

THE INFLUENCE OF JOB INSECURITY ON PERFORMANCE OUTCOMES AMONG EMPLOYEES OF TURKISH TV SERIAL INDUSTRY*

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Abstract

The purpose of this research is to find out the effects of job insecurity on burnout and the effect of burnout on creativity and performance of employees in the Turkish television serial industry which is gaining a broad attention in the recent years. The research was designed as a survey. In order to collect data; “Maslach’s Burnout Inventory” “Job Insecurity Scale”, “Creativity Scale” and “Performance Scale” were used. Specific descriptive analyses which were conducted to calculate the data were percentage, frequencies, means, t-test, One-Way ANOVA and Multiple Linear Regression. It is found out that employees’ burnout level was at a high level in emotional exhaustion and personal accomplishment at a low level in depersonalization. Moreover, the results of relation between burnout, performance and creativity were significant. Consequently, it is also found out that burnout is another factor affecting job performance.

Keywords: Job insecurity, burnout, creativity, performance.

TÜRK TV DİZİ SEKTÖRÜ ÇALIŞANLARINA YÖNELİK PERFORMANS SONUÇLARINDA İŞ GÜVENCESİZLİĞİNİN ETKİSİ

Özet

Bu çalışmanın amacı, Türk dizi sektöründe, iş güvencesizliğinin tükenmişlik üzerinde etkisini ve tükenmişliğin yaratıcılık ve performans üzerinde etkilerini belirlemektir. Bu doğrultuda bir anket formu tasarlanmıştır. Verileri elde etmek için “Maslach Tükenmişlik Envanteri”, “İşgüvencesizliği Ölçeği”, “Yaratıcılık Ölçeği” ve “Performans Ölçeği” kullanılmıştır. Verilerin analizinde ise, frekans, t-testi, One-Way ANOVA ve çoklu regresyon analizi kullanılmıştır. Analiz sonucunda sektör çalışanlarının duygusal tükenmişlik ve kişisel başarı hislerinin yüksek, duyarsızlaşma duygularının düşük düzeyde olduğu tespit edilmiştir. Çalışmada ayrıca tükenmişlik, iş güvencesizliği, yaratıcılık ve performans arasında önemli ilişkilere rastlanılmıştır.

Anahtar Kelimeler: İş güvencesizliği, tükenmişlik, yaratıcılık, performans

Introduction

It is becoming harder for organizations to survive within the rivalry atmosphere of our era. It is now possible for many organizations to compete with the rapid economic changes not simply by having cheap raw materials, work-power and providing suitable technology, but also having creative and knowledgeable employees. As a well-known fact, governing bodies can only accomplish their plans by means of their employees and this situation induces a strict relationship between employees’ organizational commitment. Many companies can do better work if they manage to identify the factors related to employees’ attitudes towards the workplace and take sensible precautions to overcome these problems to increase creativity. The term ‘burnout’ comes up to stage at this point, as it is one of the leading subjects which underlines the importance of employees’ psychology and behaviors related to work-life. In the field of literature, many studies are conducted to understand the reasons behind burnout (Schaufeli & Greenglass, 2001:63-83). General focus is on environmental factors like organizational specialties (Halbesleben & Buckley, 2004:859-879) and individual factors like demographic and personality types, as they cause effects on formation of burnout (Leiter,

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1990:1067-1083). In this research, job insecurity is taken into consideration as an organizational factor that forms burnout. Also, employees of the television serial sector are included in the research as a sample that is believed to induce high levels of burnout. Turkish television industry has become a major source of income for the country. Especially Turkish television series are widely popular in the Balkans, the Middle East and Central Asia. These serials are the country's one of the most vital exports as a profit and as public relations. Today, many television series and various programs are being exported to different countries. This sector is developing on a yearly basis. On the other hand, according to the unions of the sector, there are some problems amongst employees of the industry. For instance, employees work average 16-20 hours during the workweek. Furthermore, most of employees in the sector are not gratified with their pay and their job protection.

In this framework, the main concern of this research is to study the effects of job insecurity that are effecting employees' burnout levels and the effects of burnout on employees' creativity and performance. As the major focal point is on burnout, job insecurity, creativity and performance themes within an entire point of thought, it is considered that this vision differentiates the research amongst others.

1. Theory and Hypothesis Development

1.1 Burnout and Job Insecurity

The term burnout was introduced to the field of literature by Freudenberger in 1974. Freudenberger (1974:159), defined burnout as "to fail, wear out or become exhausted from making excessive demands on energy, strength or resources". By this definition, it is understood that burnout is a societal problem and later became equally a major domain of the researchers. The most common definitions of burnout are formed by Maslach and Jackson (1984) as a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity. This definition helped to classify burnout as emotional exhaustion, depersonalization and decrease in personal achievement. According to this point of view, "Emotional exhaustion refers to feelings of being emotionally overextended and drained by one's contacts with other people. Depersonalization refers to an unfeeling and callous response to these people, who are usually the recipients of one's service or care. Reduced personal accomplishment refers to a fall in one's feelings of competence, and successful achievement in one's employment with people" (Maslach and Jackson, 1984:133-153).

Burnout occurs when the organizational conditions are intolerable and unfair. According to Maslach, Schaufeli and Leiter (2001), the impact of the changing world of workplaces is perhaps most evident in changes in the psychological contract. Employees are expected to give more in terms of time, effort and skills, whereas they receive less in terms of career opportunities, lifetime employment, and job security. The violation of the psychological contract between an employee and an organization is likely to produce burnout, because it erodes the trust of reciprocity (Maslach et al., 2001). Various researches are of the impression that job insecurity can lead to burnout. So that job insecurity is accepted as a source of tension in the literature and is defined to be an individual's "expectations about continuity in a job situation" (Davy et al., 1997:323), "perception of a potential threat to continuity in his or her current job" (Heaney et al., 1994:431) and "powerlessness to maintain desired continuity in a threatened job situation" (Greenhalgh & Rosenblatt, 1984:438-448). In the field of literature, job insecurity is examined within two dimensions as qualitative job insecurity and quantitative job insecurity. According to this vision, quantitative job insecurity means "worrying about

losing the job itself, and qualitative job insecurity means worrying about losing important job features” (Greenhalgh & Rosenblatt, 1984:438). In other words, quantitative job insecurity is related to the general comprehensive operationalization of the construct, qualitative job insecurity refers to the feelings of potential loss in the quality of the organizational position such as, *worsening of working conditions, lack of career opportunities and decreasing salary development* (Sverke & Hellgren, 2002:242).

According to studies on burnout, there is a significant relationship between qualitative job insecurity and burnout. For example, Kinnunen et al. (1999:320) found out that negative changes forming perceptions of job insecurity within the several dimensions of the work causes stress and burnout. Likewise, Sverke and Hellgren (2002:260) determined that employees’ perception of job insecurity ends up with stress, burnout and dropouts. Westman, Etzion and Danon (2001), who made a research on job insecurity and burnout about married couples, found a positive correlation between job insecurity and burnout, with regard to both males and females. These findings corroborated the results of Dekker and Schaufeli (1995); Landsbergis (1988) that the prolonged chronic exposure to job insecurity could lead to burnout.

Thus, the researchers propose the following hypotheses:

Hypothesis-1: A significant positive relationship exists between burnout and job insecurity

2.2 Burnout and Job Creativity.

The burnout phenomenon has got various undesired consequences as *loss of personal satisfaction from the job, decrease in organizational commitment, loss of performance and dropouts* (Weisberg, 1994:2). Another consequence is the effect on creativity. Creativity is the success key for organizations and it is described as “the production of novel, useful and appropriate ideas by either an individual or group. Novel ideas are those that are unique compared with other known ideas. Useful and appropriate ideas are those that have the potential to add value to products, processes or procedures (Amabile, 1983). According to Amabile (1996), motivation is one of three primary factors positively influencing creativity. In the literature a distinction is made between intrinsic (internal) motivation and the influence of motivation from external (extrinsic) sources of creativity. In other words, external and internal factors influence an individual’s creative process. External influences include those from the work environment (external motivation) and internal factors include intrinsic motivation, domain-relevant skills and creativity-relevant processes (Amabile, 1983). Much research has focussed on how creativity is negatively affected and findings state that the leading factors are; fear (Freeman, 1983), time pressure (Amabile, et al., 2002), harsh criticism of new ideas (Amabile & Perlow, 2002), inhibiting organizational environment (Amabile, Hadley & Kramer, 2002) and job stress (Hon, Chan & Lu, 2013:422).

Research findings on burnout state that burnout effects employees’ creativity in a negative way (Halbesleben & Buckley, 2004; Shirom, 2003). For example; Schaufeli, Maslach and Marek (1996) tried to examine the connection between burnout, innovation and creativity revealing empirical evidence of a connection between burnout and creativity. In addition, they found that people who are experiencing burnout are seen as less creative people. In his research conducted on teachers, Farber (2000:689) found that burnout has negative effects on teacher creativity. According to Isen and Baron (1991:53), creativity of individuals’ expands when they have positive attitudes towards organizations. Asad and Khan (2003:149) underlined the meaningful correlation between stress, burnout and creativity after a research conducted with banking industry employees in Pakistan. On the other hand, in a different study Landeche (2009) reported no significant correlation between emotional exhaustion, depersonalization, and

creativity index among teachers in the public schools. However, she found a fairly strong relationship between creativity and reduced personal accomplishment.

Thus, the researchers propose the following hypotheses:

Hypothesis-2: A significant negative relationship exists between burnout and creativity.

2.3 Burnout and Performance

Employee performance is more vital to project management since employees play a crucial role in project activities as communication, coordination, problem solving, and project team cooperation (Cheng et al. 2000). Accordingly, both job performance and the employees' level of happiness impact the potential of success for an organization (Kerns, 2008). Previous studies proved that high performing workforces correlate with greater employee satisfaction, customer loyalty, productivity and profits (Harter, Schmidt & Hayes, 2004). On the other hand, high stress reduces job performance (Jex, 1998). Exposure to a stressor, such as role conflict or role ambiguity, has deleterious effects on employee job performance (Jackson & Schuler, 1985).

According the researches on the consequences of burnout, burnout may lead to poor performance. The majority of these studies support a negative relationship between burnout and performance (Babakus et al., 2009; Bakker et al., 2004). For example, in their research conducted on employees of Taiwanese airline companies, Chen and Kao (2012) found that burnout has a negative impact on job performance. In another study, Demerouti, Verbeke and Bakker (2005) examined the relationship between burnout and performance among Dutch account managers and they reported that while employees who do not experience burnout show the highest level of both in-role and extra-role performance, employees who experience burnout show the lowest in-role and extra-role performance.

Thus, the researchers propose the following hypotheses:

Hypothesis-3: A significant negative relationship exists between burnout and performance

2. Methodology

This research was conducted as a survey using a descriptive method to ascertain the relations between employee burnout, job insecurity, creativity and performance. The population of the research consisted of 500 Turkish television industry employees who are members of the Syndicate of Turkish Actors, Syndicate of Cinema Laborer and Association of Scenario in İstanbul, Turkey. However, 339 participants responded to the survey and formed the sample of the research. The survey consisted of two parts. Burnout, job insecurity, creativity, performance scale forms the first section and the second section include questions about demographic characteristics.

In order to gather data about burnout "*Maslach Burnout Inventory*" developed by Maslach and Jackson (1984) was used, The inventory consisted of a twenty-two items, each having a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree". Maslach determined three contributing factors: emotional exhaustion, depersonalization and personal accomplishment. Reliability (Cronbach's alpha) of these factors was .80 for emotional exhaustion, .64 for depersonalization and .71 for personal accomplishment. Confirmatory factor analysis is done to clear out the validity of the scale. As a result of the analysis KMO (Kaiser-Mayer-Olkin) value is determined as 0,89. Cronbach Alfa coefficients for the sub-dimensions of burnout which are emotional exhaustion and loss of personal accomplishment are calculated as 0.88, 0.80 and 0.82. This implies that there is similarity with Maslach and Jackson's (1984) model.

In order to gather data about job insecurity “Job Insecurity Scale” developed and validated by Hellgren et al. (1999) was used. This scale measures two dimensions, including quantitative and qualitative job insecurity. The quantitative job insecurity scale consisted of five items, each having a 5-point Likert scale ranging from "Strongly disagree" to "Strongly Agree". The qualitative job insecurity scale consisted of four items, each having a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree". According the results of the confirmatory factor analysis, KMO (Kaiser-Mayer-Olkin) value is determined as 0,80. Cronbach Alfa coefficients for job insecurity’s sub-dimensions quantitative job insecurity and qualitative job insecurity are calculated as 0.84 and 0.87 and found out that there is similarity with Hellgren et al.’s (1999) model.

In order to gather data about creativity “Creativity Scale” was developed by Zhou and George (2001:686). The scale consisted of thirteen items, each having a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree”. According to the confirmatory factor analysis that is done to clear out the validity of the scale. KMO (Kaiser-Mayer-Olkin) value is determined as 0,85. The Cornbach Alfa coefficient is calculated as 0.86 and it is found out that it is compatible with the original scale.

In order to gather data about employee performance “Job Performance Scale” was used that is developed by Sigler and Pearson’s (2000) and revised by Kirkman and Rosen (1999). The scale consisted of four items, each having a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree”. According to the confirmatory factor analysis that is done to clear out the validity of the scale. KMO (Kaiser-Mayer-Olkin) value is determined as 0,84. The Cornbach Alfa coefficient is calculated as 0.89 and it is found out that it is compatible with the original scale.

Statistical information analysis was carried out by using SPSS (Statistical Package for Social Sciences) 16.0 statistical package. In the first measure, according to the effects of the data tables and analyses were executed to find out the frequency analysis and descriptive statistics. In the following step, t-test, One-Way ANOVA were used to evaluate the differences in burnout levels between groups of sampling. In the final step, multiple regressions were used to examine the relationship between. In the analyses, the significant data were presented and discussed.

3. Results

The results of this research are presented and discussed below.

3.1. Descriptive Analysis of Demographic Variables

In this study, 339 employees of television serial industry participated in the survey. 42 % (142 participants) of the sample were female and 58 % (197 participants) were male. 37.8 % (128 participants) of the employees were from 20 to 29 years, 41.9 % (142 participants) and the rate of 20.4% belongs to the group who are 40 years and older (69 participants). In the sample, 67 % were single, 68.7 % were university graduates, and 17.1 % had master’s degree. 24 % of the sample are front stage personnel, 76 % of them are backstage personnel. 58 % of them work between 9-16 hours, 34 % of them work more than 17 hours a day and 45 % of them do not have a social security.

3.2. Sector Employees' Burnout Levels, According to Front Stage Personnel and Backstage Personnel

As indicated in Table 1, television employees believe that employees experience high levels of emotional exhaustion and reduced personal accomplishment but low levels of depersonalization. Analysis (t-test) of whether there is a difference in their views in relation to the their duty variable shows that views differ in emotional exhaustion [t=4.861;p<.05]; depersonalization [t=4.179;p<.05] and reduced personal accomplishment [t=-2,807;p<.05]: The t-test shows that reported back stage personnel higher levels of emotional exhaustion (X=27,7423), depersonalization (X=13,8350) and reduced personal accomplishment (X=24,2695) than Front stage personnel (X =23,9488; X=11,9895; X= 22,8898).

Table 1. Burnout Levels

Factors	Duty	N	X	S	df	t	p
Emotional exhaustion	A. Back stage personnel	263	27,7423	,35087	339	4,861	,000
	B. Front stage personnel	76	23,9488	,79654			
Depersonalization	A. Back stage per.	263	13,8350	,21053	339	4,179	,000
	B. Front stage per.	76	11,9895	,37960			
Reduced personal accomplishment	A. Back stage per.	263	24,2695	,22601	339	2,807	,005
	B. Front stage per.	76	22,8898	,47394			

p<.05

3.3. Sector Employees' Burnout Levels According to Demographic Factors

According to Table 2, the gender variable shows that views differ in emotional exhaustion [t=2.077; p<.05]. Results of the t-test indicates that women reported higher levels of emotional exhaustion (X=27,1166) than men (X=26,7298). According to the marital status variable, marital status differ in depersonalization [t=2, 064; p<. 05]. Single employees reported higher levels of depersonalization (X =13,6934) than married employees (X=12, 8696). Besides, Job Security Status variable shows that views differ in emotional exhaustion [t=2, 586; p<. 05] and reduced personal accomplishment [t=-2,129;p<. 05]. The employees who don't have job security reported higher levels of emotional exhaustion (X=27,8480) and reduced personal accomplishment (X=24,4465) than employees who have job security (X=26,1147; X=23, 5648). Results of the one way ANOVA test shows that the views of the groups according to the education variable differ for emotional exhaustion [F=7,060; p<.05] and depersonalization [F=6, 002; p<.05]. According to the results of the Scheffe test, employees with masters degrees (X=24,4236) express lower levels of emotional exhaustion than those with graduate (X=26, 3149) and two-year degrees (X=28,3474). Besides, the group with two-year degrees (X=14,2302) report higher levels of depersonalization than those with graduate (X=13,0309) and master's degrees (X=12, 4438). According to the work experience variable, the groups' views differ in emotional exhaustion [F=2,958; p<.05] and depersonalization [F=3,298;p<.05]. The Scheffe test shows that employees with 11-20 year work experience (X=27, 1236) reported lower levels of emotional exhaustion than those with 6-10 years' experience (X=28, 3061). Employees with 6-10 years' experience (X=13,8830) reported higher levels of

depersonalization than those with one or less year experience (X =11,4710) and one to five year experience (X=13, 5341).

According to daily work hours variable, the groups' views differ in emotional exhaustion [F=13,497; p<.05], depersonalization [F=5,637;p<.05] and reduced personal accomplishment [F=9,827;p<.05]. The Scheffe test shows that employees who work eight or less hours a day (X=22,7607) reported lower levels of emotional exhaustion than those work 9-16 hours a day (X=26,2890) and seventeen hours or more a day (X=28, 8638). Similarly, employees who work eight or less hours a day (X=11,8923) reported lower levels of depersonalization than those work 9-16 hours a day (X=13,1970) and seventeen hours or more a day (X=14, 1530). Besides, employees who work seventeen hours a day or more (X=25,0478) reported higher levels of depersonalization than those work eight or less hours a day (X=21,9087) and 9-16 hours a day (X=23,5979).

Table 2. Burnout According to Academic Achievement, Work Experience and Gender

Factors	Gender	N	X	S	df	t	p
Emotional exhaustion	A. Women	142	27,1166	,51592	339	2.077	,037
	B. Men	197	26,7298	,44384			
Depersonalization	A. Women	112	12,8696	,30981	339	2,064	,040
	B. Men	227	13,6934	,23495			
Factors	Marutal Status	N	X	S	df	t	p
Emotional exhaustion	A. Uninsured	187	26,1147	,46044	339	2,586	,010
	B. Insured	152	27,8480	,48154			
Reduced personal accomplishment	A. Uninsured	187	23,5648	,29714	339	2,129	,034
	B. Insured	152	24,4465	,27816			
Factors	Education	N	X	S	F	p	Difference
Emotional exhaustion	A- Two-year	126	28,3474	,54906	7,060	,001	C-A.B
	B- Graduate	181	26,3149	,44884			
	C- Masters	32	24,4236	1,05991			
Depersonalization	A- Two-year	126	14,2302	,32558	6,002	,003	A-B.C
	B- Graduate	181	13,0309	,24427			
	C- Masters	32	12,4438	,56986			
Factors	Work experience	N	X	S	F	p	Difference
Emotional exhaustion	A. -1	31	25,6452	1,26578	2,958	,020	D-C
	B. 1-5 years	88	26,5417	,65605			
	C. 6-10 years	94	28,3061	,57986			
	D.11-20 years	89	27,1236	,63207			
	E. 21+	37	24,6186	1,11355			
Depersonalization	A. -1	31	11,4710	,57769	3,298	,011	C-A.B
	B. 1-5 years	88	13,5341	,38193			
	C. 6-10 years	94	13,8830	,35106			
	D.11-20 years	89	13,7034	,35778			
	E. 21+	37	12,9351	,55761			
Factors	Daily work hours	N	X	S	F	p	Difference
Emotional exhaustion	A-0-8	26	22,7607	,95450	13,497	,000	A-B.C
	B-9-16	198	26,2890	,44803			
	C-17+	115	28,8638	,52134			
Depersonalization	A-0-8	26	11,8923	,48678	5,637	,004	A-B.C
	B-9-16	198	13,1970	,24583			
	C-17+	115	14,1530	,33057			
Reduced personal accomplishment	A-0-8	26	21,9087	,74400	9,827	,000	C-A.B
	B-9-16	198	23,5979	,26273			
	C-17+	115	25,0478	,34808			

p<.05

3.4. The Relationship between Burnout Job Insecurity, Creativity and Performance

Multiple regression analysis is done to determine the relations between variables and the results of the analysis are shown in the tables below.

As a result of the multiple regression analysis shown in Table 3, two variables explain 41 % of the total variance ($F=26.168, p<.05$). The variables which are stipulating emotional exhaustion levels are; qualitative job insecurity ($p=.004<.05, \beta=,147$); quantitative job insecurity ($p=.009<.05, \beta=,132$). These results state that employees' qualitative and quantitative job insecurity perception increases the degree of emotional exhaustion. On the other hand, the result of the multiple regression analysis shows that only one variable explain 18 % of the total variance ($F= 9.303, p<.05$). The variable which is stipulating depersonalization level is the qualitative job insecurity ($p=.001<.05, \beta=,147$). These result states that employee's qualitative insecurity conflict perceptions increase the degree of depersonalization. Similarly, one variable explains 29 % of the total variance ($F= 6.229, p<.05$). The variable which stipulates the personal accomplishment level is the qualitative job insecurity ($p=.000<.05, \beta=-266$) and this result shows that employee's qualitative insecurity perceptions decrease personal accomplishment.

Table-3 Results of regression analysis between dimensions of burnout and the dimensions of job insecurity

Variables	β	p	Corrected R ²	F
Qualitative job insecurity	,147	,004	,41	26.168
Quantitative job insecurity	,132	,009		
Depended variable: Emotional exhaustion				
Qualitative job insecurity	,147	,001	,18	9,303
Quantitative job insecurity	,057	,326		
Depended variable Depersonalization				
Qualitative job insecurity	-,266	,000	,29	16,229
Quantitative job insecurity	,092	,093		
Depended variable: Personal accomplishment				

p < 0.05

Table-4 Results of regression analysis between creativity and dimensions of burnout

Variables	β	p	Corrected R ²	F
Emotional exhaustion	-,012	,808	,14	16.844
Depersonalization	-,077	,132		
Personal accomplishment	,354	,000		

p < 0.05

Depended variable: Creativity

According to the multiple regression analysis results that are reflected in Table 4, one variable explains 14 % of the total variance ($F= 16.844, p<.05$). The variable which stipulates the creativity level is the personal accomplishment ($p=.000<.05, \beta=354$) and this result shows that the increase in personal accomplishment also increases the creativity.

Table-5 Results of regression analysis between job performance and dimensions of burnout

Variables	β	p	Corrected R ²	F
Emotional exhaustion	-,176	,025	,090	10.676
Depersonalization	-,152	,054		
Personal accomplishment	,375	,000		

p < 0.05

Depended variable: Job performance

According to the multiple regression analysis results that are reflected in Table 5, two variables explains 9 % of the total variance ($F= 10.676, p<.05$). The variables which are stipulating job

performance levels are emotional exhaustion ($p=.025 < .05$, $\beta=-.176$) and personal accomplishment ($p=.000 < .05$, $\beta=.375$). These results state that employees' emotional exhaustion perception decreases job performance. On the other hand, the increase in personal accomplishment also increases employee performance.

Conclusions and Recommendations

The aim of this work was to investigate the relationship between job insecurity, burnout, creativity and execution. According to the analysis, a statistically significant relationship was found between job insecurity and burnout. Results state that individuals' fear of losing their job, various conflicting roles that take place in the workplace and the lack of instructions related to organizational responsibilities ends up with emotional exhaustion, depersonalization and reduced personal accomplishment. Likewise, individual's curiosity about his/her job's continuity and qualitative job insecurity which is identified as the decrease of quality in the workplace, lack of career opportunities and dissatisfaction of salaries causes reduced personal accomplishment. This finding confirms the findings of Kinnunen et al. (1999), Sverke and Hellgren (2002), Westman, Etzion and Danon (2001), and Dekker and Schaufeli (1995). It can be stated that organizations need to pay attention to the job insecurity levels of employees. So that job insecurity appears to play a stronger role in employee productivity. Likewise, professional support related to stress management, physical, mental and spiritual health, protection and acquisition programs should be implemented to provide persistence.

Another important result of the study is about the relation between burnout and creativity. After the analysis, a meaningful relation between personal accomplishment, creativity and burnout is found out. This means, the increase of personal accomplishment helps to increase creativity. This finding confirms the findings of Halbesleben and Buckley (2004), Schaufeli et al. (1996), Farber (2000), Asad and Khan (2003) and Landeche (2009). The fundamental aspect and leading value of the television industry, which is creativity, has strong connections with employees' psychology. This fact forces managers and supervisors to find better applications and organizational vision to decrease burnout levels of their employees.

Moreover, this study examined the effect of employee burnout on job performance. According to the results, employee's emotional exhaustion perception decreases employee job performance. On the other hand, the increase in personal accomplishment also increases the employees' performance. This finding confirms the findings of Babakus et al. (2009), Bakker et al. (2004) and Demerouti et al. (2005). Employee performance directly affects organizational performance. Thus, the television organizations must determine and reduce the factors causing burnout to strengthen job performance.

This research also focused on duty, gender, marital status, job security status, experience, work hours and educational level illuminate whether these factors could be relevant to the presence of the burnout dimensions. Television employees feel high levels of emotional exhaustion and reduced personal accomplishment, but a low level of depersonalization. On the other hand, the back stage personnel have higher levels of emotional exhaustion, depersonalization and reduced personal accomplishment than the front stage personnel. Views about employees' burnout levels differed according to demographic factors.

Based on the data presented above, emotional exhaustion was noticed at a high level among women, uninsured employees, employees with the two-year degree, with 6-10 year experience and working seventeen hours a day or more. This shows that the experienced, insured and trained employees are not affected by such exhaustion significantly. Depersonalization occurred high among single employees, employees with the two-year degree, having 6-10 years

of experience and working seventeen hours a day or more. This might prove that employees who are male, married, less experienced, having lower education degrees and work seventeen hours a day or more could probably get affected by depersonalization. This can also imply that experienced employees are more responsive to their colleague than the less experienced ones. Reduced personal accomplishment appears at a high level to be in workers with uninsured and work seventeen hours a day or more. This shows that the workers with uninsured and working long hours a day have the lack of working efficacy.

As a general conclusion of the research, it is found out that burnout can take place within job insecurity circumstances at different levels. Also, burnout may have negative effects on creativity and performance. Even if the amount of the sample is not that much, the research underlines the importance of sensible precautions that must be taken into consideration in order to prevent burnout that is a result of organizational factors. At this point, it is possible to mention that every pace that is settled to improve organizational conditions can have a preventing effect towards burnout. Besides individual efforts of reducing burnout, the ones that are put in place organizationally can end up with permanent results which can help managers and employees to understand that burnout is a legitimate problem and can only be defeated by team work and predictive vision.

This study had several limitations. First, our study was limited to the context of Turkish television sector using a sample of Turkey television sector employees and thus the findings may not be directly applicable to other contexts. Second, a further research is required for job characteristics and work environments which can have an effect on burnout. There is a clear need for further empirical and qualitative research for a better understanding the nature of human resources, especially in the TV sector. It Future studies need to examine different work conditions. Third, due to the difficulty in obtaining objective job performance and creativity, this study employed the self-reported job performance and creativity measures. Although self-reported job performance and creativity measures are commonly used in past studies, one should be aware of their potential bias.

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