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The Effects of Trait Anxiety on the Intention of Leaving and Burnout of Restaurant Employees

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Abstract

In the hospitality industry, employees play a crucial role in customer experiences. The impacts of workplace stress are significant factor for employees' dissatisfaction and job stress is a major cause of anxiety. So, the aim of the paper is to determine the effect of the trait anxiety on intention of leaving and burnout of restaurant employees. The population of the study consists of the employees of food and beverage establishments in Ankara, the capital city of Turkey. A random sampling method is used for collecting data, and voluntary businesses were included and 284 questionnaires were used for analyses. The questionnaire was consisted of four parts, which are demographic questions, trait anxiety, job burnout and intention leaving scales. The correlation between the trait anxiety, job burnout and intention of leaving was found by simple correlation analysis, and the Pearson correlation coefficient was estimated. According to the findings, trait anxiety is significantly and positively related to intention of leaving. Also, the trait anxiety affects the intention of leaving and burnout of employees. And, according to the simple linear regression analysis, trait anxiety has more predictive effect on emotional exhaustion than whole burnout and other sub-dimensions.

Keywords: Trait anxiety, intention of leaving, burnout, restaurants, hospitality industry.

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INTRODUCTION

Tourism industry includes enterprises providing goods and services completely or mainly for tourist consumption (Weaver & Lawton, 2014). In the tourism industry, a series of institutional elements have looked for managing the growing complexity of tourism supply regarding services and business operations (Page, 2007). The tourism industry is a holistic sector which consists of travel agencies and tour operators, transport services, accommodation establishments, recreational facilities and food and beverage businesses in supply dimension. And, food service industry comprises of travel food service, restaurants, vending and contract institutional food service. Because of the labor intensive characteristics of the tourism industry, human resources management is very important for customer satisfaction and sustainability of the tourism sector (Zopiatis & Constanti, 2005). In particular, employees play a boundary-spanning role in the hospitality industry where they interact with many individuals such as employees, managers and guests their establishments (Pelit, Öztürk & Arslantürk, 2011). Human resources researches might include salary surveys, employee satisfaction surveys, studies on the effectiveness of different working conditions, skills requirements for different kinds of tasks, and assessing the level of education and training required to affectively deliver different kinds of tourism experiences (Goeldner & Ritchie, 2012).

Emotions motivate behavior and have a significant impact on health and psychological well-being. According to the World Health Organization (2006), *'normally, emotions such as anxiety, anger... pain or joy interact to motivate a person to a goal-directed action. However, when certain emotions predominate and persist beyond their usefulness in motivating people for their goal-directed behavior, they become morbid or pathological'* (Spielberger & Reheiser, 2009). Vickers & Williams (2007) proposed that anxiety can drive a person towards negative thinking, which induces nervousness or reduced self-confidence in performing a job (Wang et al. 2014). In the theory, chronic exposure to job conditions that are high in demands and low in decision latitude can lead to psychological strain, strain that may evince as depression or anxiety (Griffin, Fuhrer, Stansfeld & Marmot, 2003:305). Anxiety, which can be defined as *'the complex emotional states of tension, worry, or depression, causes physiological and behavioral responses, which belong to a person's intrinsic and subjective nervous emotions such as fear of the unknown or unfamiliarity with places and tasks'* (Endler & Kocovski, 2001).

In the hospitality context, employees interacting with the customer often play a crucial role in customer

evaluations of restaurant experiences (Noone, 2008). The impacts of workplace stress on individual employees are significant. Job stress is also a major cause of anxiety and depression amongst hospitality and service employees (Tiyce, Hing, Cairncross & Breen, 2013). Excessive stress may also cause emotional exhaustion, a leading contributor to turnover and operational costs to the industry (Zopiatis & Constanti, 2005). So, the aim of the study is to determine the effect of the trait anxiety on intention of leaving and burnout of restaurant employees.

THEORETICAL BACKGROUND

Anxiety

Anxiety is *"an emotion characterized by feelings of tension, worried thoughts and physical changes like increased blood pressure"*. People who have anxiety disorders, may avoid certain conditions without worrying and usually have recurrent discomforts or anxieties (apa.org).

Anxiety was defined by Freud (1924) as *"something felt, a specific unpleasant emotional state or condition that included apprehension, tension, worry, and physiological arousal"*. From a psychoanalytic perspective, Freud (1936) regarded anxiety as the *"fundamental phenomenon and the central problem of neurosis"* (Spielberger & Reheiser, 2009). In some European Union (EU) countries such as Iceland, Norway and Switzerland: 27% of the adult population (18–65 age years old) had experienced at least one of a number of mental disorders, arising from substance abuse, psychoses, depression, anxiety, and eating disorders during the past year (Spielberger & Reheiser, 2009). Regarding emotional reactions, each industry worker will experience a range of positive emotional reactions, such as pride, enthusiasm for work, and motivation to achieve success; negative affective responses caused by an industry workplace will, for some workers, be likely to include anxiety, depression, anger and guilt (Ross, 2005). Stress problems related to diminished motivation, insecurity and anxiety or anger in the workplace can be result. Therefore, this outcome does not benefit the employees or the employer (Ross, 2005). Some researches (Melchior et al., 2007; Shani & Pizam, 2009; Wang, 2005) indicated that job stress is a major cause of anxiety and depression amongst hospitality and service employees (Tiyce et al. 2013). Also, Spector (1988) revealed significant positive correlations of interpersonal conflict at work with anxiety, disappointment symptoms, and dissatisfaction. The approach to emotional well-being is based on two main axes: *'anxiety-contentment'* and *'depression-enthusiasm'* which have appeared as important in non-

professional research, and will be examined through parallel measures in both job-related and non-job settings (Warr, 1990).

Miller, Johnson & Grau (1994) found that anxiety was not related to clearance to change or quality of the information. Also emotions about job insecurity that could contribute to anxiety, were not different for low and high exposure employees (Axtell et al. 2002). Similarly, other scholars (Boya et al., 2008; Gökçe & Dündar, 2008; Kaya & Varol, 2004; Dursun & Bayram, 2013) also revealed that when job insecurity increases, employees' anxiety levels also worsen.

Anxiety is a significant antecedent of job stress, which is an important predictor of job dissatisfaction. Work dissatisfaction also is the strongest antecedent of intent to quit (Terry, et al. 2000). Anxiety and depression are associated with impaired work performance and safety. At the organizational context there are likely to be effects on productivity, staff morale, accidents, absenteeism and turnover (Haslam et al., 2005). On the other hand, it's reported that employees with higher levels of trait anxiety were no more likely to report aggressive incidents than others (Winstanley & Whittington, 2002). Jensen et al. (2013) indicated that anxiety and role overload partially mediate the relationship between the interaction of high-performance work systems perceptions and job control on turnover intentions (Jensen et al. 2013). In addition, employees exposed to anxiety or depression are likely to experience symptoms (such as fatigue and poor concentration) that weaken their performance (Haslam et al., 2005). Mobbing causes an increase in the level of anxiety of employees, causing the adversely psychological health of employees and decreasing of their social isolation and job performance (Çiftçi et al. 2013). In addition, high-quality communication on change has increased the perceptions of employees about the justice of the treatment they receive from change managers. Moreover, this perception with low level of anxiety increases the confidence in management (Paterson & Cary, 2002). On the other hand, work-family balanced is negatively correlated with job anxiety whereas job anxiety is positively correlated with turnover intentions (Vanderpool & Way, 2013).

Intention of Leaving

Intention of leaving generally refers to *“an individual's perceived possibility of leaving an organization, or the willing to voluntarily withdraw an individual permanently from the organization”* (Radzi et al. 2009). Turnover has been conceptualized as a *“withdrawal behavior”* (Mobley, 1977; Steel, 2002; Steers & Mowday, 1981) and suggesting that

dissatisfaction with various job factors may be the most logical explanation for high turnover rates (Aziz et al. 2007). Employees who are satisfied with their works are considered to be more stable with their organizations (Hartman & Yrle, 1996; Hancer & George, 2003). On the other hand, intention of leaving is an important reaction on the behaviors of restaurant employees. To reduce the turnover rate in the hospitality industry, the organizations must be sensitive to the intrinsic motivational factors of employees (Kim et al., 2005).

In the hospitality industry, some studies indicated that dissatisfaction with pay is among the important factors of turnover (Pavesic & Brymer, 1990; Pizam & Ellis, 1999). Engaging employees who are trying to achieve success may result in higher satisfaction with financial awards, and consequently lower turnover rates of the restaurants (Aziz et al., 2007).

Nevertheless, it's stated that there is a negative relationship between organizational commitment and intention of leaving the organization (Kim et al., 2005). Indeed, Hinkin and Tracey (2000) showed that high turnover rate is often result of a bad working environment, also relationships between supervisors and employees constitute one of the most significant determinants affecting turnover. So, when workers are not satisfied with their jobs or not committed to the organization, turnover intentions slowly strengthen, leading employees to adopt withdrawing behaviors such as being sick, late or absent (Bufquin et al., 2017).

In empirical terms, many studies also suggest that employee attitudes and behaviors are related to a number of organizational outcomes. For example, Schneider and Bowen (1993) reported a negative correlation between employee turnover and customer satisfaction (Kusluvan, 2003). When employees are committed to their organizations, they will engage behaviors of helping coworkers, giving suggestions to improve work, paying more attention and having organizational loyalty to their work. As a result, these behaviors may reduce the likelihood of switching jobs for a bit more money. Because of the hospitality studies have shown that customers often perceive the service workers as the service product itself, restaurant organizations should understand the conditions that promote commitment and organizational citizenship behavior (Cho & Johanson, 2008). Atçı et al. (2015) indicated that fast-food employees have some problems such as managerial, inter-workers and working conditions. Inter-workers' problems negatively affect the job satisfaction; problems related with the working conditions and managerial negatively impact the life satisfaction. In addition, negative associations between affective organizational commitment, extrinsic job

satisfaction and turnover intention were revealed on hospitality employees (Zopiatis, et al. 2014). Especially, in the tourism and hospitality industry, where the relationship between employees and customers is critical, the high rate of turnover is an important factor that leads to the loss of customer satisfaction that results, the loss of regular customers and the destruction of good reputation of establishment (Kim, 2014).

Many researches about the intention of leaving with satisfaction (Zopiatis, et al. 2014), burnout (Kang et al. 2009), organizational justice (Radzi et al. 2009), job insecurity (Karacaoğlu, 2015), organizational trust (Yazıcıoğlu, 2009), management support (Li et al. 2017), creativity (Tongchaiprasit & Ariyabuddhiphongs, 2016) in hospitality and tourism studies. This study will contribute to the literature, as there is no any study about the effect of the trait anxiety on the intention of leaving and job burnout in restaurant workers. So, this research fulfils an important gap to better explain employee's behaviors in hospitality industry.

Burnout

Burnout is “a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do ‘people-work’ of some kind” (Maslach & Jackson, 1981). *Emotional exhaustion* is a key aspect of burnout and is related to depletion of emotional resources. The person is exhausted mentally or emotionally. Another aspect of burnout is *depersonalization*, which is defined as “the development of negative, cynical attitudes and feelings about one's clients” (Maslach & Jackson, 1981). The person develops a negative, indifferent or cynical attitude toward patients, clients or co-workers. *Diminished personal accomplishment* is the third aspect of the burnout syndrome and is related to a tendency to evaluate oneself negatively (Karatepe & Uludağ, 2008). There is a tendency for people to feel unsatisfied with their capabilities and to evaluate themselves poorly (Rada and Charmaine, 2004). Hospitality jobs require customer contact around the clock seven days. Such a work situation has been reported to be stressful for hospitality workers (Kim et al. 2007). Hospitality professions are considered to be among the most stressful occupations, entailing a high degree of physical, mental, and psychological work (Zopiatis & Constanti, 2005). Some researchers (İçigen & Uzut, 2012; Brymer et al., 1991; Reynolds & Tabacchi, 1993; Tabacchi et al. ,1991) have studied the stress and exhaustion aspects of the hospitality industry, and have found that it is a much more laborious and debilitating situation than has been widely recognized (Ross, 2005). Maslach and Leiter (1997) argue that, where conflicting values are intense and difficult to resolve, ongoing personal discomfort and concern can cause considerable

unresolved tension, frustration, anxiety and stress and result in burnout and eroded employee wellbeing (Tiyce et al. 2013). When combined with job insecurity (a common feature of hospitality employment), high levels of job stress reportedly result in 13 times the incidence of anxiety and depression amongst employees (LaMontagne et al., 2007; Tiyce et al., 2013).

Within hospitality and tourism, most existing studies have explored the causes of burnout by focusing on the working environment including role stressors, organizational structures and job characteristics (Kim et al. 2007). The provision of high quality, attentive and optimal services is essential for success in hospitality and tourism. However, when employees offer too much demand, many develop depression and burnout statements (Tse, 2012). Karatepe & Uludağ (2008) stated that the decrease in personal achievements had a significant negative effect on the work performance of the hotel employees whereas the burnout dimensions did not. In the literature, there are many studies about both job burnout and anxiety in medicine employee (Rada & Charmaine, 2004; Oehler et al. 1991; Martins et al. 2016; Ossebaard, 2000; Richardsen et al. 1992), but the studies on hospitality and tourism are rarely. Thus, this study contributes to research the effect of anxiety states on the job burnout in restaurant workers.

Research Model and Hypotheses

Burnout is the result of a gradual collapse and exhaustion of a person, although work-related, often will have a negative impact on people's personal relationships and well-being (Rada & Charmaine, 2004). In addition, anxiety can empower an individual to be productive and rise to the challenge of tough situations. However, too much anxiety can be harmful and may cause physical, emotional, and psychological problems (Sowmya & Panchanatham, 2014). Terry and his colleague (2000) indicated that jail employees who evidence higher levels of anxiety are most inclined to quit. And job-related stress is positively associate with trait-anxiety levels. Similarly, Haslam et al. (2005) reported that anxiety is associated with impaired work performance and safety. At the organizational level there are likely to be effects on productivity, staff morale, accidents, absences and staff turnover (Haslam et al., 2005). Moreover, job anxiety is positively correlated with turnover intentions (Vanderpool & Way, 2013). Jensen et al. (2013) reported that anxiety and role overload partially mediate the relationship on turnover intentions.

Researches on employee anxiety studied with conflict (Spector, 1987), job insecurity (Miller et. al 1994; Dursun & Bayram, 2013; Boya et al., 2008; Gökçe

& Dündar, 2008; Kaya & Varol, 2004), exposure to a change (Antell et al. 2002), work performance and turnover (Haslam et al. 2005), job related stress (Terry, et al. 2000) and mobbing (Çiftçi et al. 2013) in social sciences. Restaurants are businesses that operate in the food and beverage sector of the tourism industry and provide psychological satisfaction as well as physical satisfaction to customers (Goeldner & Ritchie, 2012). In addition to providing the psychological satisfaction of the customers, the good mood of the employees is also very important in hospitality industry. Based on the literature review, the focus of the study is on specific human resource practices which are likely about behavioral and psychological outcomes of employees in the hospitality and tourism sector. This study investigates the effect of the trait anxiety on intention of leaving and burnout of restaurant employees. In this perspective two main hypotheses were developed based on the literature review (Fig 1):

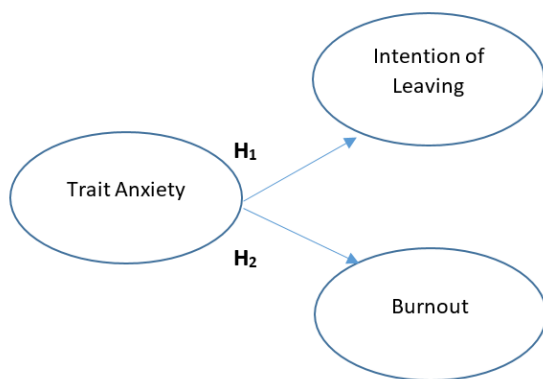


Fig.1: Research (Hypothesized) Model

H₁: The trait anxiety affects the intention of leaving of employees.

H₂: The trait anxiety affects the burnout of employees.

H_{2a}: The trait anxiety affects the emotional exhaustion of employees.

H_{2b}: The trait anxiety affects the depersonalization of employees.

H_{2c}: The trait anxiety affects the personal accomplishment of employees.

METHODOLOGY

Sample and Data Collection

The population of the study consists of the employees of food and beverage establishments in Ankara, the capital city of Turkey. It is likely that access to all the potential participants would have caused

problems, and time and cost constraints would have proved prohibitive. A random sampling method is used for collecting data, and voluntary businesses were included. The survey was conducted between January and February in 2017. Among the 400 questionnaires distributed, 300 were retrieved and the response rate of 75%. Of those collected questionnaires, 16 were excluded since they had not been fully completed. After elimination, 284 questionnaires were used for analyses.

Scales

The questionnaire was consisted of four parts, which are demographic questions, trait anxiety, job burnout and intention leaving scales. *The STAI (State and Trait Anxiety Scales)* was developed to provide reliable, relatively brief, self-report scales for assessing state and trait anxiety in research and clinical practice by Spielberger and his colleagues in 1964. Trait anxiety (T-Anxiety) was defined in terms of relatively stable individual differences in anxiety-proneness as reflected in the frequency that anxiety states have been manifested in the past and the probability that feelings of S-Anxiety will be experienced in the future (Spielberger & Reheiser, 2009). Since first being introduced more than 40 years ago (Spielberger & Gorsuch, 1966), the STAI has been adapted in 60 different languages and dialects, and cited in over 14,000 archival studies (Spielberger, 1989). Reliability and validity studies in Turkish language were conducted by Öner and Le Compte (1983). Measures individual differences in anxiety proneness as a personality trait depending on how often anxiety feelings (S-Anxiety) are felt over time. People at the T-Anxiety level are experiencing more frequent and intense feelings of S-Anxiety when they are perceived as being dangerous or threatening or inadequate in interpersonal relationships (Spielberger & Reheiser, 2009). Trait Anxiety Scale (TAI) was used on this research, it consists of 20 items. Trait-Anxiety items, participants reported how they felt overall by rating themselves in each item using the following 4-point frequency scale: Almost never (1); sometimes (2); often (3); almost always (4).

The items for the *Maslach Burnout Inventory (MBI)* were designed to measure hypothesized aspects of the burnout syndrome by Maslach and Jackson (1981). The inventory has three dimensions: emotional exhaustion, depersonalisation and personal accomplishment. Emotional exhaustion was measured using nine items, depersonalization was measured by five items and personal accomplishment was operationalized using eight items. In contrast to the other two subscales, lower mean scores on personal accomplishment correspond to higher degrees of experienced burnout.

It is important to note that the individual achievement subscale is independent of the other subscales and that its component items do not load negatively on them (Maslach & Jackson, 1981). MBI is five-point scales ranging from “(5) strongly agree” to “(1) strongly disagree”.

Intention to turnover was assessed with three items (Colarelli, 1984): (a) I frequently think about quitting my job; (b) I am planning to search for a new job within the next 12 months; and (c) If I have my own way, I will be working for this organization 1 year from now (reversed). This scale also is five-point scales ranging from “(5) strongly agree” to “(1) strongly disagree”.

Data Analysis

Data was analyzed by using descriptive analysis (percentage and frequency analysis) and exploratory factor analysis. To compare means, Independent Samples t-Test, One-Way Anova and Tukey HSD tests were used. The correlation between the trait anxiety, job burnout and intention of leaving was found through simple correlation analysis, and then the Pearson correlation coefficient was estimated. Moreover, simple regression was used in order to analyze the effect of the independent variable (trait anxiety) on dependent variables (intention of leaving and burnout and its sub-dimensions).

FINDINGS

To test the appropriateness of factor analysis, two tests were used. The Kaiser–Meyer–Olkin (KMO) overall measure of sampling adequacy (MSA) was 0,725 for ILS; 0,870 for MBI and 0,820 for TAI which fall within the acceptable level. In addition, the Bartlett's test was significant at $p=0.000$ for all scales which showed a significant correlation among the variables. Exploratory factor analysis with an eigenvalue of 1.0 and Varimax rotation yielded one factor that accounted for 85.513% of the variance for ILS, and three factors (as it were in the original inventory) that accounted for 68,323% of the variance for MBI.

As shown in Table 1, all coefficient alphas were found to be higher than the cut off level of 0.70 (Nunnally, 1978).

Table 2 exhibits the demographic profile of the respondents according to the variables such as gender, marital status, education, age, income and organizational tenure. According to the Table2, the majority of the respondents were male (68,3%) and 31,7% were female. Looking at their marital status, 53,5 % were single or divorced and 46,5% were married. The sample consisted of 116 respondents (40,8%) who ranged in age from 18 to 27 years, while it included 87

(30,6%) respondents who were aged between 28 and 37 years. According to the education, 73 participants (25,7%) had elementary school and 134 participants (47,2%) had high school degree, the rest of them had university education. Regarding organizational tenure, 105 participants (37%) had been working their establishments for 1-3 years, and 66 participants (23,2%) for less than one year. On the other hand, 39,4% of the respondents had a monthly income of 1400-2500 Turkish Liras (TL) and 31,3% of them had under 1400 TL.

As shown in Table 3, according to the mean of the trait anxiety points and standard deviation ($41,08 \pm 7,94$) respondents who has the total points of 33,14 ($41,08 - 7,94$) are with low anxiety level (17,6%), and employee who has over 49,02 ($41,08 + 7,94$) mean are with high anxiety (19%). On the other hand, points between 33,14 and 49,02 means with mid anxiety level (63,4%). After categorizing the level of anxiety that participants had, the differences on dependent variables were investigated:

According to the table 4, job burnout, its dimensions and intention of leaving significantly differ in term of trait anxiety levels. According to the findings, as the level of trait anxiety of the participants increases, their intention of leaving ($F=11,791$; $p<0,05$), burnout ($F=22,172$; $p<0,05$), emotional exhaustion ($F=35,412$; $p<0,05$), and depersonalization ($F=36,154$; $p<0,05$), also increases. Contrary to this, as the level of trait anxiety of the participants reduces, employees' personal accomplishment increases ($F=8,466$; $p<0,05$).

Table 5 shows that trait anxiety is significantly related to intention of leaving ($r=0,338$), burnout ($r=0,420$) and its two dimensions, emotional exhaustion ($r=0,514$) and depersonalization ($r=0,502$) positively. On the other hand, trait anxiety is negatively related to personal accomplishment ($r=-0,256$).

The correlation analysis doesn't allow us to conduct a cause-effect analysis. It can only provide some insights into how the variables change, and in what direction they change. The results of the simple regression analyses are reported in Tables 6 and 7.

According to the findings in Table 6, the regression model is significant and the determination coefficient is $R^2=0,114$ ($p<0.01$). It can be concluded that, the effect of the trait anxiety on the intention of leaving is 11,4 %.

According to the findings in Table 7, the regression models are significant for burnout and its sub-dimensions. Determination coefficients

indicate that, trait anxiety has more predictive effect on emotional exhaustion than whole burnout and other sub-dimensions ($R^2=0,264$, $p<0.01$). So, it can be concluded that, 26,4 % of the total variance in emotional exhaustion stems from the trait anxiety. Due to the effect of the independent variable trait anxiety on the dependent variables ($p<0,01$), H_1 and H_2 are supported and results are shown in the Fig 2:

Table1: Alpha Coefficients of the Scales

Scale	Number of Items	Cronbach Alpha
Trait Anxiety Instrument	20	0,774
Burnout	22	0,783
<i>Emotional Exhaustion</i>	9	0,897
<i>Personal Accomplishment</i>	8	0,822
<i>Depersonalization</i>	5	0,755
Intention of Leaving	3	0,915

Table 2: Respondents' Profile

Variables	f	%	Variables	f	%
Gender			Marital Status		
<i>Male</i>	194	68,3	<i>Single or divorced</i>	152	53,5
<i>Female</i>	90	31,7	<i>Married</i>	132	46,5
Total	284	100	Total	284	100
Education			Age		
<i>Elementary School</i>	73	25,7	<i>18-27</i>	116	40,8
<i>High School</i>	134	47,2	<i>28-37</i>	87	30,6
<i>Associate degree</i>	31	10,9	<i>38-47</i>	67	23,6
<i>Undergraduate</i>	31	10,9	<i>47 over</i>	14	4,9
<i>Graduate</i>	6	2,1			
Total	275	96,8	Total	280	100
Income			Organizational Tenure		
<i>Under 1400 TL</i>	89	31,3	<i>Less than one year</i>	66	23,2
<i>1400-2500 TL</i>	112	39,4	<i>1-3 years</i>	105	37
<i>2501-3500 TL</i>	15	5,3	<i>3-5 years</i>	44	15,5
<i>Over 3501 TL</i>	9	3,2	<i>5-7 years</i>	13	4,6
			<i>7-10 years</i>	18	6,3
			<i>Over 10 years</i>	21	7,4
Total	225	79,2	Total	267	94

Table 3: The Trait Anxiety Levels of the Respondents

Trait Anxiety Level	Frequency	%	Range
Low	50	17,6	$\bar{X} < 33,14$
Mid	180	63,4	$33,14 > \bar{X} < 49,02$
High	54	19	$\bar{X} > 49,02$
Total	284	100	

Table 4: The Differences between Trait Anxiety Level and Dependent Variables

Dependent Variables	Level of Trait Anxiety	n	\bar{X}	S.D.	F	p	Tukey HSD
Burnout	Low	50	2,42	0,39	22,172	0,000*	m-l h-l,m
	Mid	177	2,72	0,49			
	High	54	3,03	0,44			
Emotional Exhaustion	Low	50	1,85	0,66	35,412	0,000*	m-l h-l,m
	Mid	177	2,57	0,81			
	High	54	3,15	0,81			
Personal Accomplishment	Low	50	3,69	0,78	8,466	0,000*	l-m,h
	Mid	177	3,26	0,76			
	High	54	3,10	0,73			
Depersonalization	Low	50	1,42	0,56	36,154	0,000*	m-l h-l,m
	Mid	177	2,15	0,81			
	High	54	2,70	0,78			
Intention of leaving	Low	50	1,89	0,74	11,791	0,000*	m-l h-l
	Mid	171	2,66	1,28			
	High	53	3,01	1,34			

* $<0,05$ l=low, m=mid, h=high**Table 5:** Descriptive Statistics and Correlation Matrix of Variables

Variables	1	2	2a	2b	2c	3	\bar{X}	S.D.
1. Trait Anxiety	1.00						2,05	0,39
2. Burnout	0,420*	1.00					2,73	0,50
2a. Emotional Exhaustion	0,514*	-	1.00				2,55	0,88
2b. Personal Accomplishment	-0,256*	-	-	1.00			3,31	0,78
2c. Depersonalization	0,502*	-	-	-	1.00		2,12	0,86
3. Intention of leaving	0,338*	-	-	-	-	1.00	2,59	1,26

* $<0,01$

Table 6: Simple linear regression analysis regarding the correlation between trait anxiety and intention of leaving

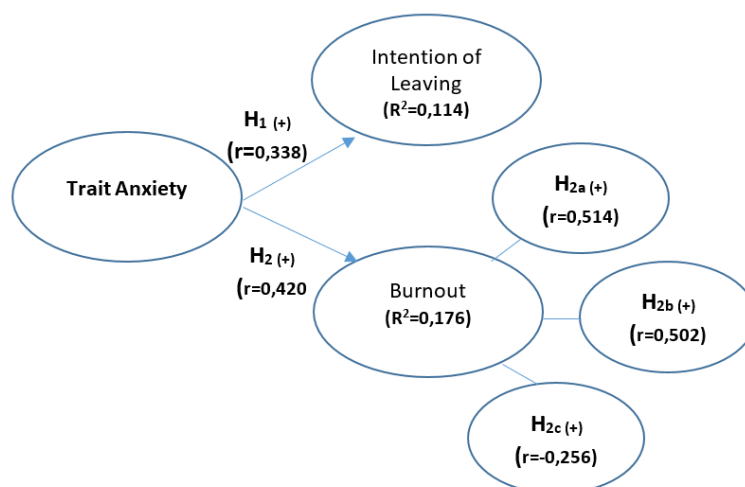
Independent Variable	B	Std.Err.	t	p	R	R ²	F
Constant	0,403	0,376	1,073	0,284	0,338	0,114	35,150
Trait Anxiety	1,067	0,180	5,929	0,000*			

*p<0,01

Table 7: Simple linear regression analysis regarding the correlation between trait anxiety and burnout and its sub-dimensions

Modal	Independent Variable	B	Std.Err.	t	p	R	R ²	F
Burnout	Constant	1,643	0,144	11,429	0,000*	0,420	0,176	59,649
	Trait Anx.	0,530	0,069	7,723	0,000*			
Em. Ex.	Constant	0,217	0,238	0,912	0,362	0,514	0,264	100,282
	Trait Anx.	1,138	0,114	10,014	0,000*			
Depers.	Constant	-0,101	0,234	-0,429	0,668	0,502	0,252	93,774
	Trait Anx.	1,085	0,112	9,684	0,000*			
Pers. Acc.	Constant	4,346	0,238	18,257	0,000*	0,256	0,066	19,599
	Trait Anx.	-0,503	0,114	-4,427	0,000*			

*p<0,01

**Fig.2:** Final Research (Hypothesized) Model

Discussion and Conclusion

The most frequently studied subject in relaxation studies is trait anxiety. Trait anxiety means a tendency to worry as a different personality trait from state anxiety, which is at a certain level of anxiety (Murata et al., 2004). This study examined the relationship between trait anxiety, intention of leaving, and burnout and its sub-dimensions of restaurant employees. According to findings, majority of the employees have mid trait anxiety level, and job burnout and its sub-dimensions and intention of leaving differ in trait anxiety levels. In this respect, as the level of trait anxiety of the participants increases, their intention of leaving, burnout, emotional exhaustion and depersonalization also increases. Conversely, as the level of trait anxiety of the participants reduces, employees' personal accomplishment increases. Similarly some researchers (Murata et al., 2004; Terry et al. 2000) indicated that the level of anxiety has a significant effect on dependent variables. Lower trait anxiety more readily induces meditation with a predominance of internalized attention, while higher trait anxiety more readily induces meditation with a predominance of relaxation (Murata et al., 2004).

Another result arising from the study is that trait anxiety is significantly and positively related to intention of leaving (similarly Terry et al., 2000; Haslam et al., 2005; Vanderpool & Way, 2013), burnout and its two dimensions, emotional exhaustion and depersonalization. Contrary to this, trait anxiety is negatively related to personal accomplishment. Also, the trait anxiety affects the intention of leaving and burnout of employees. And, trait anxiety has more predictive effect on emotional exhaustion than whole burnout and other sub-dimensions. Since tourism establishments are highly service-oriented, there is face-to-face interaction and hence complaints are made to employees delivering services. This could lead to stress, unease and conflict from the perspective of employees (Pelit et al. 2011).

As previously stated that, anxiety is a significant predictor of job-related stress and the strongest predictor of employee's intent to quit (Terry, et al. 2000). So, the trait anxiety is an important psychological component in the hospitality industry for employee welfare and productivity. It is very important to provide administrative and psychological support to employees for coping with the stress and maintaining a good working environment such as in-service training, psychological counseling, social activities, more promotion opportunities and recreation programs etc. It is hoped that the results obtained from the study will contribute to better understanding and more effective

management of human resources in hospitality industry.

Limitations and Recommendation for Future Research

Although this study was conducted in restaurants, we can suggest that other establishments are operating in tourism industry, will undoubtedly obtain more efficient outcomes. In addition to wider samples, future research could investigate by considering both the trait and state dimensions of anxiety rather than considering anxiety as a single dimension.

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