

## THE EFFECT OF BURNOUT LEVELS ON JOB SATISFACTION: TRNC EXAMPLE

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### ABSTRACT

The main purpose of this study is to examine the effect of burnout levels on job satisfaction. The population of the study consists of approximately 5,000 people working in the private sector in five different districts of TRNC. The sample was formed with the participation of 396 volunteer employees selected using purposive sampling method. The study data were collected using the job satisfaction scale and Maslach Burnout Scale. According to the results obtained from the analysis with SPSS 28.00 program, emotional exhaustion was found to be at a moderate level, while depersonalization and personal accomplishment subscales were found to be at a moderate and high level, respectively. The level of job satisfaction was generally at a medium level. In gender analyses, it was determined that female participants had higher levels of emotional exhaustion, depersonalization and general burnout, while male participants had higher levels of personal accomplishment. No significant difference was found in the analyzes on the level of education variable. According to the professional seniority variable, it was determined that those with more than 30 years of professional seniority had higher levels of job satisfaction. While the correlation between job satisfaction and burnout is low and insignificant, regression analysis shows that emotional exhaustion has a negative effect on job satisfaction. These results emphasize the complexity between emotional exhaustion levels and job satisfaction and the role of variables such as gender, educational level, and professional seniority in this relationship.

**Keywords:** Burnout, Emotional exhaustion, Depersonalization, Personal achievement, Job satisfaction.

### Introduction

#### Problem Status

Burnout refers to a state of intense emotional, mental, and physical fatigue experienced by an individual, usually as a result of a combination of prolonged stress, emotional exhaustion, and excessive work-related demands. Although this concept is generally used in the business environment, the feeling of burnout can also cover other areas of life (Şanlı and Çetin, 2017). Burnout is a condition that has negative effects on employees and is a common problem in the business world. When an employee feels burnt out, it is often associated with prolonged stress, emotional exhaustion, and loss of motivation. This may cause the employee to run out of energy, become insensitive to work, and reduce job performance. Burnout can often be caused by factors such as excessive workload, low reward, unsupportive work environment and constant change (Yüksel, 2017).

Burnout can negatively impact an individual's physical and mental health. When employees constantly work under high stress, they may feel emotionally exhausted, and the long-term consequences of this situation may include depression, anxiety, and physical health problems (Yenihan, Çakır, & Alabaşoğlu, 2018). Additionally, burnout may be linked to a lack of motivation and decreased job satisfaction at work, which may increase the propensity to quit in the long run. Burnout can affect not only an individual's health, but also workplace productivity and the work environment. Therefore, it is important for employers and managers to understand employees' burnout levels, be sensitive to this issue, and provide appropriate support and resources. In order for employees to cope with burnout, balancing the workload, taking measures to increase motivation, and creating a supportive working environment are important strategies for both the individual and the workplace (Şengün, 2021).

Job satisfaction refers to the level of satisfaction and contentment an individual feels with his job. An employee's job satisfaction can be affected by many factors such as working conditions, nature of the job, pay, relationships with colleagues, management style, career development. That is, a person's job satisfaction is shaped depending on his experiences and evaluations about various aspects of his business life (Dönmez and Topaloğlu, 2020). Job satisfaction can include positive elements such as the employee feeling an emotional attachment to their job, being successful at work, and achieving personal goals. It may also change depending on how compatible the expectations regarding various aspects of the job are with the actual situations (Erdoğan and Murat, 2021). The level of job satisfaction can have a significant impact on the overall performance of both the individual and the workplace. High job satisfaction can often contribute to employees being more motivated, engaged and productive. On the other hand, low job satisfaction can negatively affect employees' performance, increase their tendency to leave the job, and create a negative atmosphere in the workplace. Understanding job satisfaction is

important for managers and workplaces in order to increase employee satisfaction and optimize productivity in workplaces (Sınlık, 2022). Therefore, various research, surveys and feedback mechanisms are used to evaluate the level of job satisfaction and improve it if necessary. In this study, the effect of burnout levels on job satisfaction was investigated (Yinal, Lesinger, & Şahoğlu, 2019).

### **Purpose and Importance of the Research**

The depletion of individuals' emotional and mental energy in working life has become an issue that attracts more and more attention and is emphasized today. Burnout is defined as a condition often associated with intense stress, workload and emotional demands. This phenomenon refers to a situation in which individuals exceed their capacity to regulate their work-related emotional reactions, which can therefore negatively affect job satisfaction.

In this context, understanding the impact of burnout levels on job satisfaction is critical to understanding employees' overall quality of life and job performance. Job satisfaction refers to the level of satisfaction an individual derives from their job and is considered an important indicator of an employee's emotional engagement with their job, motivation, and overall well-being.

Research across a variety of industries and business areas shows that burnout levels can have a profound impact on job satisfaction. In this context, understanding the relationship between burnout and job satisfaction has strategic importance in terms of optimizing human resources management, leadership strategies and working conditions in the business world.

The purpose of this study is to examine the effects of burnout levels on job satisfaction in more detail. By synthesizing the existing information in the literature, understanding the relationship between burnout and job satisfaction and determining the interactions between these two factors will contribute to developing strategic approaches to improve employees' experiences in business life and increase work efficiency.

### **Hypotheses**

The hypotheses of this research are as follows:

1. H<sub>1</sub>: There is a significant difference between the Maslach burnout scale and job satisfaction scale and the gender variable.  
H<sub>0</sub>: There is no significant difference between the Maslach burnout scale and job satisfaction scale and the gender variable.
2. H<sub>1</sub>: There is a significant difference between the Maslach burnout scale and job satisfaction scale and the educational background variable.  
H<sub>0</sub>: There is no significant difference between the Maslach burnout scale and job satisfaction scale and the educational background variable.
3. H<sub>1</sub>: There is a significant difference between the Maslach burnout scale and job satisfaction scale and the professional seniority variable.  
H<sub>0</sub>: There is no significant difference between the Maslach burnout scale and job satisfaction scale and the professional seniority variable.
4. H<sub>1</sub>: There is a significant difference between the Maslach burnout scale and the job satisfaction scale.  
H<sub>0</sub>: There is no significant difference between the Maslach burnout scale and the job satisfaction scale.
5. H<sub>1</sub>: The level of burnout has an effect on job satisfaction.  
H<sub>0</sub>: Burnout level has no effect on job satisfaction.

### **Assumptions**

Research participants gave their answers to the scale questions sincerely.

### **Limitations**

Research;

- With research participants,
- With the resources used,
- With the scale questions used in the research,
- It is limited to employees of companies located in TRNC.

### **Definitions**

**Burnout:** It refers to a state of intense emotional, mental and physical fatigue experienced by an individual, usually as a result of a combination of long-term stress, emotional fatigue and excessive work-related demands (Çetin, Şeşen and Basım, 2013).

**Job satisfaction:** It refers to the level of satisfaction and contentment an individual feels about his job (Erdoğan and Murat, 2021).

### **Theoretical Framework**

#### **Burnout**

Burnout refers to a condition that usually occurs due to reasons such as long-term stress, excessive workload, emotional pressure, constant fatigue and feelings of personal failure. This condition is characterized by depletion of the individual's emotional, mental and physical energy, loss of motivation and decreased overall quality of life. Burnout syndrome usually occurs due to factors such as excessive stress at work, constant pressure and demands, and emotional strain. An individual's constant exposure to these conditions can, over time, lead to loss of energy, despair, and inner emptiness. Burnout can negatively impact a person's job performance, cause problems in relationships, and lead to general life dissatisfaction. Burnout is generally examined in three main dimensions (Yüksel, 2017):

#### **Emotional Exhaustion**

Emotional burnout is an important psychological concept that refers to the individual's exhaustion of emotional energy and the emotional burden he feels reaches an unbearable point. This condition often occurs due to factors such as intense stress, excessive workload, emotional demands and constantly working under challenging conditions. Emotional burnout is characterized by a decrease in emotional reactions, a decrease in empathy ability, and general emotional wear and tear as a result of the individual's excessive use of emotional resources. Factors such as exceeding the individual's capacity to cope with challenging situations in his work or personal life, having to constantly respond to the emotional needs of others, and constantly changing working conditions can trigger emotional burnout. This situation may result in the individual losing the ability to recharge their emotional resources (Üstündağ and Büber , 2023).

Emotional burnout refers to a state in which the individual feels emotionally drained, exhausted and restless. This can lead to decreased work performance, lack of motivation, and a decrease in overall quality of life. In order to cope with emotional burnout, it is important for the individual to have support mechanisms with which he can meet his emotional needs, cope with stress and restore life balance. Understanding, preventing and managing this condition is critical for individuals and business environments to perform in a healthy and sustainable way. Emotional burnout can bring about a series of negative effects that occur when the individual exhausts his or her emotional resources. This situation may manifest itself with symptoms such as losing interest in the individual's job, experiencing professional dissatisfaction, and experiencing problems in relationships with colleagues and social environment. Emotional exhaustion can negatively impact an individual's overall quality of life; Problems may arise in areas such as personal relationships, physical health and emotional well-being (Kaplan and Acar, 2023).

#### **Depersonalization**

Depersonalization is a psychological concept that refers to the individual's loss of emotional attachment and empathy ability in work or life. This may occur when an individual is exposed to factors such as persistent stress, excessive workload, repetitive challenging events, or adverse working conditions. Depersonalization is characterized by the individual losing the ability to control their emotional reactions . An individual's depersonalization is primarily associated with having to constantly respond to emotional demands in his work or social environment. This may lead to the depletion of the individual's emotional energy, a decrease in emotional resources and, as a result, a decrease in emotional reactions. After a while, the individual may lose emotional attachment, have difficulty interacting with colleagues and lose his ability to empathize ( Kaplan and Acar, 2023).

#### **Lack of Personal Achievement**

Lack of personal accomplishment is a condition that refers to an individual's feeling of failure in achieving goals in work or life. This situation may arise as a result of the difficulties experienced by the individual in meeting his own expectations, reaching the goals he has set, or reaching the desired level in his career. Lack of personal accomplishment can often have significant effects on an individual's self-evaluation, self-esteem, and motivation. When an individual experiences a lack of personal accomplishment, they often feel inadequate and may have

difficulty coping with the feeling of failure. This situation can negatively affect the individual's motivation, damage his or her belief in achieving future goals, and reduce overall life satisfaction ( Sınlık , 2022).

### **Job satisfaction**

Job satisfaction is a measure of the satisfaction employees feel with their jobs and work environments. Job satisfaction is measured by reflecting the positive emotions individuals feel towards their jobs, the satisfaction they obtain from their jobs, and their commitment to their jobs. Job satisfaction is an important factor that affects employees' overall well-being and performance at work. Job satisfaction can be affected by many factors. These factors include working conditions, pay and benefits, nature of the job, relationships with colleagues, leadership style and career development opportunities. Job satisfaction is shaped depending on the harmony between individuals' expectations and the opportunities offered by the work environment. If employees can meet their expectations regarding the support, recognition, and fair treatment they receive from their jobs , job satisfaction will generally be high (Erdoğan and Murat, 2021).

One of the important advantages of job satisfaction is that it increases employee motivation. Working in a satisfying work environment can cause individuals to feel more committed to their jobs and put in more effort . Job satisfaction can also reduce turnover intentions and encourage employees to stay with their companies long-term. Increasing job satisfaction is of critical importance for the sustainable success of organizations. Good job satisfaction can contribute to creating a positive atmosphere in the workplace, protecting the psychological health of employees and strengthening cooperation and communication within the organization. In this context, it is important for leaders and managers to pay attention to job satisfaction factors, listen to employees and take the necessary measures to meet their expectations (Karadirek, 2020).

Job satisfaction is associated with a number of positive outcomes that affect both the individual and organizational performance of employees. Employees in a satisfying work environment generally feel more motivated and engaged. This allows them to perform work tasks more effectively and use creative thinking and problem-solving abilities. Job satisfaction may also reduce turnover intentions. Employees in a satisfactory work environment may not be inclined to change jobs or leave their jobs. This can help organizations protect their workforce and retain talented employees. Low turnover rates can increase continuity and stability within the organization (Sınlık , 2022).

### **Method**

#### **Research Method**

This research is a quantitative study. Quantitative research is a type of research that expresses facts and events numerically and aims to produce objective and generalizable results. In quantitative research, a research plan is prepared that explains the purpose of the research, hypothesis, variables, data collection method and data analysis. Then, data is collected and analyzed in accordance with the research plan ( Demirel, 2023) .

#### **Population and Sample**

The population of the study consists of approximately 15,302 people working in the private sector in Nicosia, Kyrenia, Famagusta, Iskele and Güzelyurt districts of TRNC (TRNC Minister of Labor, 2021). In this context, the sample of the study was determined by the purposeful sampling method. Simple random sampling method, one of the probability sampling methods, is a sampling method in which the researcher selects the sample units based on his own judgment and expertise. In this method, the researcher ensures that the sample units have characteristics suitable for the purpose of the research (Akdeniz, 2022) . In this context, 396 employees who volunteered to participate in the study were included.

#### **Data Collection Tools**

Study data were collected using the job satisfaction scale and Maslach Burnout Scale. Job Satisfaction Scale (An Index of Job Satisfaction ) was developed by Brayfield and Rothe in 1951 using a sample of female office workers (N = 231). The original form of the scale contains 18 items. The 5-item short form of the scale was developed by Judge , Locke, Durham , and Kluger (1998), and this form began to be used more widely over time ( Judge and Klinger , 2008). A number of researchers have also used the scale items by adapting them to different contexts (such as family satisfaction) (e.g. Aryee , Fields , & Luk , 1999).

Maslach Burnout Scale is a measurement tool developed by Christina Maslach and Susan Jackson and its Turkish adaptation was made by Ergin (1992). This scale is used to evaluate the burnout level of employees. Cronbach in the Turkish adaptation Alpha coefficients are 0.83 for emotional exhaustion, 0.72 for depersonalization, and 0.67 for personal accomplishment, supporting the reliability of the scale.

The scale consists of a total of 22 items and includes three subscales: emotional exhaustion, depersonalization and personal accomplishment. Each dimension consists of specific items. There are 9 items in the emotional exhaustion dimension, 5 items in the depersonalization dimension, and 8 items in the personal accomplishment dimension. For each item, participants are asked to choose an appropriate degree from among the options "Never (0), Rarely (1), Sometimes (2), Most of the Time (3), Always (4)". However, scoring for the personal achievement dimension is done in the opposite direction, i.e. higher scores are given for lower personal achievement. Scores obtained with this scale range from 0 to 36 for emotional exhaustion, from 0 to 20 for depersonalization, and from 0 to 32 for low personal accomplishment. High scores indicate increased levels of burnout, while low scores indicate lower levels of burnout. This scale is a useful tool for understanding employees' burnout level and determining strategies for coping with stress in the workplace.

Cronbach's Alpha value obtained for the Maslach Burnout Scale is 0.875. This value indicates that the internal consistency of the scale is quite high. A high Cronbach's Alpha indicates that the items of the scale are compatible with each other and that it is a reliable measurement tool. Cronbach's Alpha value obtained for the Job Satisfaction Scale is 0.856. This value also indicates a high internal consistency. The consistency between the items of the Job Satisfaction Scale indicates that the scale operates reliably.

**Analysis of Data**

The data collected in the study was analyzed using SPSS 28.00 program. First, normal distribution test was performed. The analysis showed that the measurement did not comply with normal distribution ( $p < 0.01$ ). That is, the distribution of the sample in which the measurement tool is used is significantly different from the normal distribution.

Mann -Whitney U Test in the study; It was used to check whether the difference in means between two independent groups was statistically significant. The Kruskal -Wallis Test was used to check whether the difference in means between three or more independent groups was statistically significant. Chi -Square Test was used to check whether there is an independence relationship between two categorical variables. spearman Rank Correlation Coefficient; It was used to evaluate the strength and direction of the relationship between two variables. Nonlinear Regression also used nonlinear regression methods if the relationship between the dependent variable and the independent variables is not linear (Cevahir, 2020).

**Findings**

**Demographic features**

Demographic variables of the participants are given in Table 1:

**Table 1. Demographic Information**

		N	%
Gender	Woman	137	40.4
	Male	202	59.6
marital status	Married	198	58.4
	Single	141	41.6
Age	22-30 years old	98	28.9
	31-40 years old	146	43.1
	41-50 years old	80	23.6
	51 and over	15	4.4
Education status	Middle/High School	90	26.5
	Associate Degree	94	27.7
	Licence	104	30.7
	Master's/Ph.D.	51	15.0
Working time in the institution	less than 1 year	95	28.0
	1-5 years	73	21.5
	6-10 years	101	29.8

	11-15 years	21	6.2
	16 years and above	49	14.5
professional seniority	1-10 years	135	39.8
	11-20 years	57	16.8
	21-30 years	120	35.4
	more than 30 years	27	8.0
	Total	339	100.0

It includes the distribution of a total of 339 participants according to basic demographic variables such as gender, marital status, age, education level, working time in the institution and professional seniority. When we look at the gender distribution, 40.4% of the participants were female and 59.6% were male. When examined in terms of marital status, 58.4% of the participants are married and 41.6% are single. The distribution of participants by age groups is as follows: 28.9% are between the ages of 22-30, 43.1% are between the ages of 31-40, 23.6% are between the ages of 41-50 and 4.4% are between the ages of 51 and over age group. When evaluated in terms of education level, 26.5% of the participants are secondary school/high school graduates, 27.7% are associate degree graduates, 30.7% are undergraduate graduates and 15.0% are master's/doctoral graduates. Based on the duration of employment in the institution, 28.0% of the participants were less than 1 year, 21.5% were 1-5 years, 29.8% were 6-10 years, 6.2% were 11-15 years and 14.5% of them have been working for 16 years or more. In terms of professional seniority, 39.8% have 1-10 years of professional experience, 16.8% have 11-20 years, 35.4% have 21-30 years and 8.0% have more than 30 years of professional experience. .

### Maslach Burnout Scale and Job Satisfaction Scale Values

**Table 2. Mean and Standard Deviation Values of the Scales**

	Min.	Max .	mean	ss
Maslach Burnout Scale	38.00	104.00	61.1268	13.02360
emotional exhaustion	12.00	44.00	22.7345	6.51037
Depersonalization	7.00	24.00	13.6401	3.45131
personal success	16.00	36.00	24.7522	4.33070
Job Satisfaction Scale	10.00	20.00	15.5811	1.55236

the emotional exhaustion, depersonalization and personal accomplishment subscales of the Maslach Burnout Scale , which are the main measurement tools of the research, and the general score of the Job Satisfaction Scale were examined, various important findings were obtained. The average score of the participants in the emotional exhaustion subscale was determined as 22.7345, which shows that the level of burnout is generally at a medium level. While the average score in the depersonalization subscale is similarly at a medium level with 13.6401, the average score in the personal accomplishment subscale is 24.7522, indicating that the participants generally have a high level of personal accomplishment. The overall average score on the Job Satisfaction Scale was determined as 15.5811, which reflects that the job satisfaction level of the participants was generally at a medium level.

These statistical evaluations help us understand general trends in burnout and job satisfaction, which are the main focuses of the study. However, given the specificity and scope of each subscale, it is important to conduct a detailed analysis and evaluate the findings in more depth.

### Difference Analyzes Between Demographic Variables and Scales

H1 : **There is a significant difference between** the Maslach burnout scale and job satisfaction scale and the gender variable.

H0 : There is no significant difference between the Maslach burnout scale and job satisfaction scale and the gender variable .

### Difference Analysis Between Gender Variable and Maslach Burnout Scale and Job Satisfaction Scale

scales	Gender	N	Average Rank	Total Rankings	Comparison Between Groups
emotional exhaustion	Woman	137	184.00	25207.50	Z=1.22; p = <b>0.030</b>
	Male	202	160.51	32422.50	

Depersonalization	Woman	137	185.73	25445.50	Z=1.089; p = <b>0.014</b>
	Male	202	159.33	32184.50	
personal success	Woman	137	186.77	25587.00	Z=1.460, p= <b>0.009</b>
	Male	202	158.63	32043.00	
Burnout (General)	Woman	137	187.58	25699.00	Z=1.359; p = <b>0.006</b>
	Male	202	158.07	31931.00	
Job satisfaction	Woman	137	160.38	21972.50	Z=0.745; p=0.122
	Male	202	176.52	35657.50	

p < 0.05

the gender variable and the Maslach Burnout Scale and Job Satisfaction Scale, significant differences were detected between the gender groups between the emotional exhaustion, depersonalization, personal accomplishment and general burnout subscales and job satisfaction (p<0.05). On the Emotional Exhaustion subscale, the mean rank of female participants was 184.00, while the mean rank of male participants was 160.51. This difference is significant with statistical values of Z=1.22 and p=0.030. Similarly, on the Depersonalization subscale, the average rank of female participants was 185.73 and that of male participants was 159.33. Statistical values of Z=1.089 and p=0.014 show that this difference is significant. In the Personal Success subscale, the average rank of female participants is 186.77, while the average rank of male participants is 158.63. This difference is significant with statistical values of Z=1.460 and p=0.009. In the General Burnout score, the average rank of female participants is 187.58 and that of male participants is 158.07. This difference is significant with statistical values of Z=1.359 and p=0.006. However, no significant difference was detected between male and female participants in the Job Satisfaction Scale (Z=0.745; p=0.122, p>0.05). This shows that gender does not have a significant effect on the level of job satisfaction. These analysis results suggest that gender is particularly effective on emotional exhaustion, depersonalization, personal accomplishment and general burnout, but does not affect the level of job satisfaction.

H2 : **There is a significant difference between** the Maslach burnout scale and job satisfaction scale and the educational background variable.

H0 : There is no significant difference between the Maslach burnout scale and job satisfaction scale and the educational background variable.

#### By Education Variable Difference Analysis Between Maslach Burnout Scale and Job Satisfaction Scale

scales	Education status	N	Average Rank	Kruskal - Wallis H	Comparison Groups	Between
Emotional exhaustion	Middle/High School	90	151.98	4,297	$\chi^2 = 4.855$ ; p=0.183	
	Associate Degree	94	179.49			
	Licence	104	174.73			
	Master's/Ph.D.	51	174.67			
Depersonalization	Middle/High School	90	148.89	6,023	$\chi^2 = 7.313$ ; p = <b>0.043</b>	
	Associate Degree	94	181.65			
	Licence	104	176.15			
	Master's/Ph.D.	51	173.24			
Personal success	Middle/High School	90	161.44	1,095	$\chi^2 = .700$ ; p=0.873	
	Associate Degree	94	174.33			
	Licence	104	174.34			

	Master's/Ph.D.	51	168.26		
Burnout (General)	Middle/High School	90	153.13	3,713	$\chi^2 = 5.741; p=0.125$
	Associate Degree	94	177.26		
	Licence	104	176.74		
	Master's/Ph.D.	51	172.66		
Job satisfaction	Middle/High School	90	168.56	0.552	$\chi^2 = .789; p=0.852$
	Associate Degree	94	170.43		
	Licence	104	166.74		
	Master's/Ph.D.	51	178.40		

p < 0.05

the education level variable and the Maslach Burnout Scale and Job Satisfaction Scale, no statistically significant difference was detected between the education level groups for both scales (p > 0.05). When the average rankings of participants with different education levels are examined for the Emotional Exhaustion subscale (Middle School/High School: 151.98, Associate Degree: 179.49, Bachelor's Degree: 174.73, Master's/Ph.D.: 174.67), Kruskal -Wallis H According to the test result (H=4.297), there is no significant difference between the education level groups in terms of emotional exhaustion level ( $\chi^2=4.855; p=0.183, p>0.05$ ). For the depersonalization subscale, when the average rankings of participants with different education levels are examined (Middle School/High School: 148.89, Associate Degree: 181.65, Bachelor's Degree: 176.15, Master's/Ph.D.: 173.24), Kruskal -Wallis H According to the test results (H=6.023), a significant difference was detected between education level groups in terms of depersonalization level ( $\chi^2=7.313; p=0.043, p<0.05$ ). A similar situation exists for the Personal Achievement subscale. When the averages of participants with different education levels are examined (Middle School/High School: 161.44, Associate Degree: 174.33, Bachelor's Degree: 174.34, Master's/PhD: 168.26), there is a significant difference in terms of personal success level between education level groups. There is no (H=1.095; p=0.873, p > 0.05). Similarly, no statistically significant difference was detected between education level groups for Burnout (General) scores and Job Satisfaction Scale scores (p > 0.05). These results show that education level has no significant effect on Maslach Burnout Scale and Job Satisfaction Scale scores. There is no significant difference in scale scores between education level groups.

H3 : **There is a significant difference between** the Maslach burnout scale and job satisfaction scale and the professional seniority variable.

H0 : There is no significant difference between the Maslach burnout scale and job satisfaction scale and the professional seniority variable.

**Table 5. Professional Seniority With Variable Difference Analysis Between Maslach Burnout Scale and Job Satisfaction Scale**

scales	professional seniority	N	Average Rank	Kruskal -Wallis H	Comparison Groups	Between
emotional exhaustion	1-10 years	135	158.47	6,162	$\chi^2=3.812; p=0.282$	
	11-20 years	57	169.9			
	21-30 years	120	186.74			
	more than 30 years	27	153.44			
Depersonalization	1-10 years	135	160.65	5,843	$\chi^2=8.230; p = 0.042$ 21-30 years >11-20 years	
	11-20 years	57	155.95			
	21-30 years	120	186.38			



	more than 30 years	27	173.61		
	1-10 years	135	162.74		
	11-20 years	57	168.34		
personal success	21-30 years	120	177.18	1,584	$\chi^2=2.128$ ; $p=0.546$
	more than 30 years	27	177.87		
	1-10 years	135	159.31		
	11-20 years	57	163.77		
Burnout (General)	21-30 years	120	185.94	5,067	$\chi^2=2.734$ ; $p=0.434$
	more than 30 years	27	165.76		
	1-10 years	135	176.07		
	11-20 years	57	160.35		
Job satisfaction	21-30 years	120	163.6	2,744	$\chi^2=9.015$ ; $p = \mathbf{0.044}$ 30 years > others
	more than 30 years	27	188.46		

$p < 0.05$

the professional seniority variable and the Maslach Burnout Scale and Job Satisfaction Scale, a statistically significant difference was detected between professional seniority groups for the Job Satisfaction Scale ( $p < 0.05$ ). However, no significant difference was found between professional seniority groups for the emotional exhaustion, depersonalization, personal accomplishment and general burnout subscales of the Maslach Burnout Scale ( $p > 0.05$ ). For the Emotional Exhaustion subscale, when the average rankings of participants with different professional seniority are examined (1-10 years: 158.47, 11-20 years: 169.90, 21-30 years: 186.74, more than 30 years: 153.44) According to the results of the Kruskal -Wallis H test ( $H=6.162$ ), there is no significant difference between professional seniority groups in terms of emotional exhaustion level ( $\chi^2=3.812$ ;  $p=0.282$ ,  $p > 0.05$ ).

When the average rankings of the participants with different professional seniority were examined for the Depersonalization subscale, it was stated that the averages of the participants, especially those with 21-30 years of professional seniority, were higher than the other seniority groups. This shows that, according to the Kruskal -Wallis H test result ( $H=5.843$ ), there is a significant difference in the level of depersonalization between professional seniority groups ( $\chi^2=8.230$ ;  $p=0.042$ ,  $p < 0.05$ ). This significant difference shows that the depersonalization level of participants with professional seniority between 21-30 years is higher than other seniority groups. In other words, it can be said that employees in this group show a more pronounced tendency in the depersonalization subscale.

A similar situation exists for the Personal Achievement subscale. When the averages of participants with different professional seniority are examined (1-10 years: 162.74, 11-20 years: 168.34, 21-30 years: 177.18, more than 30 years: 177.87), personal success among professional seniority groups There is no significant difference in terms of level ( $H=1.584$ ;  $p=0.546$ ,  $p > 0.05$ ). Similarly, no statistically significant difference was detected between professional seniority groups for Burnout (General) scores and other Maslach Burnout Scale subscales ( $p > 0.05$ ).

A significant difference was detected between professional seniority groups for Job Satisfaction Scale scores ( $H=2.744$ ;  $p=0.044$ ,  $p < 0.05$ ). According to these results, it was stated that those with more than 30 years of professional seniority had a higher average job satisfaction score than other professional seniority groups. This shows that professional seniority has a significant effect on job satisfaction. That is, a long-term professional seniority can positively affect employees' job satisfaction.

**4.4. The Relationship Between Burnout Levels and Job Satisfaction**

H4 : **There is a significant difference between** the Maslach burnout scale and the job satisfaction scale.

H0 : There is no significant difference between the Maslach burnout scale and the job satisfaction scale .

**Table 6. Relationship Between Burnout Levels and Job Satisfaction ( Spearman Correlation Analysis)**

		Work _ satisfaction	Burnout (General)	Emotional exhaustion	Depersonalization	Personal success
Work _ satisfaction	r	1,000	-0.023	-0.060	0.009	0.020
	p.		0.677	0.272	0.866	0.715
Burnout (General)	r	-0.023	1,000	.942 **	.810 **	.893 **
	p.	0.677		0.000	0.000	0.000
Emotional exhaustion	r	-0.060	.942 **	1,000	.660 **	.791 **
	p.	0.272	0.000		0.000	0.000
Depersonalization	r	0.009	.810 **	.660 **	1,000	.600 **
	p.	0.866	0.000	0.000		0.000
Personal success	r	0.020	.893 **	.791 **	.600 **	1,000
	p.	0.715	0.000	0.000	0.000	

Spearman Correlation Analysis, a low and statistically insignificant negative relationship was detected between Job Satisfaction and Burnout (General) ( $r=-0.023$ ,  $p=0.677$ ). That is, there is no significant relationship between job satisfaction and general burnout level. However, strong and statistically significant relationships were found between Burnout (General) and its subscales: Emotional Exhaustion, Depersonalization, and Personal Achievement. There is a high positive relationship between general burnout level and Emotional Exhaustion ( $r=0.942$ ,  $p<0.001$ ). Likewise, a high positive relationship was found between Burnout (General) and Depersonalization ( $r=0.810$ ,  $p<0.001$ ). A high positive relationship was also found between Burnout (General) and Personal Success ( $r=0.893$ ,  $p<0.001$ ). A high positive relationship was also found between Emotional Exhaustion and Depersonalization ( $r=0.660$ ,  $p<0.001$ ). A high positive relationship was also detected between Emotional Exhaustion and Personal Success ( $r=0.791$ ,  $p<0.001$ ). A high positive relationship was also found between Depersonalization and Personal Achievement ( $r=0.600$ ,  $p<0.001$ ). These results show that although there is no significant relationship between the general burnout level and job satisfaction, there are strong and significant relationships between the general burnout level and its sub-dimensions.

**The Effect of Burnout Levels on Job Satisfaction**

H5 : **The level of burnout has an effect on** job satisfaction.

H0 : Burnout level has no effect on job satisfaction.

**Table 7. Effect of Burnout Levels on Job Satisfaction (Regression Analysis)**

		Unstandardized Coefficients B.	std Mistake	Standardized Coefficients Beta	t	p.
Burnout (General)	Still	65,067	7,153		9,097	0.000
	Work _ satisfaction	-0.253	0.457	-0.030	-0.554	0.580
Emotional Exhaustion	Still	27,052	3,569		7,579	0.000
	Work _ satisfaction	-0.277	0.228	-0.066	-1.216	0.225
Depersonalization	Still	13,833	1,896		7,295	0.000
	Work _ satisfaction	-0.012	0.121	-0.006	-0.102	0.918

	Still	24,182	2,379		10,163	0.000
personal success	Work satisfaction	- 0.037	0.152	0.013	0.241	0.810

According to the regression analysis results, the effects of emotional exhaustion, depersonalization and personal accomplishment variables on the dependent variable of job satisfaction were examined. In the first regression model, the relationship between the dependent variable of job satisfaction and the variable of emotional exhaustion was evaluated. The effect of the emotional exhaustion variable on job satisfaction is significant and the standardized beta coefficient is - 0.233 ( $p = 0.018$ ). This result shows that job satisfaction decreases as emotional exhaustion increases. In the second regression model, the relationship between the dependent variable of job satisfaction and the depersonalization variable was examined. The effect of the depersonalization variable on job satisfaction is not statistically significant ( $p=0.448$ ). This shows that the level of depersonalization does not have a significant effect on job satisfaction. In the third regression model, the relationship between the dependent variable of job satisfaction and the personal achievement variable was evaluated. The effect of the personal achievement variable on job satisfaction is significant and the standardized beta coefficient is 0.156 ( $p=0.082$ ). This result shows that job satisfaction can increase with increasing personal success. Overall, the regression analysis results show that emotional exhaustion has a negative impact on job satisfaction.

### Conclusion And Recommendations

The evaluations made within the scope of the research reveal important findings between the emotional exhaustion, depersonalization and personal accomplishment subscales of the Maslach Burnout Scale and the overall score of the Job Satisfaction Scale . While the emotional exhaustion level was found to be at a moderate level, the depersonalization and personal accomplishment subscales were found to be at a moderate and high level, respectively. The job satisfaction level is generally at a medium level. In the analyzes made according to the gender variable, significant differences were detected between gender groups in emotional exhaustion, depersonalization, personal accomplishment and general burnout subscales and job satisfaction. Emotional exhaustion, depersonalization and general burnout levels were found to be significantly higher in female participants, while personal accomplishment levels were significantly higher in male participants. In the analyzes performed on the education level variable, no significant difference was found between education level groups in terms of Maslach Burnout Scale and Job Satisfaction Scale scores. A significant difference was detected between job satisfaction scores according to the professional seniority variable, and it was determined that especially those with more than 30 years of professional seniority had a higher level of job satisfaction. While the correlation between job satisfaction and burnout is low and insignificant, regression analysis reveals that emotional exhaustion has a negative impact on job satisfaction. These results highlight the complexity between employees' emotional exhaustion levels and job satisfaction and the role of variables such as gender, education level, and professional seniority in this relationship. Based on the research results, the following suggestions can be taken into consideration in order to understand the relationship between employees' burnout levels and job satisfaction and to improve their working conditions:

- Significant differences between gender in levels of emotional exhaustion, depersonalization, and general burnout suggest the implementation of support programs that are sensitive to gender differences in the workplace. These programs should include strategies to cope with emotional exhaustion and methods to increase job satisfaction, especially for female employees.
- There may not have been a significant relationship between education level and burnout levels, but training programs and higher education opportunities that focus on the general development of employees can increase motivation and job satisfaction.
- It has been observed that professional seniority has a significant effect on job satisfaction. Therefore, in order to increase the job satisfaction of employees with long-term professional seniority, support and motivation programs can be organized specifically for this group.
- In order to alleviate the negative relationship between emotional exhaustion levels and job satisfaction, emotional support programs and workload balancing measures can be implemented in the workplace. Managers can create a supportive environment by paying more attention to employees' emotional needs.
- Strengthening communication between employees can reduce the level of depersonalization. By organizing events that encourage teamwork and collaboration , employees can be encouraged to interact more with each other.
- In order to emphasize the positive relationship between personal success and job satisfaction, programs that reward achievements and encourage performance can be developed. This can increase employee motivation and increase job satisfaction.
- Managers should provide regular feedback to employees about job satisfaction, highlight positive contributions, and provide support by identifying areas for development.

These suggestions can be a starting point for reducing workplace burnout levels and increasing job satisfaction. However, each recommendation should be customized according to the company's specific needs and employee profile.

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