

EXAMINATION OF THE EFFECT OF TEXTILE WORKERS' CULTURAL ATTITUDES ON MOTIVATION AND BURNOUT LEVELS IN BURSA PROVINCE

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Abstract

The notion, which is dealt with in the adapting to culture, comprises the continuous interaction between one or more groups which subsequently evolved in the original culture and the modifications and consequences of people from other cultures who continue their interactions with each other. Acculturation is the change that occurs in the culture of a group and it also creates a change in the psychology of the individual. Acculturation is one of the most complex areas of cross-cultural psychology. The transition in the acculturation process is not always easy. In this process, the individual may experience psychological problems. The concepts of motivation and burnout constitute two main possible outcomes. One of the most important issues in business life is the motivation of employees. Motivation greatly affects the performance of both the organization and the employee. Burnout can be seen as a result of long-term stress that may develop in relation to work and professional life, and there are certain occupational groups that frequently experience this situation. The aim of this study is to determine the effect of cultural attitudes of textile workers who live in intense working hours and have difficult working conditions on motivation and burnout levels in Bursa. A major difference was achieved for the assimilation sub-dimension as a consequence of the difference analysis. The attitude of assimilation among East workers was greater. The correlation analysis has a favorable and substantial effect on burnout as well as assimilation, separation and marginalization. On the other hand, motivation is not strongly linked. Sub-dimensional integration does not mean that motivation and fatigue are strongly linked.

Keywords: Acculturation attitude, motivation, burnout, relationship analysis

INTRODUCTION

The world where we live must be continually moving, for different reasons, people, organizations and communities with diverse traditions (migration, education, disaster, better living conditions, etc.). The cultures that meet and engage with each other have an impact on people or groups, i.e., their cultures are interconnected. The concept of acculturation is the process and the process of newly developing and changing events related to the culture and/or psychology of people of any culture in their relations with people from another culture (Bilgin, 2003).

As it was expressed in the definition of acculturation, although it is thought that two different individuals or groups affect each other at

the same level, it is seen that one of the individuals or communities affects the other less (Tanaka, Takai, Kohyama, Fujihara, & Minami, 1994).

If the concept of acculturation is closely related to the process of adaptation to culture; it includes the progressive contact of one or more groups that are formed later in the actual existing culture and the consequences of people from other cultures having contact with the same communities. For this reason, acculturation is the change that occurs or takes place in the culture of a group, and at the same time, this causes a change in the psychology of the person (Berry, 1999).

One of the most important issues in business life is the motivation of employees. It is because the motivation to be provided greatly affects the performance of both the organization and the employee. A manager who wants to increase the

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performance of his employees should care about their attitudes, desires, ideas and feelings, and

attention should be paid to the internal and external factors of the organization that affect these situations. In this context, motivation is one of the most important points in the good evaluation of product production, service delivery and human resources. Another important feature of motivation, the way it is perceived may differ from person to person, a situation that motivates an individual may not motivate another person (Yıldırım, Akyüz, Aydın, & Akyüz, 2017).

Low motivation, which we encounter quite frequently in many areas of our lives, especially in business life, poses a serious threat to individuals' working attitudes, quality of life and psychological states. Low motivation in the workplace can lead to a decrease in job satisfaction and the development of a sense of burnout. The acculturation process is the change that occurs or takes place in the culture of a group, and at the same time, this causes a change in the psychology of the person. In this process, people experience relative deprivation by comparing themselves with others similar to them in terms of what they want to have and what they think they deserve. In another saying; minority group members experience negative emotions based on their perceptions of the difference between their situation and others, or between the situation of their group and that of other groups. In this case, a process begins that will affect people's motivation and create a change in their perceptions of burnout.

The aim of this study is to examine the effects of cultural attitudes on motivation and burnout levels towards eastern and western workers working in the textile sector in Bursa. The fact that there are few studies on the subject in the literature has created motivation. In the study, firstly, information was given about the titles of culture attitude, motivation, and burnout within the conceptual framework, and in the second stage, statistical analysis and results were presented and comments were made.

Acculturation Attitude

Culture is an unvarying structure that plays an important role in determining the thoughts of individuals about motivation (Hernandez & Iyengar, 2001). In this context, culture is of great importance in shaping people's basic needs such as trust, love and respect (subjects or situations), how important these needs are, that is, in the parts related to hierarchy and how these needs can be met (Miller, 2003). According to researches, they should be

aware that in situations related to managers in intercultural dimensions, their motivational

motives may change due to being different, that they can be motivated through this situation, and that the existing motivation structure will be shaped by the culture in which the employees grew up at a certain level (Nasierowski & Mikula, 1998; Miller, 2003).

Although it is considered that acculturation affects two different individuals or groups at the same level, it is seen that one of the individuals or communities affects the other less (Tanaka, Takai, Kohyama, Fujihara, & Minami, 1994).

If the concept of acculturation is closely related to the process of adaptation to culture; it includes the progressive contact of one or more groups that are formed later in the actual existing culture and the consequences of people from other cultures having contact with the same communities. For this reason, acculturation is the change that occurs or takes place in the culture of a group, and at the same time, this causes a change in the psychology of the person (Berry, 1999).

Interaction in the acculturation process is not an easy process. The interaction phase is also a process of change and it consists of three phases. Firstly; the separation phase. At this stage, the person has finished his relationship with his social role and status. Then he tries to adapt in order to get used to the new roles he owns and change takes place. Finally, the merger phase comes. In this stage, the person integrates himself with his new role and status (Montreuil & Bourhis, 2001). In some acculturation processes, people; experience what is called relative deprivation by comparing themselves with others like them, what they think they want to have, and what they believe they deserve. With a different discourse, members of minority groups may experience negative emotions based on their own situation and others or the state of their own group and the perceptions of other groups. In order to cope with this situation, the strategies developed to overcome the perceived negativities are used and this situation is coped with. Such personal and group-related psychological and social negative situations may be encountered. Different cultural environments that people are exposed to affect people's perception, level of cognition, behavior, attitude and emotions ((Kim, Laroche, & Tomiuk, 2001; Sam, 1992). If a more descriptive statement is needed; with social interaction, change continues between people. At the same time, people interact with cultures other than their own and are constantly changing. In societies living with more than one culture, cultural

communities and how these communities are cultured are very crucial (Berry, Kim, Power, Young,

& Bujaki,1989).

In multicultural societies, the issue of cultural groups and how these groups are cultured is very important (Berry, Kim, Power, Young, & Bujaki,1989). As a result of his studies on acculturation, Berry (1999), dealt with acculturation strategies, which are formed as a result of the interaction of individuals or groups belonging to different cultures, in a theoretical framework. In almost all multicultural societies, cultural groups and their members are confronted with the issue of how to be cultured at every moment and in every aspect of their lives. According to the yes/no answers to the two basic questions about acculturation, four acculturation strategies have taken their place in the literature.

Acculturation strategies occur depending on the attitudes of people in the acculturation process. For a person, on the one hand, there is his own culture, on the other there is the culture to which he migrated. In this process, one's attitudes determine which strategy to use.

If individuals do not wish to maintain their own cultural identity and seek relations with other cultures, an assimilation strategy occurs (Yoon, Langrehr, & Ong, 2011). Bilgin (1994) defines assimilation as "complete participation in the lifestyle and norms of the society with the transformation of the behavior and mentality of the foreigner or migrant worker" and expresses the assimilation process as "melting into a whole".

Conversely, if the non-dominant group establishes its own culture and avoids interacting with other cultures, a separation strategy occurs. If individuals tend to interact with the dominant cultural group while maintaining their own cultural characteristics, then the integration strategy emerges. In this strategy, the individual, on the one hand, tries to be a part of a wider social network in the society to which he immigrated, on the other hand, maintains his cultural integrity by adapting it to that society (Kim & Omizo, 2006).

Fu (2015) defines the concept of integration as "the expression of the interdependence of members of a society in an exchange relationship, their participation in the common values and operating rules of the members". He puts the concept of integration in the form of becoming a part of a whole. Finally, the marginalization strategy emerges when the person has little interest in both his own culture and the culture to which he has migrated and does not show interest in its continuity. The person is cultured in the new

cultural environment with strategy choices appropriate to his own attitudes and behaviors.

Preferences in acculturation strategy may vary depending on context and time. In this regard, Sam and Berry (2010), emphasized three important points in their study. First of all, a person may have a single strategy preference, and the choice of strategy may vary depending on the location of the person. The strategy preferred by the person in more private areas (such as home, extended family, ethnic community) may differ from the strategy preferred in public places (workplace, all public spaces, etc.). Secondly, people discover new strategies as a result of their different experiences in the society they migrated to. Individuals may find some strategies more useful and satisfying as a result of their experiences. There is no sequence or order in the use of acculturation strategies. Third, whether the acculturation strategy preferred by the individual or group is accepted by the dominant group is important for the acculturation process (Joy, 2017).

Motivation

One of the most important issues of today is to produce products, provide services and then make them permanent by using motivation and human resources within the framework of logic. In this context, motivation is one of the most important points in the good evaluation of product production, service delivery and human resources. Another important feature of motivation is that; the way it is perceived may differ from person to person, a situation that motivates an individual may not motivate another person (Yıldırım, Akyüz, Aydın, & Akyüz, 2017).

Research shows that managers often have to constantly control and deal with some of the basic needs of their employees while trying to find ways to structure the workforce that adapts to the organization. Ensuring the motivation of people is based on the most fundamental understanding of human needs (Ağırbaş, Çelik, & Büyükkayıkçı, 2005). For this reason, motivation is Latin in origin and comes from the word 'movere' (Fındıkçı, 2000). The most common meaning can be defined as the willingness to make a great effort towards institutional goals in relation to the skill of the effort made to meet some individual needs (Abacı, 2015).

Intrinsic motivation means that an action is aimed at directly satisfying the need in the individual (Erdem, 2010). Intrinsic motivation can be aimed at fulfilling personal wishes or personal obligations, such as climbing a mountain, while in the business dimension, the work done satisfies the

individual and motivates the individual internally by providing the opportunity for self-realization

(Erturk, 2016). Independence in the field of work is closely related to giving opportunities to motivate the working individual (Güngör & Çölgeçen, 2013). It is very important for the organization to have intrinsic motivation in the fields of work where innovative paradigms should be created (İnal, 2009).

Extrinsic motivation is defined as meeting the needs of individuals indirectly. For example, the wage given to the working individual for his production motivates the working individual externally. Bonuses, promotions and being appreciated by their superiors are accepted as other factors affecting the external motivation of the individual (Karahan, 2005). A manager who wants to increase the performance of his employees should care about their attitudes, desires, ideas and feelings, and attention should be paid to the internal and external factors of the organization that affect these situations. It should not be expected that an unmotivated employee will perform at a high level. The most common reason for applying motivation in business life is to achieve the goals of the organization and to ensure that employees exhibit positive performance (Kılınc & Polat 1997; Koçel, 2001). Needs are the most fundamental concepts of behavior and goal motivation. It has been decided that these concepts are the most correct requirements as a result of researches (Dereli, 2007).

Motivation is a process to meet many needs. The manager needs to know and be aware of these requirements, to be able to observe and analyze the behavior of the employees, and to be aware that as individuals differ, their processes will be different. One of the most basic thoughts that managers should always have is that there is a reason for the behaviors and attitudes exhibited (Can, Akgün, & Kavuncubaşı, 2001). The motivation level of the employee depends on the extent to which the financial and social gains he receives from the institution he serves and the individual needs are met (Fındıkçı, 2000).

Theories of motivation used in management are often treated as explanatory models, content and process models. It can be seen that it is possible to add contemporary models to these models. Models that are descriptive are more concerned with how management can satisfy employees. Models belonging to this group include scientific management and human relations. The model that investigates what motivates people is the content model. The most well-known content model is

Maslow's hierarchy of needs, Herzberg's dual factor theory and Alderfer's Existence-Relatedness-

Growth (ERG), which is one of the need theories advocated. Process models are more concerned with how existing or displayed behavior is born and developed. There are three basic concepts that these models are generally concerned with; expectation, equality, and reinforcement. The equality model is mostly associated with process models and contemporary models. Contemporary models are individual-oriented and include perception, evaluation and interpretation (Huang, Lv, & Wu, 2016). Burnout, which is a phenomenon that most of the workers in business life have experienced at least once, but cannot name this situation because they do not know its definition in the clearest way, have found a place in the literature these days and have been described as a syndrome.

Burnout

Freudenberger initially proposed and began to emerge in the US primarily for the service sector in the 1970s, the notion of burnout which came to light with the tough links that individuals made in work settings and the corresponding unpleasant experiences in their business life. The concept of burnout is defined as emotional exhaustion, depersonalization and low individual achievement feeling that occur among individuals who have intense communication and interaction in the workplace (Maslach & Zimbardo 1982; Maslach & Jackson, 2001). Burnout is accepted as a three-dimensional syndrome (emotional exhaustion, depersonalization, low personal achievement) that frequently occurs in individuals who have face-to-face communication and interaction with their colleagues due to their duties. The stage of emotional exhaustion forms the infrastructure of the concept of burnout and is considered as its clearest symptom (Maslach & Zimbardo 1982). People with this syndrome feel deprived of the energy necessary to continue their daily lives, but their emotional energy is almost exhausted and they feel deprived of resources to regain their energy.

In the depersonalization dimension, which indicates the interpersonal dimension of burnout, the person stays away from his work and minimizes his interaction with his colleagues by displaying a cold and distant attitude towards the work he has to do and the people at work (Maslach & Leither, 1997). When the burnout dimensions are examined in general, it is seen that the person feels chronically fatigued, lives introverted, withdraws

from his work, and feels inadequate in his work. When the burnout process is examined, it is seen

that the energy is replaced by emotional exhaustion, the sense of unity is replaced by depersonalization, and the feeling of competence is replaced by inadequacy (Leither & Maslach, 2005).

When the results of studies on the subject are examined, it is seen that there are many factors that cause burnout. It is stated that some of these factors are individual factors arising from the people themselves, while others are organizational (environmental) factors that occur outside the person and arise due to the environment in which the individual lives. Personal factors; organizational (environmental) factors are defined as age, gender, marital status, number of children, working time, education level, excessive interest in the job, personal expectation level and personal characteristics; nature of work, working hours, overload, limited vacation time and rest breaks, relations and disagreements with co-workers, relations with superiors, workload, problems arising from the organization's plans and rules, autonomy and use of initiative, role ambiguity and role conflict, feedback. It is defined as lack of reward and punishment, physical conditions of the working environment, social support, lack or excess of authority, opportunities for promotion (Okutan, 2010).

According to Maslach and Jackson (1981) while emotional burnout developed as desensitization and feeling of decreasing in decreased self-efficacy, According to Golembiewski, Deckard, & Rountree, (1989), it develops as depersonalization, a feeling of decreased individual achievement and emotional exhaustion. Although Maslach and Jackson define the dimensions of burnout differently, they state that the existing dimensions are related to each other. According to the Maslach Model, burnout begins with emotional exhaustion as a reaction of the employee to work-related stressors, and as a coping method against emotional exhaustion, the person begins to depersonalize and distance

himself psychologically in his relations with others.

When the process of desensitization begins, people become aware of the mismatch between their potential expectations from the people they serve and the job itself and the situation they are in. This awareness results in the person seeing himself as inadequate and unsuccessful and inadequate while evaluating his achievements. According to the Maslach Model, emotional exhaustion is considered as a cause of depersonalization, and depersonalization as a cause of decreased individual achievement. In the Golembiewski Model, this cycle begins with depersonalization. Depersonalization is reflected in the performance of the individual against the work he does and affects his evaluations of success, leading to a feeling of decrease in individual success, and in the next stage, it ends with the person's emotional burnout. According to the Golembiewski Model, depersonalization is considered as the cause of decreased personal achievement, and the feeling of decreased personal accomplishment is considered as the cause of emotional exhaustion (Maslach and Jackson 1981; Ashforth & Lee 1997, Cordes, Dougherty, Thomas, & Blum, 1997; Maslach, Schaufeli, & Leiter, 2001; Lewin & Sager 2007).

Sampling of the Research

The sample of the research consists of 100 eastern and 100 western textile workers working in Bursa province in Turkey. Employees were carried out with employees in 5 different textile workshops.

Research Hypotheses

The main hypothesis of the research is that cultural attitude is significantly related to motivation and burnout. As a sub-hypothesis that is thought to contribute to the study, it will be tested that the eastern and western worker groups differ significantly in terms of cultural attitude, motivation and burnout. The hypotheses developed in the study are given in Table 1.

Table 1. Research Hypotheses

| Hypotheses | |
|-----------------------------------|---|
| H _{1a} (main hypothesis) | Cultural Attitude (CA) is statistically significantly correlated with Motivation (MOT) and Burnout. |
| H _{2a} (main hypothesis) | Integration (IT), Marginalization (MRG), Assimilation (ASM), and Disengagement sub-dimensions are statistically significantly associated with Motivation (MOT) and Burnout. |

H_{3a} (alt hipotez) In terms of eastern and western workers, there are statistically significant differences for Cultural Attitude (CA), Motivation (MOT) and Burnout.

Data Collecting Tools

The study has a non-experimental quantitative research design and is a screening model according to the method of doing it. The questionnaires used in the study were prepared by making use of the scales whose validity and reliability were approved in previous studies as a result of a wide literature review. It is possible to explain these scales as follows:

Job Motivation Scale

The Motivation Scale consists of two dimensions, intrinsic and extrinsic motivation, used by Mottaz (1985), Brislin, Kabigting, Macnab, Zukis and Worthley (2005), Ertan (2008), Mahaney & Lederer (2006) in their studies. It is a 24-item 5-point Likert-type scale. Evaluation of the scale 1.00-1.80 Very Low; 1.81-2.60 Low; 2.61-3.40 Medium; 3.41-4.20 High; 4.21-5.00 Very High. The Turkish adaptation of the scale was done by (Dündar, Özutku, & Taşpınar, 2007). The Cronbach's alpha values of the scale related to the intrinsic and extrinsic motivation tools used in this study were calculated as 0.83 and 0.84, respectively.

Acculturation Attitude Scale

The scale improved by Ataca and Berry (2002) consists of 36 items and has 4 sub-dimensions. The scale reveals 4 different (integration, marginalization, assimilation and separation) acculturation preferences, and the average of each preference reveals the individually preferred acculturation strategy, namely preference. The scale is in a 5-point Likert structure. According to the validity and reliability studies, the Cronbach Alpha coefficients were calculated as .78 for the integration strategy, .84 for the assimilation strategy, .74 for the marginalization strategy, and .80 for the separation strategy.

Short Version of the Burnout Scale

In the study of Pines and Aronson (1988), instead of the Burnout Scale (BL) consisting of 21 items, (Pines, & Keinan, 2005), used its He adapted the short 10-item form. The scale was adapted to Turkish by Tümkaya (2009). The scale is in a 7-point Likert structure. It was observed that the internal consistency coefficients of the scale, which was calculated with data from different professions, ethnicities and student groups, ranged from .85 to .92. The first part of the survey consists of general information about the employees, and the second

part includes 3 scales applied.

FINDINGS

Table 2. Demographical and General Information Percentage Distribution

| Demographical Variances | Western Group (WG) % | Eastern Group (DG) % |
|---------------------------------|----------------------|----------------------|
| Gender | | |
| Female | 30,3 | 28,0 |
| Male | 69,7 | 72,0 |
| Age | | |
| 18-30 years | 30,0 | 16,0 |
| 31-40 years | 30,0 | 39,0 |
| 41 years and over | 40,0 | 45,0 |
| Income Level | | |
| 1400-1800 tl | 13,0 | 10,0 |
| 1801-2200 tl | 34,0 | 43,0 |
| 2201 tl and over | 53,0 | 47,0 |
| Education level | | |
| Primary School | 11,0 | 10,0 |
| Secondary School | 23,0 | 35,0 |
| High School | 58,0 | 49,0 |
| Bachelor | 8,0 | 6,0 |
| House | | |
| It belongs to me | 34,0 | 36,0 |
| It belongs to my family | 41,0 | 37,0 |
| Rental | 25,0 | 27,0 |
| Working Period | | |
| 0-5 years | 34,0 | 26,0 |
| 6-9 years | 25,0 | 34,0 |
| 10 years and over | 41,0 | 40,0 |
| Textile Sector Selection | | |
| Willingly | 67,0 | 75,0 |
| Unwillingly | 33,0 | 25,0 |
| Status | | |
| White-collar | 9,0 | 4,0 |
| Grey-collar | 14,0 | 19,0 |
| Blue-collar | 77,0 | 77,0 |
| Shift Type | | |
| Single shift | 20,0 | 16,0 |
| Shift | 80,0 | 84,0 |

It was determined that there were mostly male participants in the western and eastern groups, individuals aged 41 and above, had an income of 2201 TL and above, and their education level was high school. In both groups, the highest rate is the individuals stating that the house they live in

belongs to their family, their working period is 10 years or more, they chose the textile sector willingly and they work in shifts. When the status variable is

examined, the participants in DG and BG, who are at the blue-collar level, are at the highest rate and in equal proportion.

Table 3. AS, Motivation and Burnout Difference Analysis in terms of Western and Eastern Workers

| | Grup | N | Sıra Ort. | Z | p |
|--------------------|------|-----|-----------|-------|-------|
| AS Assimilation | WG | 100 | 95,26 | -2,30 | ,030* |
| | EG | 100 | 103,74 | | |
| AS Separation | WG | 100 | 96,36 | -1,01 | ,311 |
| | EG | 100 | 104,64 | | |
| AS Marginalization | WG | 100 | 97,62 | -,586 | ,558 |
| | EG | 99 | 102,40 | | |
| AS Integration | WG | 99 | 99,27 | -,179 | ,858 |
| | EG | 100 | 100,72 | | |
| Motivation scale | WG | 100 | 98,76 | -,425 | ,671 |
| | EG | 100 | 102,24 | | |
| Burnout scale | WG | 100 | 98,02 | -,608 | ,543 |
| | EG | 100 | 102,98 | | |

* $p \leq 0,05$ ** $p < 0,001$

When the comparison of CS, motivation scale, and consistency scale with western and eastern individuals was examined by Mann Whitney U analysis, it was found that assimilation, which is the

CS subscale, and collective discrimination, which is the AS subscale, were higher in the eastern group. It was determined that there was a significant difference between the groups and assimilation and collective discrimination ($p < 0,05$).

Table 4. Relationship Analysis Results

| | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------------|---|---|--------|--------|--------|--------|---------|
| 1.AS Assimilation | R | 1 | ,736** | ,411** | ,415** | ,014 | ,187** |
| | P | | ,000 | ,000 | ,000 | ,838 | ,005 |
| 2.AS Separation | R | | 1 | ,464** | ,282** | ,053 | ,161* |
| | P | | | ,000 | ,000 | ,438 | ,017 |
| 3.AS Marginalization | R | | | 1 | ,043 | ,176** | ,252** |
| | P | | | | ,529 | ,009 | ,000 |
| 4.AS Integration | R | | | | 1 | -,085 | ,093 |
| | P | | | | | ,209 | ,169 |
| 5.Motivation Scale | R | | | | | 1 | -,430** |
| | P | | | | | | ,000 |
| 6.Burnout Scale | R | | | | | | 1 |
| | P | | | | | | |

* $p \leq 0,05$ ** $p < 0,001$

The assimilation dimension, one of the sub-dimensions of acculturation, increases burnout by 18.7%. It is not significantly associated with motivation. Separation sub-dimension increases burnout by 16.1%, but it is not significantly associated with motivation. Marginalization sub-dimension increases motivation by 17.6% and burnout by 25.2%. Integration sub-dimension does not significantly affect motivation and burnout.

RESULT

The study found that assimilation, which is the sub-dimensional of acculturation, was stronger for eastern labor than for western employees, when attitudes, motivation, burnout, and degrees of discrimination reported by eastern and western workers were compared. Moore and Barker (2012) reported in their study that eastern individuals do not want to maintain their own cultural

characteristics by fully participating in the lifestyle and rules of the society they belong to at a higher level than other individuals. Akbaş (2010), in his study, stated that members of disadvantaged or minority groups are more sensitive to differences between groups than other individuals, and that

especially eastern individuals in our country have a perception that they are exposed to discrimination in daily life due to their ethnic identities, and therefore collective discrimination against their own groups. reported that their perceptions were higher than the perceptions of individuals with other ethnic origins in this direction.

In the study, when the relationship between the motivation and burnout of the acculturation attitudes of the participants was examined, it was determined that there was a significant relationship between the level of burnout between assimilation, separation and marginalization, which are the subscales of acculturation. In their study, Jetten, Schmitt, & Branscombe (2011) found that acculturation strategies developed by individuals are related to the level of burnout; The level of burnout is reduced in cases where the person cannot maintain his own cultural characteristics and adapts to the characteristics of the group he belongs to, or, on the contrary, in cases where the person adheres to his own cultural characteristics and avoids interaction with the society he is involved in, or when there is little interest in cultural continuity and the relations developed with the community. reported rising. In his study, Fu (2015), reported that there is a significant relationship between acculturation strategies and individual discrimination, stating that individuals with high levels of assimilation, separation and marginalization, among acculturation strategies, have higher perceptions of individual discrimination regarding their own groups.

It is suggested that the experts working in this field should plan the treatment by considering how the ethnic identities and cultural characteristics of the people can affect the lives of the individuals while working on the problems in the working life of the individuals.

In comparable investigations, research that analyze the broader society should be carried out in order to assess the influence in working life of workers' culture and attitudes.

The state should provide ways to solve the challenges that individuals may have in their working life, and training programs are advised for corporate managers in order to make employees more productive in their business life.

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