

Nurses' Job Burnout and Job Satisfaction During the COVID-19 Pandemic in the Philippines

Galilee Jordan Ancheta¹
 Charles Brixter Evangelista² Jayra Blanco³ Jericho Balading⁴
 Angelika Alejandro⁵ Jocelyn Adiaton⁶ Janelle Jose⁷
¹⁻⁷Research Students, Psychological Statistics

Jhoselle Tus⁸
⁸Professor, Psychological Statistics

Jesus is Lord Colleges Foundation, Inc., Bocaue, Bulacan, Philippines

Abstract

Job burnout and satisfaction became a problem for health workers because of the demands of their employment amidst the Coronavirus disease (COVID-19) pandemic, specifically for the nurses. Even though they receive compensation for their hard work, the love and concern they have for the patients are unparalleled and, much of the time goes beyond and beyond any financial compensation. Thus, this study investigates the relationship between job burnout and job satisfaction among the nurses during the COVID-19 pandemic in the Philippines. Based on the statistical findings, there is no significant relationship between job burnout and job satisfaction ($r=-.205$) with an associated probability value of 0.05 alpha level of significance.

Keywords: Job burnout, Job satisfaction, COVID-19 pandemic, Nurse

1. INTRODUCTION

Job burnout and satisfaction became a problem for health workers because of the demands of their employment amidst the Coronavirus disease (COVID-19) pandemic, specifically for the nurses. Even though they receive compensation for their hard work, the love and concern they have for the patients are unparalleled and, much of the time goes beyond and beyond any financial compensation. There are times when nurses face high anxiety levels, leading to adverse work conditions that sap nurses' spirit and excitement for their jobs. As a result, employees may experience burnout and dissatisfactions towards their work, worst, in their profession. The global pandemic led to nurses playing a notable central role in controlling the virus. Despite various population containment measures ordered by health authorities worldwide, the number of infected cases increased dramatically and brought some countries' health systems to disintegrate (World Health Organization, 2020). Talae (2020) assessed the stress, anxiety, and depression among the nurses engaged with the COVID-19 pandemic, implying that some nurses suffer from those given factors.

Further, burnout leads to the appearance of adverse effects on the physical and mental health of employees. Also, it leads to reducing efficiency, reducing the quality of nursing services, and increasing hospital costs (Du & Qin, 2015). According to Dall'Ora (2020), low staffing levels, long shifts, and low hospital control affect nurses' job burnout. Furthermore, they concluded that the potential consequences for staff and patients are causing anxiety and concern. In addition, Dyrbye (2019) revealed that burnout is frequent among nurses and likely affects work performance. Thus, it is suggested that a recognition system and opportunities for advancement are required to increase nurses' job satisfaction and motivation (Ayalew, 2019).

Employees who are experiencing job satisfaction love their job, feel justice in their working environment, and think that their job gives them positive traits (Bakotic, 2016); this implies that job satisfaction occurs in response to a person's emotional exhaustion. Lee (2020) then demonstrated that reduced Job Satisfaction is associated with higher emotional exhaustion. In addition, several intrinsic factors related to nurses' job satisfaction (Yasin, 2020), including increased workload, low staffing levels, long shifts, and low control; Dall'Ora (2020) then added that these factors are harmful. Furthermore, Hayter (2020) highlighted that transformational leadership in the workplace could also reduce nurses' burnout, and a positive spiritual climate increases meaningfulness in their work.

Tarcan, Hikmet, Schooley, Top, & Tarcan (2017) hypothesized a significant relationship between job burnout and satisfaction; this implied that healthcare personnel with better experiences are most likely to have job satisfaction, and those who have bad experiences have a possibility of job burnout. Contrarily, Xiao (2014) revealed that burnout among ED Physicians is negatively associated with higher job satisfaction.

This study focuses on nurses who are said to be workers in different health facilities in the Philippines and intends to evaluate the relationship between their job burnout and job satisfaction amidst the COVID-19 pandemic. Thus, it would provide enough knowledge and understanding of how burnout becomes a part of the nurses' everyday experiences and job contentment or satisfaction.

1.1 Research Questions

This study investigates the relationship between the nurses' burnout and job satisfaction during the COVID-19 pandemic in the Philippines. This study sought to answer the following questions:

1. What is the level of the burnout of the nurses in terms of:
 - 1.1 disengagement; and
 - 1.2 exhaustion?
2. What is the level of the job satisfaction of the nurses in terms of:
 - 2.1. intrinsic; and
 - 2.2. extrinsic?
3. Is there a significant relationship between job burnout and the job satisfaction among nurses?

2. REVIEW OF RELATED LITERATURE

2.1 Job Burnout

For the first time, 'Burnout' was defined by Freudenberg in 1974 when he observed the symptoms of tiredness in his employees. Freudenberg then determined this phenomenon to be the physical and mental exhaustion of one's energy. Therefore, people who are affected by stress and tiredness are experiencing burned out. For this reason, burnout causes disability, drowsiness, and exhaustion because of inappropriate or excessive use of one's energy.

In the study made by Ling et al. (2020), nurses have less sense of personal achievement under high pressure and burnout level. Nurses in government-affiliated institutional groups are relatively lower Emotional Exhaustion and Depersonalization while higher Personal Achievement. Additionally, we assumed that nurses in teaching hospitals might have more burnout and less Personal Achievement. In most teaching hospitals, nurse teachers may not get a pension. However, the final result revealed that there is no difference between the teaching hospital and non-teaching hospital.

Based on Kowalczyk's (2020) findings, excessive workload increases burnout symptoms, encouraging nurses to leave more frequently. Overburden with work can increase the odds of burnout, which encourages nurses to take sick leave more frequently. Hospital managers confirmed that nurses tend to overburden themselves with work.

According to Shah (2021), burnout is a significant problem because healthcare workers are heavily busy with patients. Healthcare workers working more than 20 hours per week were associated with burnout. Burnout in a stressful environment is a reason nurses leave their job. The findings suggested that burnout is a significant problem among US nurses who leave their job or consider leaving their job. In support, Average numbers of hours worked per day were also a positive factor for burnout among nurses (Jialin & Okoli, 2020).

Obstacles such as emotional exhaustion and low personal accomplishment are widespread among primary care nurses, while depersonalization is less prevalent (Monsalve-Reyes, San Luis-Costas, & Gomez-Urquiza, 2018). High workloads and long workweeks increase the odds of burnout among mid-level academic nurse leaders (Flynn & Ironside, 2018). Liu et al. (2018) showed that some nurses have a terrible work environment that causes job burnout.

Aquino's (2018) findings revealed that degree type (Ph.D. Versus DNP), age, emotional exhaustion, and depersonalization in burnout were significant predictors of intent to leave nursing academia. Zhang (2017) showed burnout predictors; resilience, demographic characteristics, and job characteristics. The results revealed a negative relationship between burnout symptoms and resilience, which emphasized the role of resilience in influencing burnout.

According to Ramirez-Baena (2018), being male, single or divorced, and being childless seems related to higher levels of burnout in nursing professionals. In addition, nurses without children had higher scores for emotional exhaustion and depersonalization; this implied a significant correlation between both dimensions.

There is a risk of burnout among oncology nurses with emotional exhaustion and low levels of personal accomplishment (Cañadas-De la Fuente & Gómez-Urquiza, 2018). Registered nurses' burnout in hospitals negatively impacts the quality of care, patient safety, and the functioning of staff workers in the healthcare industry (Paul, 2018). Liu et al. (2021) hypothesized that psychological capital, job stress, and perceived social support significantly influenced occupational burnout.

In the COVID-19 pandemic setting, Hu et al. (2020) hypothesized that frontline nurses had a moderate level of burnout and a high level of fear. The findings showed that about half of the nurses reported moderate and high work burnout, as shown in emotional exhaustion, depersonalization, and personal accomplishment. Manzo Garcia & Ayala Calvo (2020) revealed that work overload, material and human resources, and social support at work were significant in explaining burnout; the findings suggested that the perceived threat of COVID-19 helped define the level of burnout. Additionally, several sociodemographic, social, and occupational factors affected nurses experiencing high levels of burnout (Galanis, Vraka, Fragkou, Bilali, & Kaitelidou, 2020).

Proactive burnout prevention and burnout do not affect each other (Otto, Ruysseveldt, Hoefsmit, & Van Dam, 2021). The findings showed that initial higher burnout complaints would impede employees who engage in proactive burnout prevention to prevent burnout. Nguyen, Kitaoka, Sukigara, & Thai (2018) found that nurses in three Vietnamese hospitals experience burnout and exhaustion. The best predictor of burnout was the working schedule, that clinical nurses have to work for 24 hours.

According to Alessandri, Perinelli, De Longis, Schaufeli, Theodorou, Borgogni, Caprara, & Cinque (2018), emotional self-efficacy beliefs manage negative emotions at work to mediate the negative relationship between job burnout and emotional stability. Moreover, even after controlling for the effect of the other Big Five traits, education, previous experience in military contexts, gender, and age, self-efficacy beliefs in managing negative emotions at work significantly mediated the longitudinal relation between emotional stability and job burnout. In conclusion, the findings demonstrate that self-efficacy in managing negative emotions at work represents an important mechanism linking emotional stability to burnout symptoms.

Alrawashdeh et al. (2021) proposed that several factors were positively related to job burnout, including female gender, working at loaded hospitals for long hours even at night, lack of sufficient access to personal protective equipment, and being a COVID-19 positive. In addition, Stewart's (2021) study indicated that age and emotional intelligence influenced employee engagement and burnout within the law enforcement profession.

2.2 Job Satisfaction

Locke (1976) proposed the theory of job satisfaction that pointed out job satisfaction as a positive emotional state from the ratings of one's job experience. In the COVID-19 pandemic setting, Yu (2020) revealed that years of work experience, education, daily sleep duration, anti-epidemic work duration, and the form of participation affect job satisfaction. In addition, findings showed that frontline nurses receive low job satisfaction from not meeting their reasonable demands.

Peltokorpi and Ramaswami (2019) tested a moderated mediation model of work and health-related outcomes of abusive supervision; they concluded that subordinates' job satisfaction has a negative mediating effect on abusive supervision, subordinates' physical health, and mental health problems.

External locus of control negatively affected the job demand and job satisfaction relationship, whereas internal locus of control positively moderated this correlation; this implied that work locus of control significantly affected the relationship between job satisfaction and job demand. (Ali Bani-Hani & Hamdan-Mansour, 2020).

Akinwale (2020) proposed that nurses' job satisfaction predictors were administrative and managerial support, socio-political climate, salary, autonomy and responsibility, supervision and working condition, recognition and achievement, advancement and promotion, collectively exert positive relationship. The salary was the most fundamental predictor that drives nurses' job satisfaction, followed by advancement and promotion.

In line with Mikkonen's (2020) study, the research's interventions were primarily educational and consisted of workshops, educational sessions, lessons, and training sessions. Findings showed that the Spiritual Intelligence Training Protocol (SITP) and Professional Identity Development Program (PIDP) effectively improved nurse manager's job satisfaction.

Al Qahtani (2020) presented Five themes that reflected the outcomes of nurses' job satisfaction; workplace commitment, workplace environment, emotional status, career ladder, and accountability. The report showed that those Five themes contribute to nurses' job satisfaction.

Other jobs shared the same experience; private school teachers' job satisfaction stems partially from differences in environmental factors such as motivation by the school principal and work conditions (Anastasiou & Garametsi, 2020). Toropova et al. (2020) assumed that teachers with more exposure to professional development and more productive teachers tended to have higher job satisfaction. They have added that school working

conditions, teacher workload, teacher cooperation, and student discipline were most important for teacher job satisfaction.

According to Lu, Zhao, and While (2019), work environment, organizational commitment, structural empowerment, professional commitment, job stress, patient satisfaction, social capital, patient-nurse ratios, evidence-based practice, and ethnic background are possible factors for job satisfaction. The findings signaled that job satisfaction has to do something to mediate the nursing shortage and increase the quality of patient care.

Ekici, Cerit, and Mert (2017) hypothesized that managerial support and workload explained forty-eight percent of work-family conflict. Work structure explained forty-four percent of job satisfaction. Job satisfaction and work-family conflict explained seventeen percent of the variance in intention to leave. The findings concluded that nurses who have difficulty balancing their family roles and responsibilities because of intense work pressure tend to leave their current jobs to work in organizations that offer better working conditions, lower workloads, and more managerial support.

Self-growth and responsibility were the main reason for satisfaction (Andrioti, Skitsou, Eklund Karlsson, Pandouris, Krassias, & Charalambous, 2017). The result implied that it is indispensable that the nursing services apply the necessary interventions.

Labrague, Nwafor, and Tsaras (2020) hypothesized that Transformational leadership could predict nurses' job satisfaction and intent to leave the profession. Toxic leadership could predict nurses' job satisfaction, absenteeism, psychological distress, and turnover intention. Findings suggested that nurses working with a transformational leader report higher job satisfaction and lower intent to leave their organization. Nurses who experience toxic leadership behaviors demonstrated lower job satisfaction, frequent absenteeism, higher stress levels, and higher intent to leave.

Thus, Lee, MacPhee, and Dahinten's (2020) study included job satisfaction and intention to leave as the outcome variables, and three aspects of work environment, workload, and emotional exhaustion as the predictor variables. After controlling for work status and other predictors, the nurse-physician relationship significantly relates to nurses' job satisfaction. In addition, the findings demonstrated that higher emotional exhaustion is associated with decreased job satisfaction and increased intention to leave among perioperative nurses.

According to Supriadi, Minarti, Paminto, Hidayati, and Palutturi (2020), nurses' job satisfaction and performance are affected by job characteristics towards organizational commitment, performance, nurses' job satisfaction, and altruism; transformational leadership towards organizational commitment, performance, nurses' job satisfaction, and altruism; organizational commitment towards nurse satisfaction, and performance; altruism towards nurses' satisfaction and performance, and satisfaction towards the performance.

Also, Pérez-Fuentes, Gázquez, del Mar Molero, and Oropesa (2020) showed that violence and bullying; by other people accompanying the patient, including coworkers, users, and family members, had a direct negative effect on internal and external job satisfaction. Social support mediated this effect.

Li, Zhang, Yan, Wen, and Zhang (2020) hypothesized that job control perceived organizational support and job satisfaction significantly and directly affected nurses' intention to stay. Further, job control and perceived organizational support showed indirect effects on nurses' intention to stay, and job satisfaction mediated it. Thus, perceived organizational support could positively influence job control to impact further job satisfaction and nurses' intention to stay.

Based on Poursadeghiyan, Abbasi, Mehri, Hami, Raei, and Ebrahimi's (2016) study, 35.6% of nurses have stated their satisfaction with their job as very low 7.2% of them have been completely satisfied with their job. In addition, 18.8% of nurses were reasonably depressed, and 31.2% stated that medium to severe anxiety. The findings indicated that work-related stress was negatively associated with depression, job satisfaction, and anxiety.

Khosrozadeh, Hosseini, Kashaninia, Sedghi Goyaghaj, and Amini (2016) determined the correlation between nurses' organizational justice and job satisfaction at educational hospitals in Shiraz between 2014 and 2015. There is a positive correlation between nurses' organizational justice and job satisfaction.

Moreover, Alotaibi, Paliadelis, and Valenzuela (2016) presented four themes; lack of educational opportunities and support to the poor image of the nursing profession, perceptions of favoritism, high workloads and stressful work environment, and the effect of religion on job satisfaction. The results showed that nurses are more likely to be experiencing job satisfaction if they had greater access to educational opportunities and a reduction in workload and the perceived favoritism in the workplace. In addition, religion played a significant role in supporting job satisfaction.

2.3 Burnout and Job Satisfaction

Dwinijanti (2020) aimed to describe the nurse job satisfaction and turnover intention at public hospitals from workloads and burnout perspective. Findings showed that workload and burnout affected job satisfaction, and job satisfaction had a mediating role in workload and burnout on turnover intention.

Al Sabei et al. (2019) assessed predictors of turnover intention, burnout, and perceived quality of care among nurses. In addition, they examined the potential moderating role of job satisfaction on the relationship between work environment and nurse turnover intention. The mediator role of job satisfaction is significant in workload and burnout on turnover intention among nurses.

In agreement with the finding of Mahoney (2020) that job satisfaction increases considerably if the working conditions provide greater autonomy, higher levels of burnout are associated with higher turnover intentions, lower turnover intentions and are associated with higher job satisfaction.

Zhang et al. (2021) hypothesized that job burnout was negatively associated with perceived social support and job satisfaction but positively associated with job stress. In addition, perceived social support and job satisfaction sequentially mediated the association between job stress and job burnout.

Haven, Gittell, and Vasey (2018) explored how relational coordination, known to enhance service quality, impacts nurses' burnout, job satisfaction, and work engagement. The results revealed that relational coordination was significantly related to increased job satisfaction, increased work engagement, and reduced burnout.

Torlak, Kuzey, Sait Dinc, and Budur (2021) concluded that nurses showed that their attitude towards their behavior positively affected their burnout and overall job satisfaction, while their subjective norm and perceived behavioral control positively influenced burnout. In addition, the burnout experienced by the nurses negatively impacted their citizenship behavior, while overall, their job satisfaction greatly positively affected their citizenship behavior.

Alzailai's (2021) review aimed to assess the degree of the well-being of nurses by evaluating their levels of burnout and job satisfaction and the factors that contribute to them. Intrapersonal, interpersonal, and extra-personal factors were associated with burnout and nursing job satisfaction.

Terry & Woo (2020) examined the prevalence of perceived stress and burnout among nurses, associations with job satisfaction, work-family conflict, and work completed during personal time. Findings showed that work-family conflict and work during a personal time were negatively correlated with job satisfaction and positively associated with perceived stress and burnout. Regarding job satisfaction, the results revealed that age was positively associated with higher levels of job satisfaction. On the contrary, suffering from burnout, low salaries, working at highly loaded hospitals, and being a general practitioner or a specialist predicted lower job satisfaction.

Liu, Zheng, Liu, Liu, Wu, Wang, and You (2019) revealed that workplace violence among nurses is associated directly with higher odds of burnout, less job satisfaction, lower patient safety, and more unfavorable events. Higher job satisfaction is associated directly with higher patient safety. Burnout and job satisfaction played mediating roles in workplace violence and patient safety.

Connors, Dukhanin, and March (2020) report that nurses who used resilience in stressful events had more burnout than those who had not and similar job satisfaction. Nurses indicated favorable appreciation of using resilience in unfavorable events, and its utilization was associated with greater resilience but higher burnout.

Danaci and Koc (2020) hypothesized that nurses with lower burnout and higher job satisfaction are more likely to have higher individualized care perceptions and support patients' individuality in care applications. The findings implied that burnout and job satisfaction affect nurses' individualized care perceptions.

3. METHODOLOGY

3.1 Research Design

The researchers use a research design to develop the analysis, collection, and interpretation of data. The study used a quantitative approach, precisely, the descriptive correlational approach. This study aims to assess the correlation between burnout and job satisfaction of nurses. The approach used helped formulate the accurate interpretation of findings.

According to Quaranta and Spencer (2015), descriptive correlational studies describe the variables and the relationships that occur naturally between and among them. Researchers utilized a descriptive correlation method to characterize correlations between variables without attempting to establish a cause-and-effect link; this was also created to assist researchers in discovering links between factors without impacting individuals in any way and predicting future events using the data.

3.2 Participants

The participants of this study were nurses of various hospitals in the Philippines. The purposive sampling method was utilized as the sampling technique of this study. The total number of respondents was 189 nurses.

3.3 Instruments

The instrument utilized in this study was the shorter version of the Minnesota Satisfaction Questionnaire (MSQ) designed by Weiss, Dawis, England, and Lofquist (1967). A 5-point Likert-type scale with 20 items. Its work aims at improving our understanding of the nature and assessment of Job Satisfaction in nurses amidst the

COVID19 context, providing a more stable ground for future research in this area. The intrinsic and extrinsic subscales had reliability scores of 0.76 and 0.82, respectively, while general satisfaction had a value of 0.86. (Bello, Adewole, & Afolabi, 2020).

Another instrument used in this study is the Oldenburg Burnout Inventory (OLBI). OLBI is a 16-object survey that is applicable for workers outside the human services occupation. It helped to evaluate burnout with the statements categorized as exhaustion and disengagement. The exhaustion subscale has a Cronbach's alpha score ranging from 0.74 to 0.84, whereas the disengagement subscale has a Cronbach's alpha score ranging from .73 to .85 (Reis, Xanthopoulou, & Tsousis, 2015).

3.4 Procedures

In determining the outcome of this study's investigation of the relationship between job burnout and job satisfaction among nurses in the Philippines, some measures were taken. Before using the data collected from the respondents, the initial task was to develop concepts and ideas. The study's primary purpose was to determine burnout and job satisfaction among nurses from the Philippines, which needed a well-organized instrument. The Oldenburg Burnout Inventory and Minnesota Satisfaction Questionnaire were used to gather credible data and draw conclusions. The respondents were given enough chance to answer the questions. Their participation in the study is entirely voluntary, and their responses will be kept strictly private. The information was arranged by grouping and computing sums and averages; this was accomplished using Microsoft Excel. The information acquired was utilized to construct interpretations and analyses and create a presentation of the results.

3.5 Ethical Considerations

Researchers conducted a study while facing a pandemic worldwide; everyone had to intervene to abide by the rules that are forbidden to maintain each other's safety. The system was challenging to confound this study but still found a way to study and follow the protocols. However, the researchers used google forms, which is a way for respondents to answer even if they cannot talk face to face. It is easy to access and answers google Forms by clicking the link without any destructive threat. In respondent's consent, researchers do the honor to ask if it is okay to answer the researcher's google form to avoid misunderstanding. Every respondent gives the researcher consent to prove that they are willing to be part of the study. All nurses have the right to answer the researchers google form. All pieces of information obtained by the researchers from the respondents will remain private and secured.

4. RESULTS

The findings are presented and interpreted in this section of the study, based on the research questions utilized in the data collection process. First, the Pearson correlation coefficient was calculated using SPSS 26 to compare the mean and determine the relevance of the variables.

4.1 Respondents' Job Burnout

The tables in this area of the study represent two types of burnout, disengagement and exhaustion. The respondents' distinct profiles about job burnout were described using two tables; this was done to show the respondents' burnout levels.

Table 1
Respondents' profile in terms of Job Burnout-Disengagement

	Indicators	Mean	Verbal Interpretation
1.	I always find new and interesting aspects in my work	1.66	Average
2.	It happens more and more often that I talk about my work in a negative way	2.59	High
3.	Lately, I tend to think less at work and do my job almost mechanically	2.24	Average
4.	I find my work to be a positive challenge	1.55	Average
5.	Over time, one can become disconnected from this type of work	2.07	Average
6.	Sometimes I feel sickened by my work tasks	2.31	Average
7.	This is the only type of work that I can imagine myself doing	2.10	Average
8.	I feel more and more engaged in my work	1.83	Average
		2.04	Average

Table 1 shows that the respondents received an overall average mean score of 2.043, ranging from 1.552 to 2.586. Given that the range 1.5-2.49 is considered average, nurses have an average level of disengagement. It indicates that nurses are not generally disengaged from their jobs but are also not feeling an exceptional level of

engagement. The results showed that the respondents are often talking about their work negatively; this was based on the data gathered from indicator two that have reached a high level of interpretation.

Based on the results shown in Table 2, the participants got a total mean score of 1.901, which has a range of 1.31-2.483. Therefore, it means that an average level of exhaustion aspect was observed and manifested in the study.

Table 2
Respondents' profile in terms of Job Burnout - Exhaustion

	Indicators	Mean	Verbal Interpretation
1.	There are days when I feel tired before I arrive at work	1.97	<i>Average</i>
2.	After work, I tend to need more time than in the past in order to relax and feel better	1.86	<i>Average</i>
3.	I can tolerate the pressure of my work very well	1.49	<i>Low</i>
4.	During my work, I often feel emotionally drained	2.48	<i>Average</i>
5.	After working, I have enough energy for my leisure activities	2.31	<i>Average</i>
6.	After my work, I usually feel worn out and weary	2.07	<i>Average</i>
7.	Usually, I can manage the amount of my work well	1.76	<i>Average</i>
8.	When I work, I usually feel energized	1.31	<i>Low</i>
		1.90	<i>Average</i>

An adequate degree of being exhausted was observed based on the findings showed in Table 2. Moreover, the average amount of exhaustion presented in this part means that the tiredness and pressure experienced by the nurses are only falling on the average level of scaling. When working, the nurses are not feeling energized. Because of the findings, the answers of nurses in this indicator are at a low level only. Also, based on the results, participants cannot deal with the pressure brought by their job.

4.2 Respondents' Job Satisfaction

This section of the study consists of various tables for two types of job satisfaction; intrinsic and extrinsic. It is divided into two tables, one for each type of job satisfaction; this was created to demonstrate the respondents' level of job satisfaction.

Table 3
Respondents' profile in terms of Job Satisfaction - Intrinsic

	Indicators	Mean	Verbal Interpretation
1.	Being able to keep busy all the time.	4.03	<i>Above Average</i>
2.	The chance to work alone on the job.	3.16	<i>Average</i>
3.	The chance to do different things from time to time.	4.03	<i>Above Average</i>
4.	The chance to be "somebody" in the community.	3.31	<i>Average</i>
5.	Being able to do things that don't go against my conscience.	4.10	<i>Above Average</i>
6.	The way my job provides for steady employment.	4.35	<i>Above Average</i>
7.	The chance to do things for other people.	4.45	<i>Above Average</i>
8.	The chance to tell people what to do.	4.10	<i>Above Average</i>
9.	The chance to do something that makes use of my abilities.	4.31	<i>Above Average</i>
10.	The freedom to use my own judgment.	3.97	<i>Above Average</i>
11.	The chance to try my own methods of doing the job.	3.83	<i>Above Average</i>
12.	The feeling of accomplishment I get from the job.	4.38	<i>Above Average</i>
		4.00	<i>Above Average</i>

Table 3 revealed that the respondents obtain a total mean score ranging from 3.157 to 4.448, which applies to average up to the above-average level of intrinsic job satisfaction; this indicates that nurses are frequently satisfied with their job. Nurses have used their capabilities and initiative to generate remarkable contact with their patients, as evidenced by their above-average level of intrinsic job satisfaction. They are experiencing a degree of satisfaction and have the opportunity to conduct their work in the ways that they like. It is also noted that indicators 2 and 4 have an average level of interpretation, which revealed that nurses often have the chance to work alone and be "somebody" in a community.

Table 4

Respondents' profile in terms of Job Satisfaction - Extrinsic

Indicators	Mean	Verbal Interpretation
1. The way my boss handles his/her workers.	4.62	High
2. The competence of my supervisor in making decisions.	3.74	Above Average
3. The way company policies are put into practice.	3.59	Above Average
4. My pay and the amount of work I do.	3.90	Above Average
5. The chances for advancement on this job.	3.83	Above Average
6. The working conditions	3.76	Above Average
7. The way my co-workers get along with each other.	4.07	Above Average
8. The praise I get for doing a good job.	4.10	Above Average
	3.95	Above Average

Table 4 revealed that the respondents obtained a total average mean score of 3.948, ranging from 3.586 up to 4.621, which indicates an above-average level of extrinsic job satisfaction among the nurses. This finding indicated that the nurses' environment could highly influence them to do better with their work. Also, nurses can work as part of a cohesive team and communicate effectively, as seen by their above-average degree of extrinsic job satisfaction. Furthermore, the executive can handle their nurses very well as it reached a high level of verbal interpretation.

4.3 Relationship between Job Burnout and Job Satisfaction

The fundamental goal of the research is to establish a relationship between job burnout and job satisfaction among nurses in the Philippines. The statistical analysis of the data in Table 5 found that the variable is not significant, with a 0.05 alpha level of significance associated with it. The hypothesis was tested using a two-tailed test. As a result, the null hypothesis was accepted.

Aliyeva and Tunc (2015) investigated the role of organizational psychological capital, job satisfaction, and burnout in their study. According to the data, burnout and job satisfaction and psychological capital and burnout were found to have no significant relationship. However, they supported based on their findings from the hypothesis, as mentioned above.

In addition, fatigue, work overload, and discontent with a job, according to Oliveira, Silva, Galvo, and Lopez (2018), are observed factors that can lead to mental illness. Thus, the absence of well-being in an individual worker's life is the primary source of many possibilities of disorders. As a result, burnout and job satisfaction are neither directly nor significantly linked.

Table 5
Pearson Correlation of Job Burnout and Job Satisfaction

CORRELATIONS			
		Burnout	Job Satisfaction
Burnout	<i>Pearson Correlation</i>	1	-.205
	<i>Sig. (2-tailed)</i>		.286
	<i>N</i>	189	189
Job Satisfaction	<i>Pearson Correlation</i>	-.205	1
	<i>Sig. (2-tailed)</i>	.286	
	<i>N</i>	189	189

5. DISCUSSIONS

Individuals who took part in this study were asked to assess their burnout and job satisfaction using the study's specified measures. The researchers strongly noticed that the company managers and authorities of organizations should work on how they can most probably assist in lowering the tendency of the employees' burnout. Being

satisfied with one's work is a crucial part of being a worker. Furthermore, job satisfaction has a significant impact on whether or not people want to leave their jobs.

Furthermore, the researchers recognize that nurses are at a higher risk as they are considered frontline workers in today's pandemic. However, this study revealed that nurses have an above-average degree of job satisfaction despite the situation; this suggests that they are pleased and content with their work. In maintaining the current level of satisfaction reflected in the findings of this study, various areas of work should be filled with motivation, inspiration, and a high level of sociability. Generally, preventing burnout and increasing job satisfaction are essential goals for nurses to feel motivated and improve their work performance.

6. CONCLUSIONS

Nurses' job satisfaction is influenced by extrinsic factors such as the amount of time they give to their jobs. Furthermore, the findings suggest that intrinsic and extrinsic job satisfaction indicators are above average. A significant number of respondents stated that they could do a variety of things from time to time, and their work gives them a sense of accomplishment. Thus, the findings revealed that respondents are often weary due to tiredness and work pressure. The null hypothesis was accepted since there is no significant relationship between burnout and job satisfaction among nurses.

Therefore, the researchers conclude that the participants should dedicate their time to improving their working conditions by applying more effort to develop good relationships with their workmates. The researchers suggest that nurses spend more time avoiding burnout by doing activities that focus away from the problems in the fields and their working environment. Institutional supervisors should also help preserve the above-average levels of satisfaction that favor many of their employees. Many ways are there for the workers to make themselves enjoy the kind of work they got. It is sometimes based on the social categories but more often based on how they handle themselves at work.

References

1. Akinwale, O. E. & George, O. J. (2020). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. *Rajagiri Management Journal*, 14(1),71-92. <https://doi.org/10.1108/RAMJ-01-2020-0002>
2. Al Qahtani AH, Stirling B, Forgrave D. The impact of job satisfaction on nurses' work lives: A literature review. *QScience Connect*, 2020(1). <https://doi.org/10.5339/connect.2020.1>
3. Al Sabei, S. D., Labrague, L., Ross, A. M., Karkada, S., Al Bashayreh, A., Al Masroori, F., Al Hashmi, N. (2019). Nursing Work Environment, Turnover Intention, Job Burnout, and Quality of Care: The Moderating Role of Job Satisfaction. *Journal of Nursing Scholarship*. <https://doi.org/10.1111/jnu.12528>
4. Alessandri, G., Perinelli, E., De Longis, E., Schaufeli, W., Theodorou, A., Borgogni, L., Caprara, G. & Cinque, L. (2018). Job burnout: The contribution of emotional stability and emotional self-efficacy beliefs. *Journal of Occupational and Organizational Psychology*. <http://doi.org/10.1111/joop.12225>
5. Ali Bani-Hani, M. & Hamdan-Mansour, A. (2020). The moderation effect of locus of control on the relationship between job demand and job satisfaction among nurses. *International Journal of Nursing Practice*. <https://doi.org/10.1111/ijn.12876>
6. Aliyeva and Tunc (2015). Self-efficacy in counseling: The role of organizational psychological capital, job satisfaction, and burnout. *Procedia - Social and Behavioral Sciences* 190 (2015) 97 – 105 <https://doi.org/10.1016/j.sbspro.2015.04.922>
7. Alotaibi, J.,Paliadelis, P. & Valenzuela, F. (2016). Factors that affect the job satisfaction of Saudi Arabian nurses. *Journal of Nursing Management*, 24(3), 275-282. <https://doi.org/10.1111/jonm.12327>
8. Alrawashdeh, H. M., Al-Tammemi, A., Alzawahreh, M., Al-Tamimi, A., Elkholy, M., Al Sarireh, F., Abusamak, M., Elehamer, N., Malkawi, A., Al-Dolat, W., Abu-Ismael, L, Al-Far, A., & Ghoul, A. (2021). Occupational burnout and job satisfaction among physicians in times of COVID-19 crisis: a convergent parallel mixed-method study. *BMC Public Health*, 21, 811. <https://doi.org/10.1186/s12889-021-10897-4>
9. Alzalai, N., Barriball, L., & Xyrichis, A. (2021). Burnout and job satisfaction among critical care nurses in Saudi Arabia and their contributing factors: A scoping review. *Early View*. <https://doi.org/10.1002/nop2.843>
10. Anastasiou, S. & Garametsi, V. (2020). Perceived leadership style and job satisfaction of teachers in public and private schools. *International Journal of Management in Education*. <https://doi.org/10.1504/IJMIE.2021.111817>
11. Andrioti, D., Skitsou, A., Eklund Karlsson, L., Pandouris, C., Krassias, A., & Charalambous, G. (2017). Job satisfaction of nurses in various clinical practices. *International Journal of Caring Sciences*, 10(1), 76-87.

12. Aquino, E., Lee, Y., Spawn, N., & Bishop-Royse, J. (2018). The impact of burnout on doctorate nursing faculty's intent to leave their academic position: A descriptive survey research design. *Nurse Education Today*, 69, 35-40. <https://doi.org/10.1016/j.nedt.2018.06.027>
13. Asegid, A., Belachew, T., Yimam, E. (2014). Factors Influencing Job Satisfaction and Anticipated Turnover among Nurses in Sidama Zone Public Health Facilities, South Ethiopia. *Nursing Research and Practice*, vol. 2014, Article ID 909768, 26 pages. <https://doi.org/10.1155/2014/909768>
14. Ayalew, F., Kibwana, S., Shawula, S., Misganaw, E., Abosse, Z., Roosmalen, J. V., Stekelenburg, J., Kim, Y. M., Teshome, M., Mariam, D. W. (2019). Understanding job satisfaction and motivation among nurses in public health facilities of Ethiopia: a cross-sectional study. *BMC Nurs* 18, 46 (2019). <https://doi.org/10.1186/s12912-019-0373-8>
15. Bakotic, D. (2016) Relationship between job satisfaction and organizational performance. (29) 1, 118-130. <https://doi.org/10.1080/1331677X.2016.1163946>
16. Bello, S., Adewole, D. A., & Afolabi, R. F. (2020). Work Facets Predicting Overall Job Satisfaction among Resident Doctors in Selected Teaching Hospitals in Southern Nigeria: A Minnesota Satisfaction Questionnaire Survey. *Journal of Occupational Health and Epidemiology*, 9(1), 52-60.
17. Brooks Carthon, J. Margo; Hatfield, Linda; Brom, Heather; Houton, Mary; Kelly-Hellyer, Erin; Schlak, Amelia; Aiken, Linda H. (2021). System-Level Improvements in Work Environments Lead to Lower Nurse Burnout and Higher Patient Satisfaction. <https://doi.org/10.1097/NCQ.0000000000000475>
18. Cañadas-De la Fuente, G., Gómez-Urquiza, J., Ortega-Campos, E., Cañadas, G., Albendín-García, L., & De la Fuente-Solana, E. (2018). Prevalence of burnout syndrome in oncology nursing: A meta-analytic study. *Special Issue: PONJ Commemorative Issue – Dedicated to Dr Jimmie C. Holland 1928–2017*, 27(5), 1426-1433. <https://doi.org/10.1002/pon.4632>
19. Connors, C., Dukhanin, V., & March, A. (2020). Peer support for nurses as second victims: Resilience, burnout, and job satisfaction. *Journal of Patient Safety and Risk Management*, 25(1). <https://doi.org/10.1177/2516043519882517>
20. Dall'Ora, C., Ball, J., Reinius, M., Griffiths, P. (2020). Burnout in nursing: a theoretical review. *Human Resource for Health*, 18 Article number 41. <https://doi.org/10.1186/s12960-020-00469-9>
21. Dolan, S. N. (1987). The relationship between burnout and job satisfaction in nurses. *JAN Leading Global Nursing Research*, 12(1), 3-12. <https://doi.org/10.1111/j.1365-2648.1987.tb01297.x>
22. Du, H., Qin, L., Jia, H., Wang, C., Zhan, J. & He, S. (2015). Relationship between job burnout and cognitive function and influencing factors of job burnout among medical staff. *Chinese Journal of Industrial Hygiene and Occupational Diseases*, 33(9), 676-678. <https://europepmc.org/article/med/26832703>
23. Dwinijanti, L., Adhikara, A. & Kusumapradja, R. (2020). Job satisfaction and turnover intention among public sector nurses: Is workload and burnout the issue? *Scientific Journal of Accounting and Management* (17) 1 <https://doi.org/10.31106/jema.v17i1.4951>
24. Dyrbye, L., Shanafelt, T., Johnson, P., Johnson, L. A., Satele, D. & West, C. (2019). A cross-sectional study exploring the relationship between burnout, absenteeism, and job performance among American nurses. *BMC Nursing*, 18, Article 57. <https://doi.org/10.1186/s12912-019-0382-7>
25. Ekici, D., Cerit, K., Mert, T. (2017). Factors That Influence Nurses' Work-Family Conflict, Job Satisfaction, and Intention to Leave in a Private Hospital in Turkey. *Hospital Practices and Research*, 2(4), 102-108. <https://doi.org/10.15171/HPR.2017.25>
26. Flynn, L. & Ironside, P. (2018). Burnout and Its Contributing Factors Among Midlevel Academic Nurse Leaders. *Journal of Nursing Education*, 57, 1. <https://doi.org/10.3928/01484834-20180102-06>
27. Fontova-Almató, A., Suñer-Soler, R., Salleras-Duran, L., Bertran-Noguer, C., Congost-Devesa, L., Ferrer-Padrosa, M., Juvinya-Canal, D. (2020). Evolution of Job Satisfaction and Burnout Levels of Emergency Department Professionals during a Period of Economic Recession. *Int. J. Environ. Res. Public Health*, (17) 3, 921; <https://doi.org/10.3390/ijerph17030921>
28. Freudenberger, H. (1974). Definition of Burnout, Depression: What is Burnout, by IQWiG
29. Galanis, P., Vraka, I., Fragkou, D., Bilali, A., Kaitelidou, D. (2021). Nurses' burnout and associated risk factors during the COVID-19 Pandemic: A systematic review and meta-analysis. *Jan Leading Global Nursing Research*. <https://doi.org/10.1111/jan.14839>
30. Havens, D. S., Gittell, J. H., & Vasey, J. (2018). Impact of Relational Coordination on Nurse Job Satisfaction, Work Engagement and Burnout. *The Journal of Nursing Administration*, 48(3), 132-140. <https://doi.org/10.1097/NNA.0000000000000587>

31. Hayter, M. (2020). Some things change....and some things remain constant; nursing will always make a difference and so will the Journal of Clinical Nursing. *Journal of Clinical Nursing*. <https://doi.org/10.1111/jocn.15605>
32. He, H., Zhu, J., Hu, D., Kong, Y., Li, W., Han, Q., Zhang, X., Zhu, L. X., Wan, S. W., Liu, Z., Shen, Q. & Yang, J. (2020). Frontline nurses' burnout, anxiety, depression, and fear statuses and their associated factors during the COVID-19 outbreak in Wuhan, China: A large-scale cross-sectional study. *The Lancet*. 24. <https://doi.org/10.1016/j.eclinm.2020.100424>
33. Jennings, B. (2008). Work Stress and Burnout Among Nurses: Role of the Work Environment and Working Conditions. In: Hughes RG, editor. *Patient Safety and Quality: An Evidence-Based Handbook for Nurses*. Rockville (MD): Agency for Healthcare Research and Quality (US). Chapter 26. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK2668/>
34. Jun, J., Tucker, S. & Melnyk, B. M. (2020). Clinician Mental Health and Well-Being During Global Healthcare Crises: Evidence Learned from Prior Epidemics for COVID-19 Pandemic. *Worldviews on evidence-based nursing*. (17) 3, 182-184. <https://doi.org/10.1111/wvn.12439>
35. Khosrozadeh, M., Hosseini, MA., Khashaninia, Z., Sedghi Goyaghaj, N., Amini, M. (2016). The correlation between organizational justice and job satisfaction among nurses. *Journal of Health Promotion Management*, 5(2), 10-19. <http://jhpm.ir/article-1-587-en.html>
36. Kowalczyk, K., Krajewska-Kula, E. & Sobolewski, M. (2020). Working Excessively and Burnout Among Nurses in the Context of Sick Leaves. *Front. Psychol.* 11:285. <https://doi.org/10.3389/fpsyg.2020.00285>
37. Kryss-Peak and Gretchen L. (2019). Compassion Fatigue, Depression, and Anxiety in Oncology Nurses: A Quantitative Exploration. *John F. Kennedy University, ProQuest Dissertations Publishing*.
38. Labrague, L., Nwarfor, C., & Tsaras, K. (2020). Influence of toxic and transformational leadership practices on nurses' job satisfaction, job stress, absenteeism and turnover intention: A cross-sectional study. *Journal of Nursing Management*, 28(5), 1104-1113. <https://doi.org/10.1111/jonm.13053>
39. Lee, S. E., Macphee, M., Dahinten, V. S. (2020). Factors related to perioperative nurses' job satisfaction and intention to leave. *Japan Journal of Nursing Science*, 17(1). <https://doi.org/10.1111/jjns.12263>
40. Li, X., Zhang, Y., Yan, D., Wen, F., & Zhang, Y. (2020). Nurses' intention to stay: The impact of perceived organizational support, job control and job satisfaction. *J Adv Nurs*. 76, 1141-1150. <https://doi.org/10.1111/jan.14305>
41. Ling, K., Xianxiu, W., Xiawei, Z. & Massimo, T. (2020). Analysis of nurses' job burnout and coping strategies in hemodialysis centers. *Medicine*, 99(17). <https://doi.org/10.1097/MD.00000000000019951>
42. Liu, J., Zheng, J., Liu, K., Liu, X., Wu, Y., Wang, J., & You, L. (2019). Workplace violence against nurses, job satisfaction, burnout, and patient safety in Chinese hospitals. *Nursing Outlook*, 67(5), 558-566. <https://doi.org/10.1016/j.outlook.2019.04.006>
43. Liu, X., Zheng, J., Liu, K., Baggs, J. G., Liu, J., Wu, Y. & You, L. (2018). Hospital nursing organizational factors, nursing care left undone, and nurse burnout as predictors of patient safety: A structural equation modeling analysis. *International Journal of Nursing Studies*, 86, 82-89. <https://doi.org/10.1016/j.ijnurstu.2018.05.005>
44. Liu, Y., Aunguroch, Y., Gunawan, J., & Zeng, D. (2021). Job Stress, Psychological Capital, Perceived Social Support, and Occupational Burnout Among Hospital Nurses. *Early View*. <https://doi.org/10.1111/jnu.12642>
45. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*, 1297-1349.
46. Lu, H., Zhao, Y., & While A. (2019). Job satisfaction among hospital nurses: A literature review. *International Journal of Nursing Studies*, 94, 2-31. <https://doi.org/10.1016/j.ijnurstu.2019.01.011>
47. Mahoney, C. B., Lea, J., Schumann, P., & Jillson, I. A. (2020). Turnover, Burnout, and Job Satisfaction of Certified Registered Nurse Anesthetists in the United States: Role of Job Characteristics and Personality. *American Association of Nurse Anesthetists Journal*, 8(1), 39-48. <https://pubmed.ncbi.nlm.nih.gov/32008617/>
48. Manzo Garcia, G., & Ayala Calvo, J. C. (2020). The threat of COVID-19 and its influence on nursing staff burnout. *Jan Leading Global Nursing Research*, (77) 2, 832-844. <https://doi.org/10.1111/jan.14642>
49. Maslach, C., & Leiter, M. (2017). Understanding Burnout: New Models. In C. L. Cooper & J. C. Quick (Eds.), *The handbook of stress and health: A guide to research and practice*, 36-56. <https://doi.org/10.1002/9781118993811.ch3>
50. Maslach, Christina, Susan E. Jackson, and Michael P. Leiter. *Maslach Burnout Inventory Manual*. Palo Alto, Calif. (577 College Ave., Palo Alto 94306: Consulting Psychologists Press, 1996. Print.

51. Mikkonen, K., O., Tomietto, M., Miettunen, J., Tuomikoski A., Kyngas, H. & Niskala, J., Kanste (2020). Interventions to improve nurses' job satisfaction: A systematic review and meta-analysis. *Jan Leading Global Nursing Research*, 76(7), 1498-1508. <https://doi.org/10.1111/jan.14342>
52. Monsalve-Reyes, C., San Luis-Costas, C., Gómez-Urquiza, J., Albendín-García, L., Aguayo, R. & Cañadas-De la Fuente, G. (2018). Burnout syndrome and its prevalence in primary care nursing: a systematic review and meta-analysis. *BMC Family Practice*, 19, 51. <https://doi.org/10.1186/s12875-018-0748-z>
53. Nguyen, H., Kitaoka, K., Sukigara, M. & Thai, A. (2018). Burnout Study of Clinical Nurses in Vietnam: Development of Job Burnout Model Based on Leiter and Maslach's Theory. *Korean Society of Nursing Science*. <https://doi.org/10.1016/j.anr.2018.01.003>
54. Oliveira, Silva, Lopes, & Galvao, (2019). The relationship between job satisfaction, burnout syndrome and depressive symptoms, *Wolters Kluwer Health, Inc.* <http://dx.doi.org/10.1097/MD.00000000000013364>
55. Otto, Ruyssveldt, Hoefsmit, & Van Dam (2021). Investigating the Temporal Relationship between Proactive Burnout Prevention and Burnout: A Four-Wave Longitudinal Stud. *Stress and Health*. <http://doi.org/10.1002/smi.3037>
56. Paul, D., Bakhamis, L., Smith, H., & Coutasse, A. (2018). Hospital Nurse Burnout: A Continuing Problem. Paper presented at the 54th Annual MBAA Conference, Chicago, IL
57. Peltokorpi, V. & Ramaswami, A. (2019). Abusive supervision and subordinates' physical and mental health: the effects of job satisfaction and power distance orientation. *The International Journal of Human Resource Management*, 32(4), 893-919. <https://doi.org/10.1080/09585192.2018.1511617>
58. Pérez-Fuentes, M., Gázquez, J., del Mar Molero, M., & Oropesa, N. (2020). Violence and Job Satisfaction of Nurses: Importance of a Support Network in Healthcare. *The European Journal of Psychology Applied to Legal Context*, 13(1), 21-28. <https://doi.org/10.5093/ejpalc2021a3>
59. Poursadeghiyan, M., Abbasi, M., Mehri, A., Hami, M., Raei, M., and Ebrahimi, M. (2016). Relationship Between Job Stress and Anxiety, Depression and Job Satisfaction in Nurses in Iran. *The Social Sciences*, 11(9), 2349-2355.
60. Quaranta and Spencer (2015). Using the Health Belief Model to Understand School Nurse Asthma Management. <https://doi.org/10.1177%2F1059840515601885>
61. Ramirez-Baena, L., Ortega, E., Cañades-De la Fuente, G., De la Fuente-Solana, E., Vargas, C., & Gomez-Urquiza, J. L. (2018). Gender, Marital Status, and Children as Risk Factors for Burnout in Nurses: A Meta-Analytic Study. *Int. J. Environ. Res. Public Health*, 15(10). <https://doi.org/10.3390/ijerph15102102>
62. Reis, D., Xanthopoulou, D., & Tsaousis, I. (2015). Measuring job and academic burnout with the Oldenburg Burnout Inventory (OLBI): Factorial invariance across samples and countries. *Burnout Research*, 2(1), 8–18. <https://doi.org/10.1016/j.burn.2014.11.001>
63. Shah, M., Gandrakota, N., Cimiotti, J., Ghose, N., Moore, M., Ali, M. (2021). Prevalence of and Factors Associated with Nurse Burnout in the US. *JAMA Netw Open*, 4(2). <https://doi.org/10.1001/jamanetworkopen.2020.36469>
64. Stewart, C. J. C. (2021). Examining the Relationship between Emotional Intelligence, Employee Engagement, and Burnout: A Comparison of Administrative Officers, Criminal Investigators and Patrol Officers in Law Enforcement. Retrieved from: <https://etd.auburn.edu/handle/10415/7715>
65. Supriadi, Minarti, S., Paminto, A., Hidayati, T., & Palutturi, S. (2020). Factors related to Nurses' Job Satisfaction and Performance at Private Hospitals in Samarinda City, Indonesia. *Journal of Arts & Humanities*, Vol. 9 No. 6. <https://doi.org/10.18533/journal.v9i6.1925>
66. Talaei, N., Varahram, M., Jamaati, H., Salimi, A., Attarchi, M., Dizaji, M. K., Sadr, M., Hassani, S., Farzanegan, B., Monjazebi, F. & Seyedmehdi, S. M. (2020). Stress and burnout in health care workers during COVID-19 pandemic: validation of a questionnaire. *Journal of Public Health*. <https://doi.org/10.1007/s10389-020-01313-z>
67. Tarcan, M., Hikmet, N., Schooley, B., Top, M. & Tarcan, G.Y. (2017). An analysis of the relationship between burnout, sociodemographic and workplace factors, and job satisfaction among emergency department health professionals. *Applied Nursing Research*. 34, 40–47. <https://doi.org/10.1016/j.apnr.2017.02.011>
68. Terry, D. & Woo M. J. (2020). Burnout, job satisfaction, and work-family conflict among rural medical providers. *Psychology, Health & Medicine*, 26(2), 196-203. <https://doi.org/10.1080/13548506.2020.1750663>
69. Torlak, N. G., Kuzey, C., Sait Dinc, M., & Budur, T. (2021). Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior. *Journal of Workplace Behavioral Health*, 36(1), 77-103. <https://doi.org/10.1080/15555240.2020.1862675>

70. Toropova, A., Myrberg, E. & Johansson, S. (2020). Teacher job satisfaction: the importance of school working conditions and teacher characteristics. *Educational Review*, 73(1), 71-97. <https://doi.org/10.1080/00131911.2019.1705247>
71. Weiss, D.J., Dawis, R.V. England, G. W. and Lofquist, L. H. (1967). Manual for the Minnesota Satisfaction Questionnaire. Vol. 22, Minnesota Studies in Vocational Rehabilitation, Minneapolis: University of Minnesota, Industrial Relations Center.
72. World Health Organization (2020). WHO Director-General's opening remarks at the media briefing on COVID-19 - 11 March 2020. Retrieved from: <https://www.who.int/director-general/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>
73. Xiao, Y., Wang, J., Chen, S., Wu, Z., Cai, J., Weng, Z., Li, C. & Zhang, X. (2014). Psychological distress, burnout level and job satisfaction in emergency medicine: A cross-sectional study of physicians in China. *Emergency Medicine Australasia*, 26(6), 538-542. <https://doi.org/10.1111/1742-6723.12315>
74. Yang, J., Liu, Q., Luo, D., Haase, J., Guo, Q., Wang, C. Q., Liu, S., Xia, L., Liu, Z. & Yang, B. X. (2020). The experiences of healthcare providers during the COVID-19 crisis in China: a qualitative study. *The Lancet Global Health*, (8) 6, 790-798. [https://doi.org/10.1016/S2214-109X\(20\)30204-7](https://doi.org/10.1016/S2214-109X(20)30204-7)
75. Yasin, Y., Kerr, M., Wong, C. & Belanger, C. (2020). Factors affecting job satisfaction among acute care nurses working in rural and urban settings. *Jan Leading Global Nursing Research*, 76(9), 2350-2368 <https://doi.org/10.1111/jan.14449>
76. Yu, X., Zhao, Y., Li, Y., Hu, C., Xu, H., Zhao, X. & Huang, J. (2020). Factors Associated with Job Satisfaction of Frontline Medical Staff Fighting Against COVID-19: A Cross-Sectional Study in China. *Front. Public Health*, 8:426. <https://doi.org/10.3389/fpubh.2020.00426>
77. Zhang, J., Guo, Y., Luo, Y., Lam, L., Cross, W., & Plummer, V. (2017). Burnout and its association with resilience in nurses: A cross-sectional study. *Journal of Clinical Nursing*, 27(1-2), 441-449. <https://doi.org/10.1111/jocn.13952>
78. Zhang, X., Wu, F., Ren, Z., Wang, Q., He, M., Xiong, W., Ma, G., Fan, X., Guo, X. & Liu, H. (2021). The relationship between job stress and job burnout: the mediating effects of perceived social support and job satisfaction. *Psychology, Health & Medicine*, 26(2), 204-211. <https://doi.org/10.1080/13548506.2020.1778750>