation and exhaustion in workers working in the automotive industry has been examined. Relational search model was used in the study. Relational survey models are the ones that aim at determining the presence and / or degree of exchange between two or more variables (Crano and Brewer, 2002).

Population and Sampling

The population of the research consists of workers working in the automotive industry in Bursa. The research was determined by 402 worker with random sampling method and the scales of research were applied.

Data Collecting Tools

Work Motivation Scale

A business motivation scale consisting of 18 questions developed by Aksoy (2006) and adapted by Tanrıverdi (2007) was used. The construct validity of the job motivation scale was examined by factor analysis. According to the results obtained from the factor analysis, the Kaiser-Meyer-Olkin sampling measure was found as 0,781. Accordingly, Bartlett's Test of Sphericity value is meaningful, and 470,77 appears to our perspective. This result indicates that there is a relationship between the scale items. Again, according to the results obtained from the factor analysis, it was observed that the scale was collected in six dimensions, but one dimension was composed of two substances and one dimension was composed of one substance; For this reason, the items included in the two and single item sizes were removed from the scale and the analysis studies were repeated. In the second factor analysis, it was observed that one dimension was formed from one material and this item was removed from the scale and the analysis work was repeated. As a result of the repeated analysis studies after the items extracted from the scale, it was seen that the scale consisted of 14 sub-dimensions

and four sub-dimensions including team harmony, work integration, institutional commitment and personal development. The Business Motivation Scale consists of four sub-dimensions: 'Team Cohesion', 'Integration with Work', 'Commitment to the Institution' and 'Personal Development'.

Maslach Exhaustion Scale

The "Maslach Exhaustion Inventory", developed by Christine Maslach and Susan E. Jackson (1981) and quite frequently used in the related body of the literature, consisted of 3 sub dimensions. From these sub dimensions; "Emotional Exhaustion" 9, "Desensitization" 5 and "Personal Success" sub dimension is consisted of 8 articles.

Validity and reliability studies of the scale were performed by Çam (1991) and Ergin (1993). The scale had a 7-point Likert scale (0-6) in the original; However, it is understood that the 5 Likert used as "0 = never, 1 = very rare, 2 = sometimes, 3 = most of the time, 4 = always" in the form translated into Turkish by Ergin (1995). It has been determined that the reliability of the scale is also very high.

Emotional Exhaustion and Desensitization dimensions are consisted of negative, Personal Success dimension is consisted of positive expressions. The Maslach Exhaustion Scale's personal success subscale can be scored reversely or evenly. In this study, personal success dimension is coded in reverse. (0: always and 4: never), the high score obtained from this sub-dimension represents personal failure. In the result, high scores on the scale show a high degree of exhaustion. The high score from the emotional exhaustion and desensitization subscales and the low score from the personal success subscale indicate high exhaustion.

Analysis of the Datum

The data acquired in the study were analyzed by using Pearson Moments Multiplication Correlation Coefficient and Multiple Regression Analysis techniques in order to see the relations between the variables.

FINDINGS

Table 1. Correlation analysis results on exhaustion and work motivation levels in the metal industry workers

		Emotional Exhaustion	Desensitization	Personal Success	Emotional Commitment	Continuance Commitment
Desensitization	Pearson Correlation	,412**				
	Sig.(2-tailed)	,000				
	N	379				
Personal Success	Pearson Correlation	,846**	,413**			
	Sig.(2-tailed)	,000	,000			
	N	379	379			
Emotional Commitment	Pearson Correlation	,027	-,046	,027		
	Sig.(2-tailed)	,595	,376	,595		
	N	379	379	379		
Continuance Commitment	Pearson Correlation	-,029	,156**	-,030	,047	
	Sig.(2-tailed)	,568	,002	,560	,364	
	N	379	379	379	379	
Normative Commitment	Pearson Correlation	-,004	,019	-,002	-,056	,024
	Sig.(2-tailed)	,941	,715	,962	,278	,645
	N	379	379	379	379	379

Exhaustion and job motivation levels were examined in the automotive industry workers. There was no meaningful relationship found in Emotional exhaustion with emotional commitment ($r = .027$, $p < .595$), emotional exhaustion with continuance commitment ($r = -.029$, $p < .568$), emotional exhaustion with normative commitment ($r = -.004$, $p < .376$), normative commitment with desensitization ($r = .019$, $p < .715$), emotional commitment with personal success ($r = .030$, $p < .560$), normative commitment with personal success ($r = -.002$, $p < .962$), emotional commitment with continuance commitment ($r = .047$, $p < .364$), normative commitment with deviant commitment ($r = -.056$, $p < .278$) were not found. There was a positive and significant relationship found between emotional exhaustion and desensitization ($r = .412$, $p < .000$), emotional exhaustion with personal success ($r = .846$, $p < .000$), and personal success with desensitization ($r = .413$, $p < .000$).

Table 2. Regression analysis of the predictions of organizational commitment in the metal industry workers

$R = .866$ $R^2 = .298$, $p = .000$

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	-.766	2,864		-.245	,771			
Desensitization	-.038	,046	-.028	-1,041	,299	,014	-,052	-,026
Personal Success	-.888	,197	-.5752	-4,209	,009*	,545	-,217	-,091
Team Cohesion	,676	,194	,819	3,331	,010*	,522	,170	,106
Integration With Work	,603	,192	,792	3,203	,011*	,402	,169	,096
Commitment To Institution	,741	,227	,653	3,105	,017*	,283	,164	,103
Personal Success	1,017	,217	4,109	4,766	,002*	,569	,242	,125

Multiple regression analysis results were given for organizational commitment and job motivation sub-dimensions. When the bilateral and partial correlation values between independent variables and dependent variable were examined, no significant relationship was found between emotional exhaustion and depersonalization ($t = -1,041$, $p < .001$). A significant positive correlation was found between emotional exhaustion and personal accomplishment ($r = -.217$), whereas when other variables were controlled, the correlation between emotional commitment and continuance commitment was found to be $r = -.026$.

The correlation between emotional exhaustion and team cohesion ($r = .170$) was found to be positively correlated, while when other variables were controlled, the correlation between team and emotional exhaustion was found to be $r = .106$. There was a meaningful and positive correlation was found between emotional exhaustion and work integration ($r = .169$), whereas when the other variables were controlled, the correlation between emotional exhaustion and work integration was found to be $r = .096$. There was a significant positive relationship found between emotional exhaustion and institutional commitment ($r = .164$), whereas the correlation between emotional exhaustion and institutional commitment was found to be $r = .103$ when other variables were controlled. A meaningful positive relationship was found between emotional exhaustion and personal development ($r = .242$), whereas when the other

variables were controlled, the correlation between emotional exhaustion and personal perception was found as $r = 125$.

When the results of multiple regression analysis on the predictions of organizational commitment in automotive industry workers are examined, there is a significant relationship between job motivation and organizational commitment subscales ($R = ,866$, $R^2 = ,298$, $p < .001$). Along with all the variables mentioned, in metal workers it approximately expresses the 30% of the total variance.

According to the standardized regression coefficient (β), the order of significance of predictive variables over exhaustion is; Personal success ($\beta = ,1017$), commitment to institution ($\beta = -,741$), team cohesion ($\beta = ,676$), integration with work ($\beta = ,603$) desensitization ($\beta = -,038$) and the personal success was ($\beta = -,888$).

DISCUSSION AND RESULTS

Exhaustion and work motivation levels were examined in the metal industry workers. There was no significant relationship between emotional exhaustion and emotional commitment, continuance commitment with emotional exhaustion, normative commitment with emotional exhaustion, emotional commitment with personal success, continuing commitment with personal success and normative commitment with personal success. There was a positive and significant relationship between emotional exhaustion and desensitization, emotional exhaustion and personal success, and personal success and desensitization.

There are also studies existed in the literature show that there is a relationship between the level of motivation and the concept of exhaustion. As a general trend, many studies have shown that people with high level motivation that is people closer to internal motivation are so far from burnout. Examples of such research include Lonsdale and Hodge (2011) and Curran et al. (2011). Emotional exhaustion is also related to motivation in the literature. In a group work, for example Dysvik and Kuvaas (2010), Gagne et al. (2010) and Grant and Sonnentag (2010), it is observed that controlled motivation also affects emotional exhaustion in addition to intention to leave work. Besides, Haley (2003) concluded that organizational commitment was only associated with a decrease in the sense of personal accomplishment, while in the study by Chuo (2003), normative commitment, emotional exhaustion and desensitization; between emotional attachment and desensitization; continuity commitment and personal success.

When the results of multiple regression analysis related to the predictions of organizational commitment in automotive industry workers are examined, there is a significant relationship between job motivation and organizational commitment subscales. In a similar relational study, Yusein (2013) concluded that there was a moderate, positive, and meaningful relationship between organizational commitment and motivation according to employees' thoughts.

The impacts of organizational commitment are closely related to the level of commitment. It may be positive or negative depending on the level of commitment. If the organizational goals are not acceptable to employees, the high level of commitment of employees may expedite the end of the business. On the other hand, if goals are acceptable, top-level commitment is likely to end with effective attitudes. Loyalty is the low level of separation from the organization; low level performance, rising absenteeism and delay etc. with

withdrawal attitudes, in a stronger level. The greater the organizational commitment of employees, the greater the motivation to work. Employees must have the sense of belonging and the adoption of the institution's philosophy. Employees are required to provide the employee with some opportunities to work in order to maintain their organizational commitment. We can rank these opportunities in the form of job satisfaction, satisfactory wages, promotion opportunities, being considered a professional, working with a sufficient number of staff, and a safe business environment. It has been found that job satisfaction is most influenced by the desire to stay in the research conducted on the employees and promotion opportunities are also effective (Zhang and Ma, 2010).

The sensitive point is that motivation by employees is accepted as part of the business culture, and that it can be effectively applied within the business, no doubt that the internal commitment of employees is formed. Employees who feel that they have an intrinsic commitment to the business do not have the same personal and business goals but also contribute with their will, own will, and internal motivation (King, 1997).

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