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A Study on Employees in Context of Organizational Commitment, Job Performance, Burnout and Workaholism: A Research on Cashiers

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Abstract

The research has been performed with face to face survey method intended for totally 198 cashiers in chain supermarkets which are operating in Ankara. The objective of the research is to measure levels of organizational commitment, job performance, burnout and workaholism of cashiers comprising research sample and examine the correlation between these concepts.

According to findings revealed as a result of the research, a strong, positive linear correlation has been determined between workaholism, organizational commitment and job performance. Beside, in the research, a secret “*workaholism*” for cashiers can be mentioned about. However sufficient findings regarding cashiers to be completely workaholic cannot be reached. Organizational commitment of cashiers has been determined as intermediate while job performance levels are on a degree considered as good. Sufficient findings to characterize cashiers as burned out could not be acquired.

Keywords: Organizational Commitment, Job Performance, Burnout, Workaholism, Cashiers

1. Introduction

Majority of researches performed in recent years have focused on the role of emotions in work life. It is emphasized that a set of feelings such as workers to be workaholic, to feel himself committed with the

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organization emotionally or in another way, feeling of burnout, are nested with the emotional life and an integral part of the organization life, for this reason, emotional situations of works must be cared more.

The objective of this study is, to measure organizational commitment, job performance, burnout and workaholism levels of cashiers comprising research sample and examine the correlation between these concepts. With this research, it is predicted that behaviors of workers regarding research subjects can be determined and human resource managers can be supported to take necessary precautions regarding this issue. Results of this research are important in terms of business managers to realize behaviors which are reducing or increasing the productivity. This research is also important since there aren't many similar researches in related occupation group under our country's conditions. Beside this research has the qualification of being an interdisciplinary research since it involves organizational commitment, human resources and psychology areas.

2. Conceptual Frame Related to Organizational Commitment

When researches related to organizational commitment are reviewed, it is seen that, sentimental obligations which cause pressure in the direction of the commitment of the worker to organization objectives, possible financial cost of quitting from the organization for worker and being committed to organization on worker are main subjects which are emphasized. Organizational commitment is defined in various forms such as a behavior which associates workers identification with the organization, a process where objectives of organization complies with objectives of worker, a behavior presented as a result of perceiving costs of quitting from the organization and benefits as a result of being committed with the objectives of the organization, the situation caused by normative pressure in the way of being committed with objectives of the organization etc. [1].

The authors in [36] define distinguishing features of organizational commitment of worker as worker to believe in objectives and values of the organization he is working in and adopt them, to make considerable effort in the direction of reaching organization's interests, to have a strong desire to maintain the organization membership [2].

The power of individual's commitment to organization is described as organizational commitment. Organizational commitment which is also defined as individual to be identified with the organization is approached in three forms as emotional commitment, maintenance commitment, normative or ethical commitment. While emotional commitment expresses an understanding which acknowledged organizational objectives and values, integrated with the organization, maintenance commitment expresses costs of quitting from the organization brought to individual. Normative or ethical commitment means that the individual to adopt commitment against the organization as a duty and responsibility [3].

Organizational commitment has been associated with different concepts by researches in the literature. When these studies are reviewed, organizational commitment has been approached with concepts such as organizational support, organizational citizenship, organization culture, organization climate, job satisfaction, workaholism, work saturation, organizational justice, stress, job performance, personal features, organizational confidence and different results have been obtained in researches [4-16].

Among these researches, in the research performed by [16] on correlation of workaholism and organizational commitment intended for bank employers, it is concluded that an increase in workaholism effects organization commitment positively and in the research of job performance and organizational commitment performed by Uygur [11] even if a weak correlation between two concepts has been determined.

3. Conceptual Frame Regarding Job Performance

Performance can be defined as “the level of performing a work or behavior of worker according to determined conditions” [17]. As to performance assessment, it is assessment of present performance of the worker and future potential according to specific criteria. Since performance assessment results are used in human resources programmes such as promotion, education, development, waging, it is a topic which has been studied much more in recent years [18].

Job performance is a main case for managers and employees as well as investigators. In fact, organizations to reach institutional objectives and to gain competitive capacity in the sector they are in, they need employees who show great performance in the business they are performing. Great job performance is important not only for employees but also for organizations. As well as Completing duties duly and showing high success in the job is an ornament, satisfaction and capability for individuals; they are also main condition of many job results which are important for individuals such as job performance, higher income, better carrier and social reputation [19 trans.20]

In the work environment individuals present behaviors in comply with job roles assigned them by others regarding jobs they are doing. Generally, although being limited by situational conditions, such behaving types and job results connected with them might show important differences from person to person. For the purpose of determining such interpersonal differences which are highly important for the achievement of organizations as a whole, some measures are developed in work environment and generally such measures are called as criterion. Job criteria have been one of primarily subjects in which investigators and managers are interested in many theoretic and applied subjects such as testing of theories related to organizational behaviors, development of various human resources applications and ensuring personal development of employees since the beginning of job and organization psychology field [21trans.20].

4. Conceptual Frame Regarding Burnout

The concept of burnout has been first used by Freudenberger in his research in 1974. According to Freudenberger, burnout has been defined as the situation of depletion in interior sources of individual as a result of being unsuccessful, depreciation, overloading, loss of power and energy or desires which are not met [22trans.23]

The dictionary meaning of burnout concept is “depletion of energy, power or sources due to excessive requests, being exhausted and becoming unsuccessful. Burnout is sometimes used as a term defining a situation which shows itself by means of physical disorders, remains as unchanged, reduction of mental and physical energy by developing consequently chronically stress situations related to job [24].

According to Maslach et al., burnout is a situation observed on individuals working in occupations which are serving to people and of which symptoms are emotional depletion, insensitivity against people served and reduction of self-success feeling. Burnout is one of factors which involves both individuals and organizations and which effect productivity and efficiency of workers together with reduction of energy and over use of existing power and sources [25, 38].

Burnout concept also has been associated with many concepts in the literature. In Researches performed by Naktiyok and Karabey, [26] on academics, burnout and workaholism concepts have been associated and a significant correlation between two concepts has been determined and it has been concluded that workaholism is increasing individual burnout.

5. Conceptual Frame Regarding Workaholism

Workaholism concept has been first suggested by Oates in 1968 [37]. Oates has defined workaholism as “an emotion emerged in connection with working without break, an excessive and uncontrolled requirement felt for working continuously on a level which adversely affect health, happiness and relationships with other people” [27].

The term of “Workaholic” which is defined as “Workaholic” in English, has been first used in academic studies by Spence and Robbins [28].

According to another approach; workaholism is form of behavior of individuals who are addicted to work by staying away from other vital activities except work, commitment to work and who cannot break away from the work mentally even out of work [29].

Workaholism can be defined as an individual to feel himself in a requirement of continuously working and feel uncomfortable when he is not working. As a result in workaholism, excessive and over working, focusing on the work is in question. Thus the individual may ignore his private life, family and relatives, his hobbies, his intellectual activities [30].

Workaholism emerges as a situation which is realized when the individual begins work life. An individual’s desire of excessive working except work life can be defined by different concepts. In this

concept, workaholism can be defined as a situation in which individual is committed to work life excessively, does not enjoy activities other than work, takes work to home and situation of always being work driven or in another words “being married with the work” [31].

When concepts regarding workaholism are reviewed, it is seen that the concept is associated with many concepts such as burnout, obsession, work-life balance, gender, divorcing, organizational commitment, quality of relationship, work-family conflict etc. [30].

6. Methodology of Research

6.1. Objective of Research: The objective of the research is to measure levels of organizational commitment, job performance, burnout and workaholism of cashiers who comprise research sample and examine the correlation between these concepts. With this research, it is predicted that behaviors of workers regarding research subjects can be determined and human resource managers can be supported to take necessary precautions regarding this issue.

6.2. The Universe and Sample of the Research: In the research, a questionnaire comprising of totally 64 expressions except demographic variables has been used to test hypothesis and model. These questionnaires have been distributed to cashiers in chain supermarkets which are operating in Ankara and totally 300 scales for analysis has been used. 210 of 300 scales have been returned. 196 questionnaires have been subject to content evaluation and analysis.

6.3. Method of Data Collection: Four different scales have been benefited in collection of data for the purpose of determining levels of workaholism, organizational commitment, and burnout and job performance of workers except demographic information.

a) Demographic Information Form: In this section which is intended to collect demographic information belong to cashiers; subjects such as age, gender, education status, marital status, work experience, income status take place.

b) Workaholism Questionnaire: As for the workaholism scale used in the research, WorkBAT (Working Battery) scale has been benefited which has been suggested by Spence and Robbins [29] and has been used in many researches. In the research, the scale of which the validity and safety have been proven, Turkish Form which has been adapted by Kart [32] has been benefited. Cronbach Alpha coefficient has been found as 0.72. Skewness and kurtosis values have been found between -1 and +1 and distribution is normal.

c) Organizational Commitment Questionnaire: This scale is organizational commitment questionnaire which has been developed by Meyer and Allen [1] and which is commonly used in the literature to measure emotional, normative and maintenance commitment. All questions in the questionnaire have been depended on 5-point Likert Scale in which 1 is “I absolutely disagree”, and 5 is “I absolutely agree”. In the reliability analysis performed for the questionnaire, Cronbach Alpha coefficient has been

determined as 0.77. Skewness and kurtosis values for normal distribution have been found between -1 and +1 and the distribution is normal.

d) *Job Performance Questionnaire*: In this questionnaire which consists of 6 questions and which has been adapted by benefiting from different scales in the measurement of job performance, five point Likert type rating has been used. In the reliability analysis performed for the questionnaire, Cronbach Alpha coefficient has been found as 0.79. Skewness and kurtosis values for normal distribution have been found between -1 and +1 and the distribution is normal.

e) *Burnout Questionnaire*: For the measurement of burnout levels of workers in the research, the form which has been adapted to Turkish by Ergin [33] of Maslach Burnout Questionnaire has been benefited. The questionnaire is answered by 5 point Likert method. Expressions taking place in the questionnaire are answered by selecting one option from 1. Never, 2. Rarely, 3. Sometimes, 4. Frequently, 5. Always options. In the reliability analysis performed for the questionnaire, Cronbach Alpha coefficient has been found as 0.72. Skewness and Kurtosis values for normal distribution have been found between -1 and +1 and the distribution is normal.

6.4. Analysis of Data : Data obtained as a result of application of questionnaire used in the research have been transferred to computer and have been analyzed by using SPSS 16.0 packaged software. In the reliability test performed to all expressions in the questionnaire to determine the reliability and validity of data, the reliability of data is on a sufficient level since Cronbach Alpha value has been calculated as 0.81. The first condition of a questionnaire to be assumed as valid is the questionnaire to be reliable. Hence, the maximum limit which can be accessed for validity is equal to square root of reliability coefficient. Thus, validity value is $\sqrt{0,81} = 0,90$. Reliability can never guarantee validity to determine an upper limit for validity [34]. Beside, frequency analysis, descriptive analysis, validity and reliability analysis, correlation and regression analysis for data have been used. Assessment of data has been performed on total scores of answers of each question given by participants. Statistical significance level has been accepted as $p < 0.05$.

7. Findings and Discussion

Table 1. Demographic Characteristics of Samples.

| Demographic Characteristic | Value | Number |
|-------------------------------------|------------------|--------|
| Description of the line item | | |
| Month and year of survey | July-August 2010 | |
| Sample size | 196 | |
| Gender | | |
| Female | % 51 | 100 |
| Male | % 49 | 96 |
| Age | | |
| 20-30 | % 50 | 98 |

| | | |
|------------------------|--------|-----|
| 31-40 | % 39,8 | 78 |
| 41-50 | % 10,2 | 20 |
| Marital Status | | |
| Married | % 39,8 | 78 |
| Single | % 60,2 | 118 |
| Income Level | | |
| 500-1000TL | % 56,1 | 110 |
| 1100-2000 TL | % 43,9 | 86 |
| Work Experience | | |
| 1-5 years | % 60,2 | 118 |
| 6-10 years | % 26,5 | 52 |
| 11-15 years | % 13,3 | 26 |
| Education | | |
| Primary School | % 23,5 | 46 |
| Secondary School | % 57,1 | 112 |
| High School | % 19,4 | 38 |

The research has been performed in July and August of 2010. As seen in Table 1, 100 of 196 cashiers participated into the research are female (51 %), of 96 are male (49 %). While 98 of participants are between 20-30 age range (50 %), 78 are between 31-40 age range (39.8 %) and 20 are between 41-50 age range (10.2 %). 78 of participants (39.8 %) are married and 118 (60.2 %) are single. Numbers of individuals of whom incomes are between 500 TL and 1000 TL is 110 (56.1 %), and 86 (43.9 %) are between 1100 TL – 2000 TL. As for work experience, it is observed that of 118 are working between 1-5 years (60.2 %), of 52 are working between 6-10 years (26.5 %), and of 26 are working 11-15 years (13.3 %). When education status are reviewed, it is seen that of 46 have been graduated from primary school (23.5 %), of 112 have been graduated from secondary school (57.1 %) and of 38 have been graduated from high school (19.4 %).

Table 2. Correlation between Workaholism, Organizational Commitment and Job Performance

| | | 1 | 2 | 3 |
|------------------------------|-------------|---|-------|--------|
| 1. Workaholism | Spherman | 1 | 511** | ,491** |
| 2. Organizational Commitment | Correlation | | 1 | ,491** |
| 3. Job Performance | Coefficient | | | 1 |

**Correlation is significant at the 0.01 level (2-tailed).

As seen in Table 2, there is a strong positive linear correlation between workaholism, organizational commitment and job performance ($p < 0.001$). This result complies with research results performed by Uygur [11] and Bayraktaroğlu et al.[16] in different occupation groups. In the table concepts which have significant correlation as a result of the analysis are shown. Significant correlations between burnout concept and other concepts could not be determined.

Table 3. Organizational Commitment, Workaholism and Job Performance

| Dependent Variable | R ² | Independent variable | B | Beta | t | p | VIF |
|---------------------------|----------------|----------------------|------|------|-------|-------|------|
| Organizational Commitment | 0.41 | Workaholism | .467 | .423 | 7,503 | 0.000 | 1.91 |
| | | Job performance | .844 | .408 | 7,214 | 0.000 | 1.91 |

As seen in Table 3 (in organizational performance), capacity of learning and job satisfaction variables explain 41 % of total variance. There is not autocorrelation since Durbin Watson: $1.5 < d = 1.94 < 4$

Table 4. The Mean of the Participants' Answer to the Expressions of Workaholism

| Descriptive Statistics | | | |
|--|--------|----------------|-----|
| | Mean | Std. Deviation | N |
| I love my job when compared to most of people | 3,7653 | 1,26330 | 196 |
| I feel guilty when I give break while I am working | 2,2653 | 1,16840 | 196 |
| My occupation looks like an entertainment rather than a job. | 2,4388 | 1,24090 | 196 |
| My job is so interesting that most of the time it doesn't look like a job to me. | 2,2755 | 1,16161 | 196 |
| I am really looking forward for weekends: Only entertainment, no work! | 2,2347 | 1,27943 | 196 |
| Since my job is really enjoyable I work more than expected from me. | 3,3367 | 1,26446 | 196 |
| I enjoy most of the time I spend in the work | 3,5714 | 1,09075 | 196 |
| I occasionally find something to like in my job | 2,7143 | 1,24859 | 196 |
| It seems like someone is forcing me to work harder even I don't like. | 2,3673 | 1,30000 | 196 |
| I spend my time for beneficial things even in times I am not working as much as I work | 3,7449 | 1,16629 | 196 |
| I lose track of time when I am dealing with a project. | 3,2959 | 1,28270 | 196 |
| I look forward to go to work as soon as I wake up. | 2,9898 | 1,21102 | 196 |
| Working hard is important for me even I don't like the work I am doing | 3,7449 | 1,23464 | 196 |
| I can't tell how I feel myself pleasant when I deal with an interesting project. | 3,8571 | 1,04268 | 196 |
| Most of the time I find myself while I am thinking about my job even I want to stay away for a moment. | 3,3776 | 1,23633 | 196 |

| | | | |
|--|--------|---------|-----|
| I don't have any spare time except my job and other activities I participate. | 3,6224 | 1,28514 | 196 |
| Most of the time I feel inside there is something pushing me to work harder | 3,2857 | 1,23205 | 196 |
| Holidays bore me and make me uncomfortable when I can't find something useful to do. | 2,9490 | 1,38396 | 196 |
| Other people see me as a person who tends to work excessively. | 3,4082 | 1,20543 | 196 |

In Table 4, means of answers given by participants to expressions in workaholism questionnaire are given. For each question in the questionnaire, there is a 5 point Likert type preference list which includes “(5) I absolutely Agree”, “(4) I agree”, “(3) I am Uncertain”, “(2) I don't Agree” and “ (1) I absolutely Disagree” expressions. In the scoring, answers given to questions have been rated as 5-4-3-2-1 from the expression of “I absolutely Agree” to expression of “I absolutely Disagree”. The mean of given answers has been concluded as **3.1181**. Based on this conclusion, an approaching secret “*workaholism*” can be mentioned about for cashiers comprising our sample. However it cannot be said that cashiers are completely workaholic. This result complies with results of researches performed by Bayraktaroğlu et al. [16], Emhan et al. [35], Zincirkiran, [30] and Zincirkiran, [34] in various occupation groups.

Table 5. The Mean of the Participants' Answersto the Expressions of Organizational Commitment

| Descriptive Statistics | | | |
|--|-------------|------------------|----------|
| | Std. | | |
| | Mean | Deviation | N |
| I would make me so much happy to spend the rest of my cashier life in this organization. | 3,1633 | 1,31027 | 196 |
| I don't feel myself as “emotionally committed” in this organization. | 3,0510 | 1,33875 | 196 |
| I really feel problems of this organization as my own problems. | 3,4388 | 1,32871 | 196 |
| I don't feel myself as “part of the family” in the organization. | 3,1020 | 1,25261 | 196 |
| This organization has a very personal (private) meaning for me. | 3,3265 | 1,33417 | 196 |
| I don't have a strong sense of belonging against my organization. | 2,6224 | 1,22801 | 196 |
| I don't feel any sentimental obligation to stay with my present employer. | 2,6327 | 1,29209 | 196 |
| I think that it is not right time to leave my organization even it would be advantage for me. | 3,6020 | 1,33390 | 196 |
| I feel guilty If I leave my organization at the moment. | 3,2653 | 1,37039 | 196 |
| This organization deserves my loyalty. | 3,5714 | 1,14578 | 196 |
| I wouldn't leave my organization at the moment since I feel obligation for people here. | 3,2347 | 1,40184 | 196 |
| I owe so much to my organization. | 3,3061 | 1,21028 | 196 |
| At the moment, staying in my organization is a matter of obligation as much as it is a matter of wish. | 3,1020 | 1,31648 | 196 |
| Leaving my organization would be difficult for me even I want to leave. | 3,3673 | 1,28413 | 196 |
| If I decide to leave my organization at the moment, majority of my life would be upside down. | 3,0102 | 1,39225 | 196 |
| I think that I have as fewer options as to think not to leave this organization. | 2,9694 | 1,29261 | 196 |

| | | | |
|--|--------|---------|-----|
| One of limited number of negative results of leaving this organization would be alternative scarcity. | 2,8673 | 1,03911 | 196 |
| I would think to work in another place if I wouldn't have given much from myself to this organization. | 3,1327 | 1,24561 | 196 |

In Table 5, means of answers given by participants to expressions in organizational commitment questionnaire are given. For each question in the questionnaire, there is a 5 point Likert type preference list which includes “(5) I absolutely Agree”, “(4) I agree”, “(3) I am Uncertain”, “(2) I don't Agree” and “(1) I absolutely Disagree” expressions. In the scoring, answers given to questions have been rated as 5-4-3-2-1 from the expression of “I absolutely Agree” to expression of “I absolutely Disagree”. The mean of given answers has been calculated as **3.1536**. Based on this conclusion, it can be said that organizational commitment levels of our cashiers comprising our sample is intermediate.

Table 6. The Mean of the Participants' Answer to the Expressions of Job Performance

| Descriptive Statistics | | | |
|---|--------|----------------|-----|
| | Mean | Std. Deviation | N |
| Everybody is busy in our unit, there is very few spare time. | 3,7041 | 1,21705 | 196 |
| In our unit, everybody makes the best effort. | 3,5510 | 1,33683 | 196 |
| Our organization supports me about looking for ways to increase productivity by means of my knowledge and skills. | 3,4796 | 1,18304 | 196 |
| Our organization's productivity is high. | 3,5714 | 1,15470 | 196 |
| Generally the quality of work we perform with my friends in the same group is high. | 3,8469 | 1,11265 | 196 |
| Generally respect is equal among our organization's employees disregarding class and status. | 3,3367 | 1,30438 | 196 |

In Table 6, means of answers given by participants to expressions in job performance questionnaire are given. For each question in the questionnaire, there is a 5 point Likert type preference list which includes “(5) I absolutely Agree”, “(4) I agree”, “(3) I am Uncertain”, “(2) I don't Agree” and “(1) I absolutely Disagree” expressions. In the scoring, answers given to questions have been rated as 5-4-3-2-1 from the expression of “I absolutely Agree” to expression of “I absolutely Disagree”. The mean of given answers has been calculated as **3.5816 (I Agree)**. Based on this conclusion, it can be said that job performance levels of our cashiers comprising our sample is on a good level.

In Table 7, means of answers given by participants to expressions in organizational commitment questionnaire are given. For each question in the questionnaire there is a 5 point Likert type preference list which includes “(5) Always”, “(4) Frequently”, “(3) Sometimes”, “(2) Rarely”, “(1) Never” expressions. In the scoring, answers given to questions have been rated as 5-4-3-2-1 from the expression of “I absolutely Agree” to expression of “I absolutely Disagree”. The mean of given

answers has been calculated as **2.7672** (*Sometimes*). Based on this conclusion, it can be concluded that sufficient findings to identify cashiers comprising our sample as “*burnout*” could not be encountered. This conclusion complies with research conclusions performed by Zincirkıran and Tiftik (2013), Tiftik, 2014 in a different occupation group in our country.

Table 7. The Mean of the Participants’ Answer to the Expressions of Burnout

| | Descriptive Statistics | | |
|---|------------------------|----------------|-----|
| | Mean | Std. Deviation | N |
| I feel myself emotionally exhausted due to my work | 2,8367 | 1,14304 | 196 |
| I feel myself exhausted at the end of work day. | 3,2449 | 1,12830 | 196 |
| I feel myself exhausted since I will start a new work day each morning. | 2,7755 | 1,11430 | 196 |
| Working together with people during the day is burning me out. | 2,6224 | 1,27714 | 196 |
| I feel obstructed due to work I am doing. | 2,4796 | 1,33766 | 196 |
| Working with people together is making a great stress on me. | 2,6020 | 1,30278 | 196 |
| I have reached the end of standing limit in the work I do. | 2,1837 | 1,27579 | 196 |
| I feel desperate due to work I do. | 1,9898 | 1,12314 | 196 |
| I treat people I am working with in the workplace as they are an object. | 1,9388 | 1,27955 | 196 |
| I have begun to treat people senseless since I have started this job. | 1,8061 | 1,16934 | 196 |
| I think that the work I am doing is emotionally harming me. | 2,1939 | 1,28628 | 196 |
| I am not interested in what will happen to people I serve. | 1,9490 | 1,23515 | 196 |
| I feel that people I serve are accusing me of due to their some problems. | 2,2347 | 1,17932 | 196 |
| I can understand feelings of people I am working with. | 3,3878 | 1,27003 | 196 |
| I am dealing with problems of people I am working with. | 3,2347 | 1,26330 | 196 |
| I think that I am positively affecting other people’s life with my job. | 3,0612 | 1,39461 | 196 |
| I feel myself quite energetic because of the job I do. | 3,0918 | 1,20756 | 196 |
| I can create a comfortable environment together with people I work. | 3,5408 | 1,19115 | 196 |
| I approach to emotional problems cold-bloodedly in my job. | 3,4694 | 1,19146 | 196 |
| I am ensuring a lot of important contributions to job I do. | 3,7551 | 1,19023 | 196 |
| Being closely interested in people I serve is positively affecting me. | 3,7143 | 1,17233 | 196 |

7. Discussion, Conclusion and Suggestions

In the result of the research, relationships between organizational commitment, job performance, workaholism, burnout concepts have been examined by correlation and regression analysis. Beside, by means of descriptive analysis, levels of organizational commitment, job performance, workaholism, burnout concepts of cashiers have been investigated.

In line with findings as a result of the research, a positive, strong linear correlation between workaholism, organizational commitment and job performance has been detected. In other words, it can be said that organizational commitment and job performance of cashiers whose workaholism levels

are high might increase. This result complies with results of research performed by Uygur [11] and Bayraktaroğlu et al.[16] in different occupation groups. Any correlation between burnout concept and other concepts could not be detected in the research.

Also, according to research results, a secret “*workaholism*” can be mentioned for cashiers comprising the sample. Despite this result, it cannot be said that cashiers are completely workaholic. This result complies with results of researches performed by Bayraktaroğlu et al. [16] Emhan et al., [35] Zincirkiran, [30] and Zincirkiran, [34] in different occupation groups. Organizational commitment of cashiers has been detected as intermediate, however job performances have been detected on a level which can be considered as good. Sufficient findings to characterize cashiers as burned out could not be acquired. 60 % of cashiers in the sample have 1 – 5 years job experience and this situation shows that worker turnover rate of the business is high.

As a result of the research, intended for cashiers, human resources managers, senior executives and investigators:

- ✓ Even workers who are working as cashier to show indications of workaholism and this situation to affect organizational commitment and job performance in a positive way might be evaluated as a positive situation; negative effects of this situation must be absolutely taken into account. Also, workers not to have a feeling of burnout in spite of intensive work tempo, is evaluated as a positive situation.
- ✓ Human resources managers should take tangible precautions which will be able to prevent negative organizational and individual behavior problems which might arise. Worker performance might be increased by determining which factor is associated with job performance feature of workers which are on a good level.
- ✓ Managers might take precautions which might enable workers who are working in the cash to keep at their jobs for a long period. For example, worker turnover rate might be reduced by making recovery in low wages.
- ✓ If the research is performed in the same sample by increasing number of subjects, more different and tangible results might be obtained. Also the same research can be performed in different occupation groups.

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