



## The effects of socio-demographic factors and work-life balance on employees' emotional exhaustion<sup>1</sup>

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### Abstract

The object of the research is observing the effects of socio-demographic factors and work-life balance on employees' emotional exhaustion. The sample of the research consists of 261 participants in retailing, education, service, industry and logistics sectors. In line with the theoretical background, proper methods that are hierarchical regression analysis and analysis of variance (ANOVA) are implemented. The contribution of the research to the existing literature is exploring the relationship between socio-demographic factors, work-life balance and burnout by carrying out the implementation in organizations. Findings of the research demonstrate that the predictor with the highest effect on emotional exhaustion is the variable named taking time for oneself. The predictor with the lowest effect is variable named life is just working. Briefly we can say, it could be argued that emotional exhaustion declines by .398 units should taking time for oneself increases 1 unit. Emotional exhaustion decreases by .223 units whether work-life accordance is changed by 1 unit. Emotional exhaustion drops .196 units should life is just working increases 1 unit. By contrast, when you change neglecting life 1 unit, emotional exhaustion decreases by .202 units. Should carrying work to home changes 1 unit, emotional exhaustion increases by .313 units. To sum up, regarding to marital status, monthly total income and sector; there are significant differences between the groups in the levels of emotional exhaustion of employees. It appears that there is no significant difference between other groups.

**Keywords:** Work-life balance; emotional exhaustion; socio-demographic factors; hierarchical regression; ANOVA.

### 1. Introduction

Over the past 30 years there has been a significant increase in the field of work-life balance and burnout. Undoubtedly, this increase is almost certainly due to the change of work's structure. Most studies in the literature have focused on work-life balance and burnout relationship (Chiang, Birtch & Kwan, 2010; Chimote & Srivastava, 2013; Karabacak, 2013; Pichler, 2009). These studies are frequently implemented in the field of education, health and defense; and the participants are mostly nurses (Altay, Gönener & Demirkıran, 2010; Li, Ruan & Yuan, 2015); teachers (Avanzi, Schuh, Fraccaroli & Dick, 2015; Khezerlou, 2013; Otacıoğlu, 2008); academicians (Budak & Sürgevil, 2005; Moeller & Chung-Yan, 2013) and police officers (Novara, Garro & Di Rienzo, 2015). By contrast, it is a widely held view that a small number of studies which have focused on the relationship between work-life balance, emotional exhaustion and socio-demographic factors; moreover, only a small number of them have been carried out in the organizations. Therefore, this study aims to fill this gap by carrying out the implementation in organizations and observe the relationship between socio-demographic factors, work-life balance and burnout. The following sections of

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the research proceed as follows. In the second part, in order to link work-life balance with emotional exhaustion, theoretical background is briefly outlined. The third part of the research considers the methodology and research findings. After discussion section, the final level of the research consists of conclusion.

## 2. Theoretical Framework and Review of the Literature

The second part of the research consists of the definitions and literature review of the work-life balance and emotional exhaustion. It is necessary here to clarify that there are numerous terms that are used to describe work-life balance and emotional exhaustion. Besides; according to the existing literature, socio-demographic factors in this research are determined as gender, age, marital status, education, number of children, total monthly income, sector, department and working hours.

### 2.1. Work-Life Balance

Work can simply be defined as paid employment; besides, life can be loosely described as non-work activities. On the question of balance, it has been used to refer to situations in which role conflict at work and home is at the lowest level (Clark, 2000). The term life as a variable encompasses (1) unworked time, (2) enjoying facilities that one desire to do at home, (3) spend time with spouse or family, and (4) family responsibilities (Pichler, 2009, p. 461).

Although differences of opinion still exist, there appears to be some agreement that life is far from conflict (Friedman, Christensen & Degroot, 1998). More recently, a further definition is given by Noon & Blyton (2007, p. 356) who describe work-life balance as the ability to maintain one's work and non-work lives successfully but at the meantime without harming the experience of someone else's satisfaction.

It seems that most studies in the field of work-life balance occasionally have focused on organizational performance (Beauregard & Henry, 2009); burnout and work stress relationship (Barrett, Mazerolle & Eason, 2016; Karabacak, 2013) and demographic factors (Adriaenssens, De Gucht & Maes, 2015; Anila & Krishnaveni, 2016; Padmasiri & Mahalekamge, 2016; Panisoara & Serban, 2013; Pichler, 2009).

According to the researchers in the literature it could be said that there is a plausible link between work-life balance and working time, flexibility, employment and unemployment, welfare, social security, family, migration, birth, demographic changes, consumption, rest time and leisure time (Dex & Bond, 2005, cited in Pichler, 2009; MacInnes, 2006; Smithson & Stokoe, 2005).

According to explanatory studies aimed at determining the variables that predict work-life balance, these variables are listed as; personal characteristics, values, occupation, working hours, working conditions, child and elderly care, housework and tasks, cleaning, rest time and leisure time (Crooker, Smith & Tabak, 2002; Noor, 2003; Pichler, 2009).

As far as Guest (2002, p. 265) is concerned personal factors that predict the work-life balance are listed as follows: energy, personal control and coping, gender, age and personality. On the other hand, in spite of Guest's (2002) findings about gender and age, it is argued that gender and age are not found robust enough to explain work-life balance and burnout (Keeton, Fenner, Johnson & Hayward, 2007). With regard to effects of work-life balance, research results of Umene-Nakano et al. (2013) points out that employees who experience difficulties in work-life balance have emotional exhaustion and depersonalization at higher levels. Besides, Maxwell & McDougall (2004, p. 381) hold the view that the organizational benefits of work-life balance are listed as (1) the decrease in the absence of employees, (2) increase in the quality of service, and (3) increase in organizational commitment.

## 2. 2. Emotional Exhaustion

In the present research, the term emotional exhaustion has been used to refer to the emotional and cognitive distance between one's job to cope with overwork. It is necessary here to clarify exactly what is meant by emotional exhaustion is that it is a both subscale and a dimension of burnout (Maslach, Schaufeli & Leiter, 2001). Therefore, it should be evaluated in this way. According to Shirom (1989, p. 33) emotional exhaustion is one of the components of burnout.

In terms of factors that could cause emotional exhaustion, it has commonly been assumed that personal and socio-demographic factors can give rise to emotional exhaustion. Although differences of opinion still exist, there appears to be some agreement that personal factors refers to personal characteristics of individuals who experience emotional exhaustion. Personal factors include demographic variables such as age, gender, marital status and education; moreover, personality traits and work-related behaviors.

Numerous pioneering studies (Constable & Russell, 1986; Etzion, 1984; Kutsal & Bilge, 2012; Panisoara & Serban, 2013; Pichler, 2009) which observe the linkage between socio-demographic factors like age, gender, marital status, work experience and burnout; contribute to the literature by explaining the burnout differences between employees. According to Dillon & Tanner (1995) and more recently Yıldırım (2008) it might be said that gender, age and marital status have not linkage with burnout. However, in contrast to these researchers Jackson (1993) and Cordes & Dougherty (1993) claim that there is a plausible link between these variables.

According to Güllalp, Karcioğlu, Sarı & Köseoğlu (2008) there is lack of adequate linkage between marital status and burnout. By contrast, Ifeagwazi (2006) claims that married employees' burnout levels are significantly lower than single employees' burnout levels. Furthermore, Norlund et al. (2010) point out that burnout tendency of women is higher than men. Besides, Purvanova & Muros (2010) in their thorough study state that emotional exhaustion tendency is higher in women whilst depersonalization tendency is higher in men. Thus far, this section has attempted to provide a brief summary of the theoretical background relating to work-life balance and emotional exhaustion. The next chapter describes the procedures and methods used in this research.

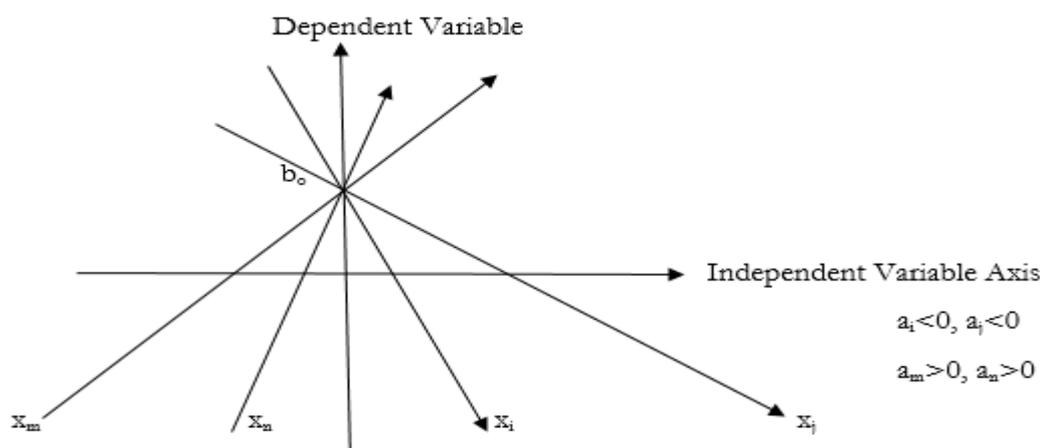
## 3. Methodology and Research Model

The following part of the research moves on to describe in greater detail of the methodology and research model. In the case of the methodology, this topic can best be treated under four headings: (1) research sample, (2) reliability and factor analysis of the scales, (3) hierarchical regression analysis and research findings, and (4) analysis of variance (ANOVA) and findings.

In line with the theoretical framework (Constable & Russell, 1986; Ross, Altmaier & Russell, 1989; Şencan, 2007, p. 118) for research model is thought to be a comparison model with hierarchical regression analysis. A comparison is made in the model of the research. Since there is no universal measuring instrument (such as measuring length with meter) in the measurement of the variables, the values of the variables are being compared in the study.

The comparison model is illustrated below.  $b_0, a_1, \dots, a_n$  are the constants.  $a_1, a_2, \dots, a_n$  represent the slopes of the regression lines. In Figure 1 it is seen that two dimensional visualization of  $n$  dimensional space where all independent variables are kept constant except one of them.

$$\text{Dependent Variable} = b_0 + a_1x_1 + \dots + a_nx_n$$



**Figure 1.** Comparison Model on Regression Equation

$a > 0$  : Dependent variable and independent variable change in the same way. Independent variable's effect is in the dependent variable's increasing direction, else if;

$a < 0$  : Independent variable changes on the inverse direction of dependent variable. Independent variable's effect is in the dependent variable's decreasing direction.

If  $|a_i| > |a_j|$  and  $a_i < a_j$ ;  $a_n > a_m$  then; the effect of  $x_i$  variable on dependent variable is greater than that of  $x_j$ .

The slope of each line represents a measure for the impact of independent variable on the dependent variable. When independent variable increases, dependent variable also changes. Therefore, the greater the slope, the greater the effect is.

If  $a < 0$ , the direction of the effect is decreasing; if  $a > 0$  the direction of the effect is increasing.

If the absolute value of  $a_n$ ,  $a_m$ ,  $a_i$ ,  $a_j$  in the model is the highest; it can be said that it is the one, independent variable which mostly affects the model.

### 3.1. Research Sample

As was pointed out in the introduction to this paper, in this section findings and interpretations that arise as a result of analyzing collected data have been explained. In the multiple regression analysis used in the research, it is necessary to have a sample size, at least 10-15 measurements or data for each prediction variable in the model (Field, 2013, p. 222). There are totally 6 predictive variables; five in six are in the work-life balance scale and one variable in the emotional exhaustion scale. Therefore, approximately  $15 \times 6 = 90$  measurements are required. It is thought that 261 data sets are sufficient.

The online questionnaire is conducted among employees in Istanbul via random sampling method. The research is carried out in 5 sectors and 80 of the participants (30.65%) are employed in the retailing sector, 64 participants (24.52%) are employed in the education sector, 64 participants (24.52%) are employed in the service sector, 31 participants (11.88%) are employed in industry sector and 22 participants (8.43%) are logistics sector employees.

Frequency and percentage distributions of personal information of employees contributing to the survey are as follows. It appears that 123 (47.13%) of the employees participated in the survey are female and 135 participants (51.72%) are male. 101 people (38.70%) are in the age range of 18-29 years, 88 employees (33.72%) are in the age range of 30-39 years, 53 employees (20.31%) are in the age range of 40-55 years and 18 employees (6.90%) are 56 years and older. 45.21% (118 employees) of the employees are single and 51.34% (134 employees) are married. While 9 employees

(3.45%) expressed that they were divorced, there are no employees whose husband or wife was dead. With regard to the monthly total income level, 15.33% (40 employees) of the employees' income level is between 0-1,500TL which represents approximately minimum wage. Moreover, 31.80% (83 employees) employees' income level is between 1.501-3.000TL, 25.67% (67 employees) employees' income level is between 3.001-5.000 TL and the income of 26.82% (70 employees) is over 5,001TL.

### 3.2. Reliability and Factor Analysis of the Scales

In the research, reliability analysis is performed separately for two scales related to two concepts that are the subject of the research. Reliability analysis of the work-life balance scale (Apaydın, 2011) and the reliability analysis of the Turkish version (Ergin, 1992) of Maslach & Jackson's (1986) burnout scale is implemented. The emotional exhaustion subscale in Maslach & Jackson's (1986) burnout scale is used in the measurement of emotional exhaustion and reliability analysis of emotional exhaustion scale is also done.

**Table 1.** Reliability Statistics of Scales

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
<b>Work-Life Balance Scale</b>	.888	.885
<b>Emotional Exhaustion Scale</b>	.933	.927

As a result of the reliability analysis of the work-life balance scale, Cronbach's Alpha value is calculated as .888. Similarly, as a consequence of the reliability analysis of the emotional exhaustion scale, Cronbach's Alpha value is measured as .933. Therefore, it can be said that the reliability of both scales is high.

In terms of scales' factor loadings and explanatory factor analysis, due to the fact that work-life balance scale could not be explained with single factor on confirmatory factor analysis; performing an explanatory factor analysis is required. Furthermore, in order to apply factor analysis, the result of the Bartlett Sphericity test should be significant ( $p < .05$ ) (İslamoğlu & Alnıaçık, 2014, p. 396).

**Table 2.** KMO Sample Adequacy and Bartlett Sphericity Tests Statistics of Work-Life Balance Scale

KMO Sample Adequacy	Bartlett Sphericity	R <sup>2</sup>	p
.903	435	%56.97	p<.001

Keiser-Meyer-Olkin sample adequacy value of the scale is .903. The Bartlett Sphericity test value is 435 and the model is significant at  $p < .001$  significance level. As a result of exploratory factor analysis, varimax rotation technique is applied and explained with 5 factors in this research. These factors are named **neglecting life**, **life is just working**, **work-life accordance**, **taking time for oneself** and **carrying work to home**. The reported cumulative variance of the scale is 56.97%.

Hereby, it is necessary at the moment to clarify exactly what is meant by exploratory factors which are neglecting life, life is just working, work-life accordance, taking time for oneself and carrying work to home. In this research the term **neglecting life** will be used to describe phenomenon that someone think that the situation does not reflect the ideal life style and think that s/he is missing many things in the life. The term **life is just working** has been used to refer to the situations in which one keeps working on the weekends continuously, usually goes out late at work, misses activities out of work, sacrifices basic vital activities like sleeping and nutrition. The term **work-life ac-**

**cordance** can broadly be defined as it is the ability that one can decide the priorities; plan life, duties and works; manage workload, take time for hobbies, can separate time to work and life appropriately and can establish a balance between work and personal life. There is a degree on uncertainty around the terminology in defining **taking time for oneself**, however, it could be loosely described as having difficulty at work because of sacrifice in private life, making unhealthy decisions about which tasks one should give time and energy and being interested in personal problems at work. Finally, the term **carrying work to home** is used here to refer to the situations that one also works at home; even though work is overtime, person thinks of work at home, therefore s/he mentally works.

### 3.3. Hierarchical Regression Analysis and Research Findings

The data of the study are evaluated by hierarchical regression analysis from multiple regression analysis models. Analysis and model calculations are applied with SPSS 20.0 software.

The effects of dimensions of work-life balance that are namely; neglecting life, living just for working, work-life accordance, taking time for oneself, carrying work to home and socio-demographic factors on emotional exhaustion of employees are analyzed by hierarchical regression analysis. Findings related to the analysis are as follows. With the first step of regression analysis in this model, the relationship between emotional exhaustion and socio-demographic variables (monthly total income, gender, working hours, department, sector, marital status, education, number of children and age) is examined. Durbin-Watson value is calculated as 2.137 in the model and it might be interpreted that there is no problem in the model.

**Table 3.** Model Summary Table of Effects on Emotional Exhaustion

Step	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Change Statistics			Durbin-Watson Value
				R <sup>2</sup> Change	F Change	p	
1	.377	.142	.102	.142	3.569	.000	
2	.655	.429	.389	.287	23.299	.000	2.137

As predictor variables for hierarchical regression analysis; work experience, education, number of children, age variables explain the variance significantly. The results of the analysis are as follows; at the first step, socio-demographic factors explained 14.2% of the variance ( $p < .001$ ). In the second phase, dimensions of work-life balance which are neglecting life, life is just working, work-life accordance, taking time for oneself, carrying work to home are included in the model and accounted for 42.9% of variance ( $p < .001$ ). This ratio implies that the power of explanation of variance is high (Pichler, 2009, p.460). The adjusted R<sup>2</sup> is calculated as .389 with the estimation variables included in the second stage of the study. The difference between the R<sup>2</sup> value and the adjusted R<sup>2</sup> value is  $.429 - .389 = .04$  (about 4%). In this context, if the second model had been created at the population instead of the sample; it could be argued that the result will be explained with a variance of about 4% lower. To put it clear, the result will have explained 38.9% of the total variance.

**Table 4.** ANOVA Statistical Values Table of Effects on Emotional Exhaustion

Step		Sum of Squares	Mean Square	F	p
1	Regression Value	35.197	3.200	3.569	.000
	Residual Value	212.494	.897		
	Total	247.692			
2	Regression Value	106.230	6.639	10.889	.000
	Residual Value	141.461	.610		
	Total	247.692			

In the ANOVA table, F values are statistically significant at  $p < .001$  level in both steps. Therefore, instead of using average values; for the best prediction, it could be recommended to use models. However, model in the second step should be preferred in order to explain better since the F-value is increasing and statistically significant. In this context; it is seen that the estimation power is significant in the first stage ( $F = 3.569$ ). However, in the second stage, the F value increases with the estimation variables added to the model ( $F = 10.889$ ). The prediction power is higher and the significance is higher ( $p < .001$ ).

The model summary and ANOVA values are statistically significant and it is seen that tolerance and Variance Inflation Factor values are appropriate in the second preferred model.

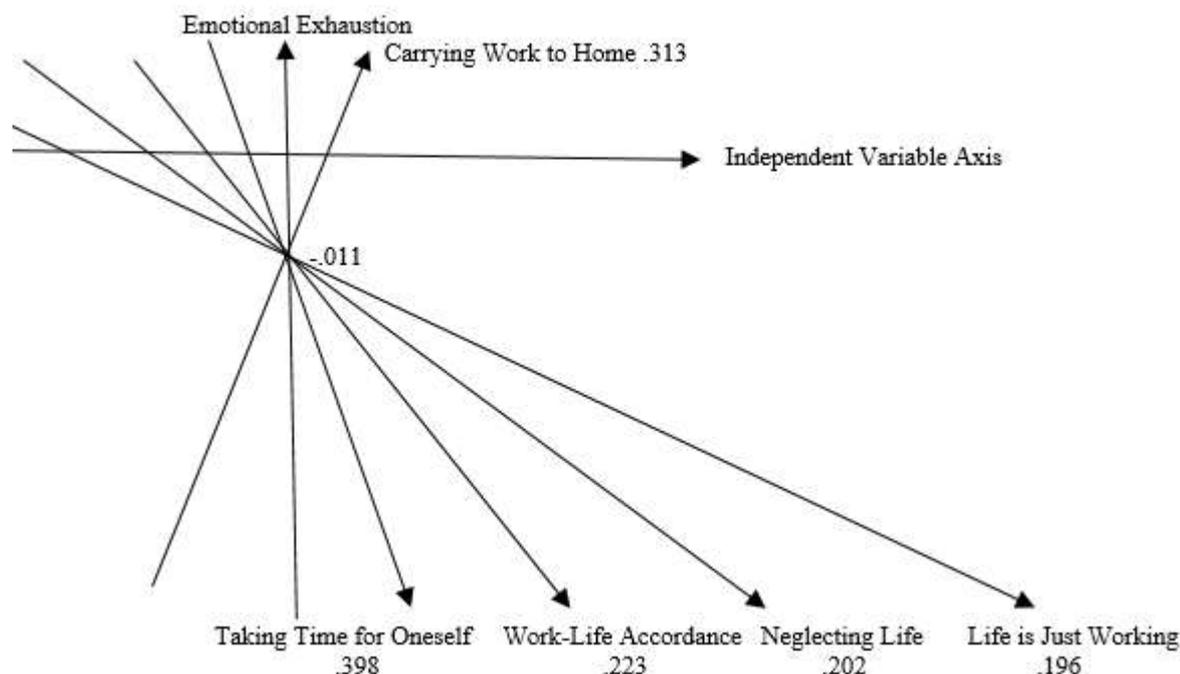
**Table 5.** Statistical Values of Estimation Variables with Affect on Emotional Exhaustion

	B	SE	Beta	p
Step 1				
Constant (Emotional Exhaustion)	.311	.407		
Marital Status	.276	.106	.189	.010
Work Experience	.211	.086	.227	.015
Step 2				
Constant (Emotional Exhaustion)	-.011	.358		
Neglecting Life	-.202	.054	-.200	.000
Life is Just Working	-.196	.062	-.195	.002
Work-Life Accordance	-.223	.052	-.223	.000
Taking Time for Oneself	-.398	.055	-.399	.000
Carrying Work to Home	.313	.056	.315	.000

\* For Step 1  $R^2 = .142$  ( $p < .001$ ); For Step 2  $R^2 = .429$  ( $p < .001$ );  $\Delta R^2 = .287$

In terms of statistical calculations, the regression equation of the second model could be expressed as:

$$\text{Emotional Exhaustion} = -.011 + [(-.202 \times \text{Neglecting Life}) + (-.196 \times \text{Life is Just Working}) + (-.223 \times \text{Work-Life Accordance}) + (-.398 \times \text{Taking Time for Oneself}) + (.313 \times \text{Carrying Work to Home})]$$



**Figure 2.** The Effectiveness and Direction of Independent Variables on Emotional Exhaustion

The regression equation shows how much each prediction variable explains the dependent variable when the effect of all other estimation variables is kept constant. *Neglecting life* has negative effect at level of .202 on emotional exhaustion; *life is just working* has negative effect at level of .196 on emotional exhaustion; *work-life accordance* has negative effect at level of .223; *taking time for oneself* has negative effect at level of .398 on emotional exhaustion; on the contrast, *carrying work to home* has positive effect at level of .313 on emotional exhaustion.

**Table 6.** Impact and Direction of Independent Variables on Emotional Exhaustion

Independent Variable	Effect Intensity	Effect Direction
Taking Time for Oneself	.398	-
Carrying Work to Home	.313	+
Work-Life Accordance	.223	-
Neglecting Life	.202	-
Life is Just Working	.196	-

The variable with the highest effect on emotional exhaustion is the taking time for oneself variable. The variable with the lowest effect is that life is just working variable. Emotional exhaustion declines by .398 units when taking time for oneself increases 1 unit. Emotional exhaustion decreases by .223 units when work-life accordance is changed by 1 unit. Emotional exhaustion drops .196 units when life is just working increases 1 unit. When you change neglecting life 1 unit, emotional exhaustion decreases by .202 units. On the contrary, when carrying work to home changes 1 unit, emotional exhaustion increases by .313 units.

### 3.4. Analysis of Variance (ANOVA) and Findings

It is argued that the factors which affect the burnout of the employees are demographic variables such as age, gender, marital status and education, personality traits, and work-related behavioral patterns. In some studies, it has been found that the burnout level of women is high; on the contrast, the burnout level of men is high in some studies whereas there are also non-differential investigations. Regarding to researches on marital status; it appears that unmarried peo-

ple have a higher burnout tendency with comparison to married people (Maslach, Schaufeli & Leiter, 2001).

#### 3.4.1. Differences in Levels of Emotional Exhaustion of Employees by Marital Status

According to marital status, there is a significant difference between the groups in the levels of emotional exhaustion of employees ( $p > .05$ ).

**Table 7.** Differences in Emotional Exhaustion Levels of Employees by Marital Status

	Marital Status	Marital Status	Average Difference	SE	p
Emotional Exhaustion	Married	Single	-.4192	.1240	.002
		Divorced	-.6791	.3371	.111

Although there are studies that state married employees have higher levels of emotional exhaustion than married employees (Ross, Altmaier & Russell, 1989); there are also studies of burnout indicating that married employees feel less stress and burnout. Ross, Altmaier & Russell (1989) argue that this situation about increases in burnout, may result from the role multiplicity. Maslach & Jackson (1981) argue that marital status is only related to emotional exhaustion.

It could be argued that the research findings are inconsistent with recent research findings of Ross, Altmaier & Russell (1989). Table 7 shows that marital status has an effect on the emotional exhaustion. According to the result of the Tukey test that is applied to determine the difference between the marital status of the employees, the level of emotional exhaustion of married employees is lower than the emotional exhaustion level of single employees by .4192 and the difference is statistically significant ( $p = .002$ ). On the other hand, there was no significant difference between the levels of emotional exhaustion of married employees and divorced employees ( $p = .111$ ).

#### 3.4.2. Differences in Levels of Emotional Exhaustion of Employees by Monthly Total Income

According to the findings in Table 8; it appears that monthly total income level has an effect on emotional exhaustion.

**Table 8.** Differences in Emotional Exhaustion Levels of Employees by Monthly Total Income

	Monthly Total Income	Monthly Total Income	Average Difference	SE	p
Emotional Exhaustion	0-1,500TL	1,501TL-3,000TL	.4882	.2190	.126
		3,001TL-5,000TL	.5969	.2153	.036
		5,001TL or more	.7196	.2240	.011

According to the results of the Games-Howell test that is applied to determine the emotional exhaustion, it is seen that there is a significant difference ( $p < .05$ ) between employees who have a monthly total income of 0-1,500TL and those who have a monthly total income of 3,001TL-5,000TL and those of 5,001TL or more. Therefore; emotional exhaustion levels of employees with a monthly total income of 0-1,500 TL are higher by .7196 unit than those of employees with a monthly income of 5,001TL and more. Furthermore; emotional exhaustion levels of employees with a monthly total income of 0-1,500 TL are higher by .5969 unit than those of employees with a monthly income of 3,001-5,000TL ( $p < .05$ ).

#### 3.4.3. Differences in Levels of Emotional Exhaustion of Employees by Sector

According to Schaufeli & Enzmann (1998), teachers are found to have the highest level of emotional exhaustion. Emotional exhaustion is moderate in those working in social work and health; however, emotional exhaustion level of mental health workers and high school teachers is

the lowest. In physicians and police officers the level of depersonalization was measured at the highest levels.

In this context, it is seen that the sector in Table 9 has an effect on the emotional exhaustion.

**Table 9.** Differences in Emotional Exhaustion Levels of Employees by Sectors

	Sector	Sector	Average Difference	SE	p
Emotional Exhaustion	Retailing	Education	.5876	.1652	.004
		Service	.4167	.1638	.084
		Industry	.3441	.2066	.457
		Logistics	.6653	.2351	.040

According to the result of the Tukey test that is applied to determine the difference between the sectors, it appears that there is a significant difference ( $p < .05$ ) in the levels of emotional exhaustion among the employees in the retailing sector and those in the education and logistics sectors. In other words; emotional exhaustion levels of the employees in the retailing sector are higher than those working in the logistics sector by .6653 and .5876 higher than those working in the education sector.

#### 4. Discussion

The research has a number of limitations. First of all, although according to the theoretical background the proper method is hierarchical regression, a comparison is made in the model of the research. Due to the fact that there is no universal measuring instrument in the measurement of the variables, the values of the variables are being compared in the study. On the other hand, different methods likewise Structural Equation Model could also be attempted by researchers. Therefore, further studies' results should be comparable.

Secondly, the research might have been far more convincing should have been included the other dimensions of burnout which are depersonalization, personal accomplishment and involvement with people. Hereby, the effects or relations between dimensions are likely to be more determined. Besides, their relations should be examined with socio-demographic factors. In this manner, the difference between groups will be explored.

Last but not least, the factors of work-life balance are cited in Turkish (Apaydın, 2011); consequently, English translation may differ in different cultural researches. It is suggested for researchers and practitioners that the results therefore need to be interpreted with caution.

Finally, there is a requirement that research findings should be supported by different researches. In different cultures, sectors and samples, the results may differ due to the fact that the survey language and characteristics of participants will change.

#### 5. Conclusion

According to research findings; dimensions of work-life balance which are namely neglecting life, life is just working, work-life accordance, taking time for oneself and carrying work to home have effect on emotional exhaustion. Neglecting life, life is just working, work-life accordance and taking time for oneself dimensions have negative effect on emotional exhaustion; on the contrast, carrying work to home dimension has positive effect on emotional exhaustion.

According to Guest (2002, p. 267), while 55 hours of work per week reflects work-life imbalance, an employee who commits the balance between work and home may not consider this an imbalance. Therefore, the work-life balance can show a subjective characteristic. However, assuming a family member is healthy, a person is expected to be able to prioritize and manage time correctly. If s/he confuses priorities, it may be thought that s/he may be experiencing health problems, stress or burnout. Proximity to family and friends, healthy relationships and good communication are important in ensuring work-life accordance. It is important for the organizations to have policies to ensure work-life balance and to be implemented by being supported by either managers or employees in the organization.

It is thought that married employees have to work harder to make a family living; therefore, policies that provide work-life balance for married employees can be developed. If it is taken into consideration that there is a difference between married and single employees in terms of work-life balance, since married employees spend more time to their spouse and children or to the elders of the family; taking time for oneself is limited. Consequently, single employees can take more time for themselves.

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