



THE RELATION BETWEEN JOB SATISFACTION AND PROFESSIONAL BURNOUT IN EDUCATIONAL ORGANIZATIONS

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Abstract

Professional burnout is one of the most important problems of working life today. In this research it is aimed to follow the relation between job satisfaction and professional burnout of education workers by using meta-analysis method. In this context, examining the relation between occupational burnout and job satisfaction in educational organizations in Turkey master's theses, articles in Google Scholar by National Thesis Center with his doctoral thesis, EBSCO, ULAKBİM and Dergipark databases scanned, and the number of samples required for the meta-analysis and Pearson's correlation coefficient A meta-analysis of 41 (N = 11050) studies containing (r) value was conducted. Effect size values, publication bias, heterogeneity and significance tests results were obtained using the CMA program in the study. In the research study conducted in the random effects model, it was concluded that the p value was less than .05, it took a value between -0.496 - 0.385 lower and upper limits in the 95% confidence interval, and the effect size was at the level of -0.443.

Keywords: aimlessness, job satisfaction, burnout, professional burnout, meta-analysis

Introduction

Today, living standards have become more dependent on the economy. This means that concepts such as competition, production and efficiency are both personally and organizationally prominent, and all of these criteria are a pressure element on individuals and employees. When these pressures are handled correctly, positive results are obtained in favor of the individual and the organization. Otherwise, it could cause a series of organizational behavior issues, from job satisfaction to vocational exhaustion. Occupational Disability is a state of deputation that is associated with job dissatisfaction (Polatçı, 2007) as a state of stress that dislikes work and life and is a state of pessimism to the future and the past, and a state of chronicle stress. The stress experienced by the individual is closely related to the work nature of the employees, the exhaustion caused by the conditions and conditions in the organization (Gençay, 2007). According to Locke (1976), job saturation is an emotional situation that comes from a combination of the outcome of a work that an employee is expected to do with the organization. Job saturation is the perception of meeting the needs of employees in relation to the work they have done (Angı, 2002). What today's organizations expect from their employees is high efficiency and efficiency. In order to achieve this in a real sense, internal processes such as business satisfaction have become important in this period, when the traditional approach philosophy that considers the employee as a machine has been put aside. In the event that business satisfaction is not achieved in organizations, the organization's functioning and efficiency are directly affected and deteriorated. The situation is much more serious in educational institutions that have a significant role in the development of countries. The lack of employee satisfaction,

exhaustion and dissatisfaction that will be experienced here is preventing the organization's functioning, aims and efficiency. This can lead to negative consequences that will deeply affect the entire society.

Research Focus

The concept of burnout, which was first used by Freudenburger, is a process that Maslach (1981) defines in three dimensions as emotional exhaustion, depersonalization, and a decrease in personal achievement (Piko, 2006). Occupational burnout is defined as a state of stress, dissatisfaction with work, and a pessimistic view of the future and the past. Occupational burnout is a state of depression associated with job dissatisfaction (Polatçı, 2007). Low job satisfaction in teaching, which is a stressful profession, causes physical and psychological problems along with high burnout. Despite this result, teachers often have to work without knowing how to deal with stress and without adequate training (Harris, 2011). At least 30% of teachers experienced burnout for similar reasons in different countries (Judge & Watanabe, 1993).

Burnout caused by the stress experienced by the individual and the conditions in the organization are closely related to the job satisfaction of the employees (Gençay, 2007). According to Locke (1976), job satisfaction is an emotional state that emerges as a result of the employee's expectation from the organization and the income he or she receives from the job. When we look at the results of job dissatisfaction, which is the state of not being good at work, it can be said that besides the decrease in work efficiency, it also affects the psychological and physical health of the person negatively (Umay, 2015). According to Aziri (2011), job satisfaction is the sense of achievement of employees in the fields in which they operate. Job satisfaction is related to happiness achieved against given efforts.

Evaluation of job satisfaction levels of employees is of great importance for both individuals and organizations. If an employee is dissatisfied with his job, he experiences a decline in job satisfaction. For this reason, it reduces the efficiency of the institution. In this context, institutions should take precautions against the negativities related to job satisfaction and make improvements. From the point of view of teachers, job satisfaction is important not only for the teachers themselves but also for the institutions they work for because teachers' job satisfaction affects the quality of the education service provided and the efficiency level of education. As the level of professional satisfaction of teachers increases, their feeling of well-being for the continuation and development of educational services will also increase. It will be possible for them to work more efficiently and be productive (Akçamete et al., 2001).

As a result of previous studies, it has been seen that unsuitable working conditions negatively affect professional satisfaction and burnout. There are many studies supporting the assumption that job satisfaction and burnout are closely related in both domestic and foreign literature and in various sectors. It is extremely important to examine the relation between job satisfaction and burnout through meta-analysis. Considered in the context of 21st century skills, students can now access information very easily with information technologies. In an era of automation where robots are used in education, the task of teachers is to be the architects of students' emotional and spiritual development. The expectation of today's teachers is to hold their hands and guide them in their personal development. Teachers' job satisfaction at school and their commitment to their jobs depend on their ability to fulfill these new tasks. At this point, examining the job satisfaction of teachers in their jobs and revealing the professional burnout levels that are thought to affect this concept will guide today's education philosophy and policies.

Research Aim and Research Questions

The aim of this study was to reveal the relationship between the job satisfaction of education workers and their professional burnout by meta-analysis method. In the research, how and at what level was there a relationship between job satisfaction and professional burnout? search for an answer to the question.

Research Methodology

General Background

In this study, the method of meta-analysis was used to examine the relationship between job satisfaction and professional burnout. The meta-analysis method can be used to reanalyze the results of studies previously done on a particular topic to obtain data on larger instances (Gedik & Üstüner, 2017). Analysis of the determined studies was conducted in October 2021 using the Statistical Package Program CMA [comprehensive Meta Analysis].

Literature Review

In this study, the first stage of meta-analysis was a literature study. In the literature screening, scientific studies that deal with job saturation and professional exhaustion relationship were systematically scanned through the National Center for Theme, EBSCO, Google Scholar, Dergipark and ULAKBİM databases. Studies in the Turkish sample have been published in these databases. Research has been carried out including articles and postgraduate theses of educators, especially teachers who work in various institutions in Turkey. In the course of the dissertation, key words such as the relationship between work satisfaction and exhaustion, job satisfaction, life satisfaction, organizational exhaustion were used. 41 dissertations and articles that meet the criteria for inclusion were found and included in the study.

Inclusion Criteria

As the inclusion criterion in the selection of the studies included in the research:

- a) It was made on the training workers made in the sample of Turkey,
- b) Examining the relationship between job and life satisfaction and organizational burnout, having the sample information required for the meta-analysis and the Pearson correlation coefficient (r)
- c) It was used that a valid and reliable measurement tool was used in the data obtained.

Data Coding

In this study, a coding form was created before statistical analysis. This form provides information on the name of the study, the author of the study, the year of the study, the sample sizes from the groups in the study, and the Pearson correlation coefficient (r).

Data Analysis

In this study, the comparison of the effects and variances of the groups was developed by Borenstein and others. (2005) Export Statistical Package Program CMA for Meta-Analysis. 2.0 calculated using comprehensive Meta Analysis. The level of significance of statistical analysis was set to .05. The model to be used in the study has been determined by examining Q statistics

intended to test heterogeneous homogeneity. If the level of statistical significance is different, the model of random effects by accepting heterogeneity, if there is no significant difference, the model of fixed effects must be accepted by accepting the homogeneity of the studies (Dinçer, 2014). Correlation-based influence sizes are weak between ± 0.00 and ± 0.10 ; small between ± 0.10 and 0.30 ; medium between ± 0.30 and 0.50 ; strong between ± 0.50 and 0.80 ; have a very strong influence over ± 0.80 (Cohen et al., 2007)

Research Results

In this research work and life satisfaction in Turkey is considered. 41 studies examined the relation between occupational burnout. General information on related studies is given in Table 1.

Table 1
Descriptive Analysis of Studies Included in the Meta-Analysis

Categories	Genres	N	%
Post Type	Thesis	24	58.5
	Article	17	41.5
Year of Publication	2020	1	2.4
	2019	10	24.3
	2018	6	14.6
	2017	3	7.3
	2016	3	7.3
	2015	5	12.1
	2014	3	7.3
	2013	1	2.4
	2012 and earlier	9	21.9

Of the 41 studies included in the research, 24 are thesis and 17 are article studies. Considering the studies carried out, it is seen that the most work was done in 2019 with 10 studies. It is seen that as the years progressed, the interest in the relation between these two variables increased.

Publication Bias Findings

Duval and Tweedie's cut and add test results regarding the publication bias of the publications included in the study are given in Table 1.

Table 2
Cut and add test results of Duval and Tweedie

Extracted Work	Point Estimation	CI (Confidence Interval)		Q
		Lower Limit	Upper Limit	
Observed Values	-.43185	-.44712	-0.41632	524.87
Adjusted Values	-.43185	-.44712	-0.41632	524.87

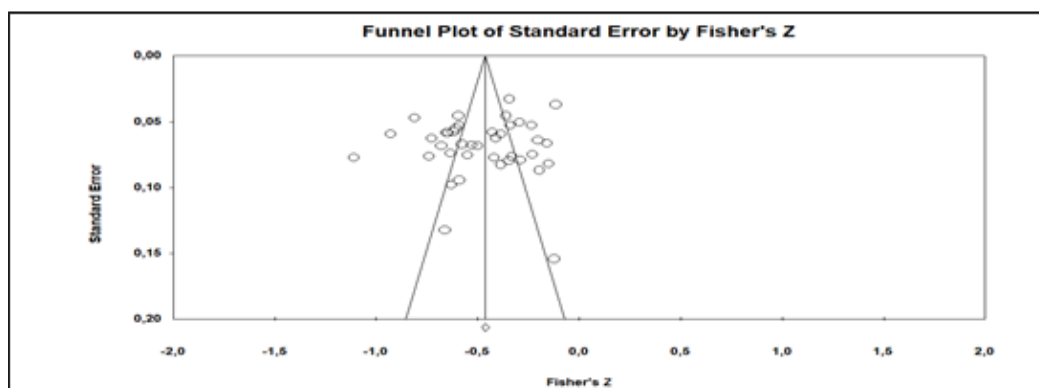
When the table is examined, there is no difference between the observed values and the corrected values. This is because the studies on the right and left of the center line exhibit a symmetrical distribution. In addition to all these, Kendall tau b value was calculated in terms of publication bias, and it was found that the tau b value was insignificant (Kendall tau-b = .11, $p = .45$). In order to avoid publication bias in a study, the p value should not make a significant difference, that is, it should be greater than .05 (Dinçer, 2014).

Table 3
Fail- Safe N Statistics Values

Variables	Values
Participation of Participants Included in the Sampling	.00
Alpha	.05
Observed Number of Studies	40
P> Number of Studies Required to Become an Alpha	3994

When the Classic Fail- Safe number is examined in the analysis, it is understood that in order to invalidate the results of this meta-analysis study, 3994 studies claiming the opposite of the s front ends of this study should be carried out. Research bias to affect job satisfaction and life satisfaction with professional burnout or which in 3994 examined the relation as performing work within the possibilities not seen.

Figure 1
Funnel Scatter Plot Regarding Publication Bias



When Figure1 is examined, the effect size of the 41 theses in the study is located symmetrically on both sides of the vertical line and close to the combined effect size, and it is seen that the 41 studies in the funnel plot are distributed symmetrically in the upper region. The funnel plot is symmetrical, Duval and Tweedie have no corrected values in Cut and Insert Test, and Kendal tau b value is insignificant, and the Classic Fail-Safe number shows that there is no publication bias in this meta-analysis study.

The results of the meta-analysis of the studies that meet the criteria of the research and examine the relation between work life satisfaction and professional burnout are given in Table 4.

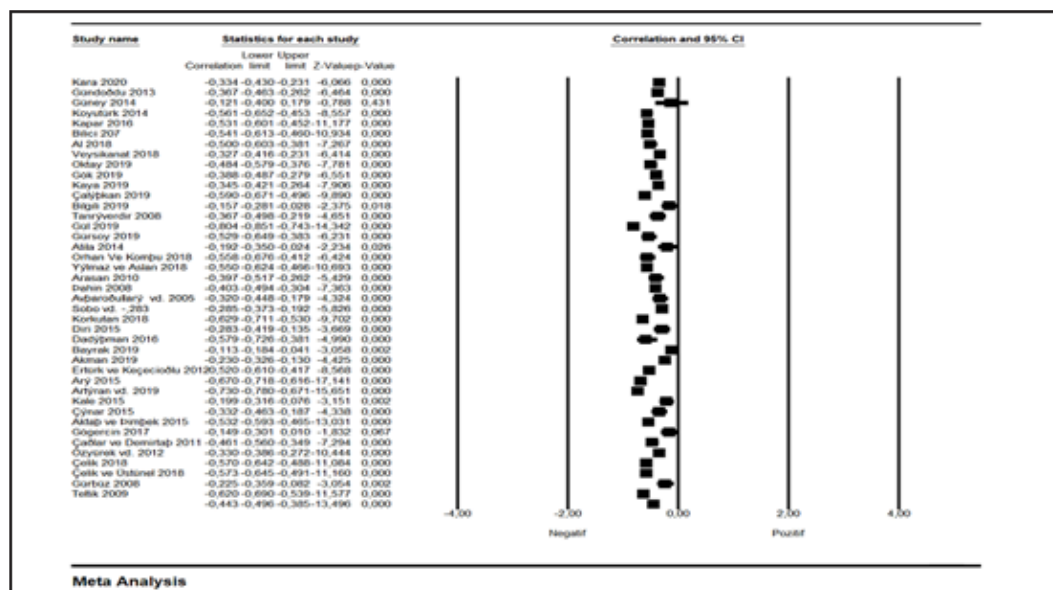
Table 4
Results of meta-analysis of studies examining the relation between work life satisfaction and professional burnout

Number of studies	n	R	95% CI	p
41	11050	-.443	-.496--.385	.001

When the findings in Table 4 are examined, according to the results of 41 studies examining the relation between job, life satisfaction and occupational burnout, it is found that the p value is less than .05, that the value is between the lower and upper limits of -0.496 - 0.385 at the 95% confidence interval, and the effect size. It can be said to be at the level of -0.443. Cohen et al. (2007), if the effect size value is below 0.20, there is a weak effect, a small effect between 0.21 and 0.50, a medium effect between 0.51 and 1.00, a strong effect if it is higher than 1.01. Accordingly, it was concluded that there is a relation between work life satisfaction and professional burnout and the level of this relation is negatively close to the medium level.

The forest graph for 40 studies included in the research is shown in Figure 2.

Figure 2
Forest Chart for 41 Studies Considered in the Research



When the effect sizes of the studies are examined, it is seen that the highest effect size value is the study ($r = -0.73$) of the study by Increasing et al. (2019). It is seen that the smallest effect size value belongs to the study conducted by Bayrak (2019) ($r = -.11$). When all the data are examined, it is seen that the effect size for the relation between job, life satisfaction and organizational burnout is negative and at a 95% confidence interval of 0.44. In this confidence interval, the lower limit of the effect size is -0.496, and the upper limit is -0.385.

Discussion

In their meta-analysis study, Yorulmaz et al. (2017) and Kış et al. (2016) concluded that the relationship between job satisfaction, emotional exhaustion, and personal failure was moderate and negative, similar to the findings of this study. In addition, studies in both the education sector and other sectors show that there are studies supporting this result (Avşaroğlu et al., 2005; Black, 2020; Flag, 2014; Gencay, 2007; Gündoğdu, 2013; Güney, 2014; Joshua & Ashok, 2018; Jiang, 2017; Jurado et al., 2019; Kılıç & Yazıcı, 2012; Kitchel, 2012; Koustelios & Tsigilis, 2005; Ogresta, 2008; Oliveira et al., 2017; 2018; Smetackova et al. 2019; Harrington et al., 2001; Rana et al., 2019; Teltic, 2009; Winter et al, 2016; Zhang & Feng, 2011).

In his meta-analysis study, in which he examined studies on different occupational groups, Çoğaltan (2016) concluded that job exhaustion negatively affects job satisfaction. Similarly, in their study on teachers, Koustelios and Tsigilis (2005) concluded that burnout increases as job satisfaction decreases. Çetin et al. (2008) obtained the same result in their studies on the family business. These results show that although the culture and industry are different, the risk of occupational exhaustion is high if employees experience employment dissatisfaction.

Kare (2017) concluded in his study among managers in industrial areas in Iran that job satisfaction reduces emotional exhaustion, depersonalization, and inefficiency. This result shows that the variables and levels of job satisfaction and burnout, whether the employee or the manager, are similar according to these studies in the literature. Regardless of the conditions, burnout will decrease, and productivity will increase if the right decisions are made in the organizations, the cooperation and integration between the employees and the management is at an acceptable level, the salaries are paid on time and the rewards and punishments are evaluated perfectly. When the results of the study are evaluated together with the results of other studies in the literature, the geographies, cultures, sectors and working conditions of the employees change, but there is an unchanging fact. In this fact, if employees are unhappy in their jobs and cannot reach satisfaction, they experience professional burnout. Considering that the basis of organizations is employees, job dissatisfaction emerges as a major problem that threatens the health and effectiveness of organizations. On the other hand, job satisfaction develops stable personality in workplaces and reduces negative behaviors in organizations, moreover, people in the organization will have more effectiveness and the goals and objectives of the organization will be compatible with other employees and managers.

Conclusions

The work of the training staff selected as a result of the inclusion criteria in this study through the meta-analysis method, 41 meeting the criteria for evaluation within this study, aimed at re-interpreting studies in this area by conducting statistical analysis of studies that examine relationships between life saturation and organizational extinction, and to determine what the relations between the two variables are and to achieve a common interest in the relationship between these two concepts ($n=11050$) work has been observed. 24 of these studies have been determined to be thesis and 17 articles. As a result of the analysis of the findings with the random effects model, there is a negative and moderate relationship between the work life satisfaction of education workers and their professional burnout in the Turkish sample. As the job life satisfaction of education workers decreases, their organizational burnout increases. In other words, it can be said that job life satisfaction is important in explaining the organizational burnout levels of education employees. It is significant that in all of these studies conducted in various educational institutions in Turkey, at various levels and in different regions, there is a relationship, and this relationship is negative. This result shows that the dissatisfaction experienced by the educators at what level and under what conditions causes a number of

problems leading to organizational burnout. Another result reached in the research is that as the job satisfaction of the participants increases, they become more sensitive and there are positive improvements in their perceptions of personal success.

In the case of studies related to research, the findings are examined according to the type of publication, and the postgraduate thesis studies are shown to be done more than article studies. And when you look at year intervals, the most work is done in 2019, and the increased work on this relationship toward today shows that interest in the relationship between these two concepts has increased. This study has been conducted to bring about the direction and strength of the relationship between occupational exhaustion and occupational life saturation, combined with the results of many studies in Turkey. It is important that this relationship is clearly identified by meta-analysis and contributes to the field summer. It is desirable attitudes for educators, especially teachers, to have a natural nature of work and life. In this context, organizations will increase the work and satisfaction of employees and reduce their occupational exhaustion and prevent them from being able to ensure the effectiveness and efficiency of the organization and education.

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