

# **The Affect Of Psychological Contract To The Level Of Burnout Amongst The Administrative Unit Workers: An Example Of A Private Hospital**

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**ABSTRACT:** *The aim of this research is to measure the psychological contract of the administrative unit workers and to define the level of burnout of this contract. To know the psychological contract perception of the workers is really crucial to increase the quality and productivity. If one can know the aim of their existence at work and define the distribution of roles according to that aim, this will improve the conditions and will help to decrease the level of burnout. Face to face questionnaires are used for descriptive research. The area of this research is consists of the %95 of the administrative unit workers of a private hospital. 90 people joined the questionnaires but 80 of them were analyzed. In this work 2 scales were used; Cronbachalpha ratio of the perception of the psychological contract was 0,662; and is 0.852 for the level of burnout. At the end of the research, the level of the perception of the psychological contract was approximately 3,05. The level of burnout of the participants was not high and the affect of the perception of the psychological contract to the level of burnout was found to be 0.394.*

**KEYWORDS:** *Psychological Contract, expectations, burnout*

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## **I. INTRODUCTION**

Increasing competition in a globalizing world, businesses will development long-term strategies in order to survive. While planning these strategies have benefited from modern approaches such as continuous improvement. In the modern approach to external customers as well as internal customers it is also important. If the internal costumers satisfied, they work more effective. Ensure employee satisfaction;It will be able to meet the expectations.Job purpose and expectations of employees if it is not correctly determined, over time, will increase the levels of burnout, and hence will decrease their commitment to the organization, performance and productivity will fall, the rate of work absenteeism and staff turnover will increas.

Six major factors that effect burnout determined; Workload, control, reward, Loyalty, justice, and values. Employer Obligations”, which is referred to as factors must fulfill in the obligations of the institution is perceived by employees and these factors throughout the business relationship, depending on the shape and direction of the relationship varies. The purpose of the physiological contract employees' perception concept that perception is a concept that encompasses the factors affecting expectations and burnout. Knowing the employees' perception of psychological contract, making it suitable business plan affects employees in a positive way. And it helps to decreasing level of burnout. The level of burnout be brought under control improves the quality and efficiency of enterprises.

In addition to the success of the business depends on good teamwork and coordination If both sides made public goals and objectives, the work shall be carried out regularly; even the expected performance may increase. Psychological contracts are important for guiding businesses.

More effort is spent on health care businesses. so it is important that employees in addition, the psychological contract depends on the employees to perform better.

Therefore it can be said that the effects of psychological contract much more pronounced results.

## **II.THE CONCEPT OF PSYCHOLOGICAL CONTRACT**

### **2.1. Definition of Psychological Contract**

The first time the concept of the psychological contract which was published in 1960, Argyris's "Understanding Organizational Behavior" is included in the book. Argyris, "between the two sides, to be respectful of each other's norms, implicit and non-written agreement" defined as this contract(Cihangiroğlu and Şahin, 2010). The first time the concept has been used to highlight relationship between employers and workers for the implicit and unspoken expectations(Anderson and Schalk, 1998). Once developed, it has emerged different definitions and different features of the concept.

Psychological contract by Levinson VD is defined as the sum of the mutual expectations between the organization and employees (Anderson and Schalk, 1998).

Psychological contracts, in return for their contributions to the organization, an employer of an employee accept certain obligations that is a subjective agreement (Tongs and Weymouth, 2006).

No full consensus among academics is to be seen in the definition of psychological contract. However, Rousseau seems most have been widely accepted definition.

According to Rousseau, psychological contract is individual and personal beliefs about the mutual agreement between the employer.

This mutual agreement promises (such as service and loyalty) contains for both sides (eg trust, fairness and goodwill) implicit liabilities based on the default such factors. It may be each sides of about the different perceptions psychological contract (Konoppe, 2012:7).

According to the definition, in the psychological contract do not two sides unlike other types of contracts (organizations and individuals); because psychological contract is formed by perception of the individual's mental (cognitive). Organization in this definition means that individual of psychological contract's creating conditions and environment. Rousseau definition is different from other definitions. This definition envisages that winner of passing information to the community value, but when losing job security, human factors in frustration and concerns of the mental, cognitive and perceptual aspects taking into consideration (Karcıoğlu and Turker, 2010).

A psychological contract always is regulated by an individual alone. When an employee has a contribution to the organization; The employees of the organization when it thought it would do something in return; It reveals the psychological contract between employee and employer. It also could be the opposite (Konoppe, 2012:7).

Considering these views put forward in different years, the psychological contract occurs as a result of a concept comprising all of that; perceptions, expectations, beliefs, commitments and liabilities (Doğan and Demiral, 2009).

## **2.2. Formation of Psychological Contract**

What play an important role in shaping the formation stage of the psychological contract; experience from previous recruitment, personal characteristics and organizational effects (Coyle-Shapiro, Jacqueline and Parzefall, 2008).

About the formation of the psychological contract; There are five areas in the definition of common content. Both employees and employers must believe that fulfilled more or less of each of these dimensions. These areas are (Demirkasımoğlu, 2012):

**Career Development:** It refers the rise and development opportunities within the organization or business area.

**The Work Content:** It refers; the distributing project, employees be compelling and the project be attractive.

**Economic Rewards:** It refers to the distribution of the appropriate awards.

**Social Atmosphere:** it refers to a work environment based on pleasingly and cooperation.

**Respect For Private Life:** The employer must respect for the employee's personal situation and show understanding.

## **2.3. Responsibilities of the parties in the Psychological Contract**

Most of the employees and the employer's responsibility in the employment contract is written; but in the psychological contract responsibilities usually it implied and not explicitly stated. Expectations of the employer from the employees; want to do more overtime, be attached to work, to do the necessary work is not the task, working of the organization to accept the transfer and working long within the organization. The expectations of employees; higher wages, corporate training, rapid career development, support about to job security and personal problems.

When the organization tries to fulfill their duties and responsibilities towards its employees, it will be able to meet the expectations of significant individuals. In the same way when staff individuals to fulfill their duties and responsibilities it will have fulfilled the expectations of the organization. Moving the parties aware of their responsibilities, they will have to fulfill the expectations of each other and shall ensure the healthy functioning of the psychological contract (Yılmaz, 2012).

## **2.4. Functions and Features of the Psychological Contract**

There are three functions of the psychological contract. These functions are as follows (Anderson and Schalk, 1998):

It reduces insecurity to fill in the gaps remaining in the formal and written agreement.

It is shaping the behavior of employees.

It shows that employees affects the organizations and organization affect employees

When taking into account various definitions for psychological contract, common characteristics of the psychological contract are as follows(Cihangiroğlu and Şahin, 2010):

- Psychological contact of between employees and the organization established on the basis of perception, not the written rules are.
- This is individual and is based on reciprocity.
- There is a relational property rather than a this formality, volunteering is essential
- The basic content of the agreement are comprised of predominantly emotional expectations and liabilities.
- This is a general issue in connection with the emotional expectations. It revealed strong feelings when they are violated
- Workers between the employer's relationship are dynamic because it's change over time (Anderson and Schalk, 1998).
- Sides are dependent on each other in the psychological contract(Anderson and Schalk, 1998).

The psychological contract is not written and not spoken. It's reasons are as follows (Demirkasımoğlu, 2012):

Both sides are not clear about their expectations towards each other. They can not know how to meet these expectations.

Employees and their organizations may not have expectations about each other. For example, it will not know what the tangible and intangible rewards given to employees by employers.

Some of the expectations are extremely natural and are seen as basic expectations.

Cultural norms may cause the expectations not to talk.

## **2.5. Psychological Contract Types**

Psychological contracts are divided into transactional and relational.

Transactional and relational contracts can be distinguished in terms of time frame, stability coverage and concreteness. Transactional contracts contain high material changes of the focus of the economy. Requirements and conditions remained stable in relation to the duration and scope of the contract is narrow (Coyle-Shapiro, Jacqueline and Parzefall, 2008). In addition, they contain short-maturity transactional contracts. Contributions of employee are limited, agents are clear (Yilmaz, 2012). The relational contracts which are based on social exchange, the scope is wider, including the long term, trust-based contracts, contracts that the dynamic of the implicit and subjective matter(Tongs and Weymouth, 2006; Yilmaz, 2012).

## **2.6. Results of Psychological Contract**

The presence of the psychological contract, some causes of positive and negative results. Psychological contracts allow employees to be more flexible, softens the authority between the sides by establishing an emotional connection, reduce workforce turnover rate, increases the employee's job performance and productivity.

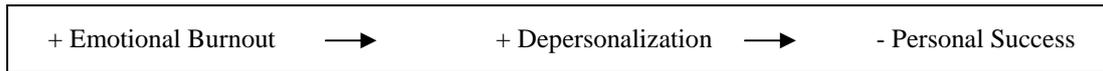
It may include the negative results of the psychological contract; an unofficial obligation contract, it can cause a negative pressure on employees and can lead to abuse of the employees. It is being unwritten and unspoken psychological contract can cause of perceived differently by the employees of this agreement. This may led to a tense atmosphere within the organization (Yilmaz, 2012). Recognition of all employees having psychological contract is clarity and security. Recognition of the psychological contract of work who gets committed to the company's liabilities. Recognition of the psychological contract of employees, is committed to the company's liabilities. In addition, employees' approach to their work and the employer will be easier.

In this study, the above features and benefits of the psychological contract was deemed necessary taking into consideration. Psychological contract within the scope of the study is considered as transactional and relational.

# **III. THE CONCEPT OF BURNOUT**

## **3.1. Definition of Burnout**

The term burnout in psychology was coined by Herbert Freudenberger in his 1974 Staff burnout. Burnout is a psychological term that refers to long-term exhaustion and diminished interest in work. Burnout has been assumed to result from chronic occupational stress(Akpolat and Light, 2009). Social psychologists Christina Maslach and Susan Jackson developed the most widely used instrument for assessing burnout, namely, the Maslach Burnout Inventory. The Maslach Burnout Inventory operationalizes burnout as a threedimensional syndrome made up of exhaustion, cynicism, and inefficacy. Some researchers and practitioners have argued for an "exhaustion only" model that views that symptom as the hallmark of burnout(Üçök ve Torun, 2014).



According to this; Burnout is associated with emotional resources of individuals consuming and results in the person's sense of emotional exhaustion(Ardıç and Polatçı, 2008). Emotional burnout; Because of their employees work extremely emotionally loaded and is feeling exhausted. It is the most important predictor of burnout. Lack of personal success is defined as follows: inability to overcome the problem and to feel inadequate (Üçok and Torun, 2014).

### 3.2. Causes of Burnout

The causes of burnout can be handled in two categories namely personal and organizational. Personal reasons are: age, marital status, number of children, excessive devotion to work, personal expectations, motivation, personality, performance, stress encountered in personal life, job satisfaction, individuals conducted informal relationship. Organizational causes of burnout are: job quality, working organization type, weekly working time, the characteristics of the organization, workload, work stress, role ambiguity, educational status, inability to participate in the decision, the relationships within the organization, organizational climate, economic and social reasons (Akpolat and Işık, 2009).

Maslach and friends studied together leads to burnout individual and organizational factors. According to the researchers, burnout factors forming the defined as "the area of working life" and burnout can be prevented only if the necessary changes are made in this area examined. Affecting burnout and defined as the areas of working life are six key factors: Workload, Control, Awards, Belonging, Justice and Values. "Employer Responsibilities" are expressed as these factors; it must fulfill the obligations of the institution is perceived by employees. These factors are changing the direction and shape of the relationship during the business relationship (Üçok and Torun, 2014).

### 3.3. Symptoms and Results of Burnout

Burnout syndrome is different from person to person. However burnout includes physical, emotional and mental symptoms. The energy of the people exposed physical burnout to is low. They feel tired themselves in a large part of time. In addition, this people complain of many disease(for example; frequent headaches, nausea, sleep disturbances and changes in eating habits) (Akpolat and Light, 2009). People of living in emotional burnout are observed psychological symptoms such as chronic irritability, frustration, irritability, impatience, unworthiness, space and the feeling of meaninglessness (Social, 2011). The people exposed to mental burnout behave cynical to other people and behave negative against them. This period is the desensitization period. As a result people behave such as leaving the job and neglect to work(Akpolat and Light, 2009). Burnout one of the important consequences for the individual is also cause harmful habits. Individuals who want to overcome the problems increases to use of harmful substances such as sedatives, smoking, drinking and may become dependent (Social, 2011).

Ignoring the symptoms of burnout is caused progress and it is caused to become an insoluble(Juniper and POLATCI, 2008).

Organizational burnout results with decreasing organizational commitment and job satisfaction. The person who burnout is incapable to coping chronic emotional stress in job. and on the basis of this helplessness and failure are many situations such as low morale, decreased performance, employee turnover rates and absenteeism (Social, 2011).

Results of burnout not only affect the individual and work life. Factors negatively affecting of family life are; resulting of burnout mental distress, behavioral disorders, interpersonal conflicts (Juniper and POLATCI, 2008).

In this study, the determination of burnout levels were taken into account physical and emotional symptoms.

## IV. SIMILAR STUDIES

In the literature; Robinson has examined psychological contract violation and violation the results of perception by obtained 147 managers from the data. He perceived violation of contract have concluded that reduce organizational performance, employee performance (Robinson, 2000).

Guest (2004), has examined labor agreement between the relationship psychological contract. It has also investigated the properties and the results of the psychological contract and have concluded that the effect of the attitudes and behaviors of psychological contract.

Tonks and Weymouth (2006), have concluded that part-time employees is being exploitation and they transact fair less than full-time employees.

Konoppe (2012), has studied psychological contracts with temporary workers.

In reviewing the literature on the psychological contract in Turkey it was found to be theoretical studies (for example Bilgin, 2007; Cihangiroğlu and Şahin, 2010; Çakmak, Ofluoğlu and Büyükyılmaz, 2012).

In the questionnaire, the emotional commitment and continuance commitment of the staff has been positive effect on the psychological contract (Doğan and Demiral, 2009).

In a study conducted in Erzurum, a positive relationship were found between perception of organizational commitment levels and perception of psychological contract compliance levels (Karcioğlu and Turker, 2010).

Demirkasımoğlu (2012), has made a research on the teachers in Ankara of perceptions of psychological contract to determine the level and compliance of the business environment.

In their research the pharmaceutical industry working İyigün and Cetin sales representatives; They examined the effect of psychological contract types on organizational deviations (İyigün and Çetin, 2012).

As a result of the study conducted in Konya, it has reached a positive correlation between psychological contract and organizational trust (Yilmaz, 2012).

They have concluded that affect organizational cynicism and breach perception psychological contract (Leo and Tall, 2014).

When examine the literature, shows that there is limited research on the psychological contract. In this research aimed to relationship the perception of psychological contract to burnout levels. This study shows the relationship of burnout level and the perception of psychological contract. This study will be first study working administrative personnel in hospital.

## **V. ABOUT RESEARCH**

Research; It was conducted to measure employee perceptions of psychological contract and burnout levels. At the same time; health organizations have been made to this effect is important in terms.

### **5.1. Purpose of the Research**

The aim of the research; employees of the administrative unit of a private hospital measure perceptions of the psychological contract and perceptions of the psychological contract is to determine the impact on levels of burnout.

The following hypotheses were tested in this study.

Perceptions of the psychological contract there is a relationship between the level of burnout.

Perception of operational contract is higher than perception of relational contract.

The impact of the emotional burnout perceptions of psychological contract is higher than the effect on the physical burnout

Physical burnout level is higher than of emotional burnout level.

Perceptions he psychological contract the level of burnout in institution increases the studied period.

Psychological contract and burnout levels are different in the each departments.

Psychological contract and burnout levels are different for each title

### **5.2. The Importance of Research**

When the literature is examined it is studies that the psychological contract perceptions and these perceptions of organizational commitment, turnover intention, job satisfaction, the level of adaptation to the work environment, organizational deviance, behavior, and confidence, personality traits, the relationship between on the relationship between organizational cynicism and general cynicism. Uçok and torun has impact on the level of burnout studies domestic customers is more important in these institutions because health institutions are the foundation of service Business and employ staff in different disciplines This research will determine employee perceptions of psychological contract and burnout levels. In health care establishments such research has not been done. This study is important in order to prevent negative consequences.

### **5.3. Research Assumptions**

The questionnaire questions are enough to measure the perception of psychological contract and burnout. Answering the questionnaire participants were representative of the universe. they have the right answer questionnaires.

### **5.4. Limitations of Research**

Time and cost are limited. Research was carried to one hospital. Hospital name has been kept secret. Research results are limited to 80 poll.

## VI. METHODOLOGY

### 6.1. The Universe and Sample

Universe of descriptive study is 95 staff employees in the administrative units at a private hospital. The sample of the study consisted of personnel working in different administrative units. In the sample selection was trying to reach the entire universe. A questionnaire was distributed to 90 people different administrative units. However, some of the questionnaire were not included in the analysis because didn't think filled with sincerity. Analysis was based on 80 questionnaire.

### 6.2. Data Collection Tool

In determining the employee of perceptions of psychological contract was used 17 item psychological contract scale developed by Millward and Hopkins(1998). The scale 10 items includes about operational contract of questions and the scale 7 items includes about relational contract of questions. The researchers asked the advice of English training that academics after the scale has been translated from English to Turkish. The grouping of questions was used the İyikün and Çetin 's study.

To determine the burnout levels of employees (2008) were used Akpolat and Işık's the questionnaire.

Administered questionnaire is three parts. in the first section includes about information of employees. There are questions to determine the perception of psychological contract in the second section. In the third chapter there are questions to determine the burnout levels of employees. In questionnaire form are 31 pieces in the of proposition. Fivepoint Likert scale questionnaire was used.

Questionnaires have been applied after obtaining necessary permission from the relevant institutions and Gazi University Ethics Commission.

The general Cronbach's alpha coefficient were calculated as 0.637 resulting of safety analysis in the questionnaire.

Resulting of the reliability test calculated separately for each section; scale of psychological contract's Cronbach's alpha coefficient was determined 0.662; scale of the burnout's Cronbach's alpha coefficient was determined 0.852.

Questionnaire answers of employees calculated on SPSS 22 program: frequency analysis, t-test, ANOVA test, correlation analysis and regression analysis.

## VII. FINDINGS

Table 1: Personal Information About Staff

SEXUAL	FEMALE		MALE		TOTAL	
	N	%	N	%	N	%
<b>PERSONAL INFORMATION</b>						
<b>AGE</b>						
20-24	4	8,0	13	43,3	17	21,3
25-29	7	14,0	1	3,3	8	10,0
30-34	9	18,0	1	3,3	10	12,5
35-39	25	50,0	7	23,3	32	40,0
40-44	1	2,0	2	6,7	3	3,8
45-49	4	8,0	6	20,0	10	12,5
<b>EDUCATIONAL STATUS</b>						
SECONDARY SCHOOLS	1	2,0	1	3,3	2	2,6
HIGH SCHOOL	6	12,0	3	10,0	9	11,3
ASSOCIATE DEGREE	3	6,0	2	6,7	5	6,3
UNDERGRADUATE	34	68,0	21	70,0	55	68,8
MASTER	5	10,0	3	10,0	8	10,0
PHD	1	2,0	-	-	1	1,3
<b>TOTAL</b>	<b>50</b>	<b>62,5</b>	<b>30</b>	<b>37,5</b>	<b>80</b>	<b>100</b>

As seen in Table 1, filling the questionnaire form 80 people 62.5% (N = 50) in the female staff; 37.5% (N = 30) in the male staff. The staff who answer the Questionnaire 3.8% (N = 3), 20-24, 10.0% (N = 8) in 25-29, 12.5% (N = 10) i 30-34, 40% 0 (N = 32), then 35-39, 21.3% (N = 17) of them 40-44, 12.5% (N = 10) between 45-49 years of age.

The educational status of fact; The majority of the staff, 68.8% (N = 55) rates a graduate degree. Employees of 2.6% (N = 2) s secondary schools, 11.3% (n = 9), high school, 6.3% (N = 5), Associate Degree, 10.0% (N = 8) 'master, 1.3% (N = 1) of them received the doctoral level education.

Table 2: Staff Related Corporate Information

<b>Corporate Information</b>	<b>N</b>	<b>%</b>
<b>In Corporations Working</b>		
<b>Period</b>		
1-5 Year	23	28,8
6-10 Year	29	36,3
11-15 Year	20	25,0
16-20 Year	8	10,0
<b>Department</b>		
General Management	4	5,0
Law	3	3,8
Hospitality and Logistics Services	2	2,5
Statistics	2	2,5
Patient Communication	5	6,3
Quality	3	3,8
Editorial	2	2,5
Invoice	12	15,0
Administrative Staff	8	10,0
Performance	4	5,0
Accounting	4	5,0
Purchase	31	38,8
<b>TOTAL</b>	<b>80</b>	<b>100</b>

When Table 2 is examined the staff 28.8% (N = 23) i 1-5 years, 36.3% (N = 29) between 6-10 years, 25.5% (N = 20) i 11-15 years, 10.0% (N = 8) of them were working in the institution of 16-20 years.

The staff who answer the quastionnaire 38.8% (N = 31) i purchase, 15.0% (N = 12) were working in the billing unit. General manager 5.0% (N = 4), the legal department is 3.8% (N = 3), hospitality and logistics services 2.5% (N = 2), statistical units 2.5% (N = 2), patient communication unit, 6.3% (N = 5), quality unit, 3.8% (n = 3), the editorial units of 2.5% (N = 2), the administrative staff units 10.0% (N = 8) , performance units, 5.0% (N = 4), the accounting unit 5.0% (N = 4) shows the distribution.

Table 3: Perception of Psychological Contract about Mentions Points

<b>OPERATIONAL CONTRACT MENTIONS</b>	<b>N</b>	<b>Avg.</b>	<b>SS</b>
I prefer to work in the designated working hours to be precise.	80	3,78	1,212
I expected to be paid for all overtime.	80	3,55	1,221
I am ready to provide 100% contribution to the future benefits of this institution.	80	3,54	1,030
I come to work just to do my job.	80	3,13	1,286
The conditions of the contract, loyalty to the organization was determined.	80	2,94	1,162
I do my job for just money.	80	2,55	1,200
I am working to perform my job for just a short-term targets.	80	2,40	0,922
Career path in this organization is planned in detail.	80	2,24	0,917
It is important not to focus too much work.	80	2,24	1,094
So I'm just trying to make me do my job.	80	2,16	0,947
<b>RELATIONAL CONTRACT MENTIONS</b>	<b>N</b>	<b>Avg.</b>	<b>SS</b>
I adopted my work environment	80	4,00	0,694
I will try to the end for try institution.	80	3,73	1,006
I feel like part of the team myself in workers in my working instution.	80	3,68	0,897
I think the progress in the organization workers in my working instution.	80	3,38	1,173
I hope to promoted with my stage in this institution and show my effort to achieve the goals	80	3,35	1,264
I think it paid off the labor of the workers in my working instution.	80	2,64	1,161
If I work strict / too , I have the opportunity to upgrade.	80	2,60	1,074

As shown in Table 3, the statements regarding the perception of the psychological contract are divided into transactional and relational contracts expressions.

When the points of 10 judgment sentence expressing the transactional contract examined; "I prefer to work in work hours determined as definitive" judgment is in first place with an average of 3.78 points. Looking at the average scores given the judicial sentences of employees, it is seen that employees are undecided "I expected to be paid for all overtime", "I am ready to contribute 100% to the future benefits of this institution", "I do just come to do my job". Employees who answered the questionnaire; "My loyalty to the WORKPLACE, is determined by the conditions in my contract, I do it for money only my job," "I'm trying to perform my work only for short-term goals," "My career paths in these organizations is planned in detail", "work is important not to focus too much" judicial sentence to average 3 stated that they participate by giving a score below reputation. "I'm just doing enough to let me do my job" opt-out ratio of 2.16 with an average score of expression, which is the highest judicial sentence.

When the seven judicial sentence for relational contracts examined; the respondents' employees "I think I adopted my work environment," stated that they join the judiciary, giving an average of four percentage points. When the seven judicial sentence for relational contracts examined; the respondents' employees "I think I adopted my work environment," stated that they join the judiciary, giving an average of four percentage points. Employees who answered the questionnaire the judicial sentences; "The organization I work, I think it paid off the labor of the workers", "if strict / hard I tried, I have the suitable opportunity to be promoted" they inparticipate by giving a score under average three.

Table 4: Perception of Burnout about Mentions Points

<b>Emotional Burnout about Mentions</b>	<b>N</b>	<b>Avg.</b>	<b>SS</b>
I am hopeful for the future.	80	3,56	0,966
I feel that my job is to restrict me.	80	2,73	1,091
I feel like I cooled down my job.	80	2,70	1,024
I feel myself anxious (worried).	80	2,58	1,145
I feel emotionally exhausted.	80	2,39	1,085
I feel myself to be emotionally burnout.	80	2,36	1,022
Myself "trapped" feeling like.	80	2,28	1,031
I feel sad.	80	2,26	0,990
I myself feel excluded from life.	80	2,05	0,884
I feel worthless.	80	1,90	0,866
<b>Physical Burnout about Mentions</b>	<b>N</b>	<b>Avg.</b>	<b>SS</b>
I'm very sensitive to the disease.	80	3,19	1,115
I feel physically tired.	80	2,91	1,150
I feel physically worn out.	80	2,63	1,118
I feel physically weak.	80	2,61	1,097

Table 4 shows the emotional and physical burnout scores of the participants. Nine of the expressions of emotional exhaustion contains negative judgments, is below 3 of the scores awarded to participants expressed thus reached the conclusion that participate in these statements. "I feel unworthy" it has been said to be the highest rate by 1.90 points to participate. In other words, institutions in which participants feel worthless. "I am hopeful for the future" it implies that unlike other statements involve positive participants had an average of 3.56 points in the judiciary and the judicial sentence. Survey participants are given this statement to measure failed to answer the answer candidly. According to the negative statements of the respondents stated that they participate in this positive expression of the points 4 'to be close to that of the survey indicate that sincerely agree ratings filled.

Looking at the scores awarded to the physical exhaustion expression, the participants "I am very sensitive to disease" he stated stated that they are unstable in (Avg. 3.19). The other statement that they had to participate by giving a score below average 3 reputation.

Table 5: Perception of Psychological Contract and Burnout Levels Averages

FACTOR	Avg.	SS
Psychological Contract	3,05	,428
Operational Contract	2,85	,506
Relational Contract	3,33	,683
Burnout	2,58	,611
Level Of Emotional Burnout	2,48	,661
Physical Burnout Levels	2,83	,869

Table 5 shows the average perception of the psychological contract and burnout. The average of the scores given by the participants' psychological contract as judicial sentences have been identified as shown in Table 3.05. Operational agreements perception (Avg. 2.85), the relational contract perception (Avg. 3.33) is significantly lower.

Burnout of the participants were quite low with 2.58 average. Means that people are stated that they live burnout. Physical burnout level (Avg. 2.83) is higher the level of emotional burnout(Avg. 2.48).

**The relationship between personal and corporate information with the perception of psychological contract and burnout level**

A significant relationship was not detected between the perception of psychological contract and burnout levels and sex made by the t-test.

A significant relationship was not detected between age, level of education, with institutions department factors, working time between the perception of psychological contract and burnout by the ANOVA test. The employees in the billing unit's perception is higher than the administrative staff unit (P = 0.009) and purchase volume (P = 0.034 of employees. In addition to the employees working in the accounting unit's physical burnout was higher than physical burnout of administrative units it (P = 0.011).

**The relationship between the perception of the psychological contract and the level of burnout**

Correlation analysis was performed. burnout and psychological contract between the perception of 0.276 (P = 0.013) correlation ratio was found.

Y the perception of psychological contract =  $-0.394 X$  The level of burnout  
Y the perception of psychological contract =  $-0.449 X$  emotional The level of burnout (P=0.009)

Looking at the relationship between them; one unit increase in the perception of psychological contract, will result in a decrease of 0.394 in burnout. In other words, the perception of psychological contract to reduce burnout levels of employees should be increased. Looking at the relationship between psychological contract with the perception of emotional and physical burnout; A unit increase in the perception of psychological contract, the level of emotional burnout was found to be 0.449 percent decrease cause. No association was found that the physical burnout.

## VII. DISCUSSION AND RESULT

In a work to define the perception of the psychological contract and the level of burnout of a private hospital and to find the affect of the perception of the psychological contract to the level of burnout; 80 questionnaires were analyzed and 62.5% of the participants were females(N=50) and 37.5% of them were male (N=30). The age of the majority of the participants (61.3%) were between 20-39 and %68.8 of them have bachelor's degree( N=55).

The majority of the participants have been working in the same hospital for 1 to 10 years (65.1%) and the majority of the participants are from purchasing department (38.8%) and from billing department (15.0%).

When we focus on the relation between the perception of the psychological contract and the level of burnout; It can be seen that one point increase in the the perception of the psychological contract will cause 0.394 point decrease in the level of burnout. This result supports the hypothesis " there is a relation between the perception of the psychological contract and the level of burnout".

One point increase in the the perception of the psychological contract will cause 0.449 point decrease in the emotional level of burnout and it is found that there is no statistical relation with the physical level of burnout. This result supports the hypothesis " the relation of between the perception of the psychological agreement and emotional level of burnout is much more affective than the relation with the physical level of burnout.

With regards to these results, to decrease the level of burnout it is crucial to improve the perception of the psychological agreement.

The average point of the answers that participants gave to the psychological contract conditions was 3.05. Perception of operational agreement was (approximately 2.85) perception of relational agreement was

(approximately 3.33) which means that the results are lower than expected. This result rejects the hypothesis "perception of operational agreement is higher than perception of relational agreement". At the same time The average point of the answers to the psychological agreement conditions given as "I am not sure" shows that the workers dont really know the or have little information about this concept and term. This result indicates that it is a must to give information about the psychological aggreemeent concept to the workers.

The result of the research indicates that workers dont suffer from the burnout but in the end the level of burnout is higher than (approx. 2.83) emotional level of burnout (approx. 2.48). This result supports the hypothesis of " the level of physical burnout is higher than the level of emotional burnout".

According to the result of this research; there is a relation between the psychological agreement and the level of burnout connected with the working time, department, and the title. However when looked to the relation between the department worked in and the perception of the relational agreement; the perception of the workers in the billing department is (P=0.009) and the purchasing department is (P=0.034). In addition to this the level of burnout of the workers in administrative unit is higher than the ones in assessment departmanet (P=0.011).

These results rejects the hyphothesis "Perception of the psychological agreement and the level of burnout increases with the time worked in the hospital", Perception of the psychological agreement and the level of burnout changes according to the department that the workers work", "Perception of the psychological agreement and the level of burnout changes according to the title they have in the hospital".

	<b>HYPHOTHESISSES</b>	<b>ACCEPT</b>	<b>REJECTION</b>
<b>H1</b>	There is a relationship between perception of psychological contract and burnout levels.	✓	
<b>H2</b>	perception of operational contracts is higher than perception of relational contract.		x
<b>H3</b>	The effect of the emotional burnout level to perceptions of psychological contract is higher than the effect of the physical burnout.	✓	
<b>H4</b>	Physical burnout level is higher than the level of emotional burnout.	✓	
<b>H5</b>	The perception of psychological contract and burnout level is increasing hours worked institutions.		x
<b>H6</b>	Perception of psychological contract and burnout varies according to the department studied.		x
<b>H7</b>	Psychological contract and burnout perception varies according to the staff of the title.		x

### **IX. SUGGESTIONS**

The informations of the employees in the health care must be up to date to do this employees must improve and develop themselves. The motive to do this will increase as the administration unit keeps their promises, as they answer the expectations in other words, If they play along with the psychological agreement.

It is crucial that the administrative unit and the workers of the hospital should be informed about the agreement and to create a neatly prepared environment amongs them. So, during job interviews and working relations the promises given to the workers have to be kept and if not the reasons have to be explained.

The average point of 3.05 of the psychological agreement and the level of burnout shows that the employees are lacking of the information about this concept. For the sake of workers and even for the public, it is important to educate the workers about these concepts.

Additionlay, to get much more healthy and detailed results it is agreed that the future researches will be done in different environments and hospitals.

It is crucial and highly advised that both the administration and the employees should understand and get educated about the psychological agreement and the level of burnout.

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