



T.C  
BİNGÖL UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCE  
BUSINESS ADMINISTRATION DEPARTMENT

**THE EFFECT OF EMPLOYEE BURNOUT ON  
EMPLOYEE JOB SATISFACTION  
THE CASE OF KURDISTAN TELECOMMUNICATION  
SECTOR: ASIA CELL AND KOREK TELECOM**

**Prepared By  
HAZHAR OMER MUHAMMED  
151203112**

**MASTER THESIS**

**Supervisor  
Assist .Prof.Dr. Nazif DEMİR**

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**KUZEY IRAK TELEKOMİNİKASYON SEKTÖRÜNDE  
TÜKENMİŞLİĞİN İŞ TATMİNİ ÜZERİNDEKİ ETKİSİ: ASIA  
CELL VE KOREK TELEKOM ÖRNEĞİ**

**Hazırlayan:**  
**HAZHAR OMER MOHAMMED**  
**151203112**

**YÜKSEK LİSANS TEZİ**

**Danışman:**  
**Yrd.Doç.Dr. Nazif DEMİR**

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## **BİLİMSEL ETİK BİLDİRİMİ**

Yüksek Lisans tezi olarak Hazırladığım “Kuzey Irak Telekomünikasyon Sektöründe Tükenmişliğin İş Tatmini Üzerindeki Etkisi: Asia Cell Ve Korek Telekom” Örneği adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

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İmza

HAZHAR OMER MOHEMMED

## THESIS ACCEPTANCE AND APPROVAL

This thesis entitled “THE EFFECT OF EMPLOYEE BURNOUT ON EMPLOYEE JOB SATISFACTION THE CASE OF KURDISTAN TELECOMMUNICATION SECTOR: ASIA CELL AND KOREK TELECOM” presented by HAZHAR OMER MOHEMMED under the supervision of Assist.Prof.Dr. NAZIF DEMIR in the Sociology department has been accepted as a Master Thesis according to the rules of Higher Education Intuition of Republic of Turkey on 05/06/2017 with unanimity of the member of jury.

Chair: Assist.Prof. Dr. A.Kadir GÜMÜŞ      Signature: .....

Member: Assist. Prof. Dr. Nazif DEMİR      Signature: .....

Member : Assitt. Prof. Dr. Müslüm POLAT      Signature: .....

This thesis has been approved by the committee of the institute of science on ....  
/.../..... with decision number ...../.....

Signature

Assoc.Prof. Dr.Yaşar BAŞ

Director of Institution



## ÖNSÖZ

Bu tezin hazırlanmasında ve tezin yazılmasında bana yardımcı olan herkese teşekkür ediyorum. Bana çok yardımlarda bulunan, tezimi yazmanın her aşamasında bana destek olan müdürümün yardımları olmadan bu araştırmayı yazamayacağımı söylemek isterim. Bana yardımcı olan ve bana daha iyi araştırma yapabilecek fikirler veren öğretim görevlileri ve arkadaşlarımıza teşekkürlerimi sunar. Her zaman, zorluklarla, mutlulukla, hayatımın her alanında ve özellikle Bingöl Üniversitesi'ndeki geçirdiğim zamana ve bana destek olanlara teşekkür ediyorum. Aynı zamanda üniversitemdeki tüm sevgili sınıf arkadaşlarımıza ve daima yanımda olan ve bana her zaman yardım teklif eden ve beni farklı zamanlarda teşvik edenlere teşekkür ediyorum. Onlarla birlikte iki yıl harika çalışma yaptık. umarım hepsi için başarı sağlanır ve gelecekte ülkeme faydalı olur.

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## **DEDICATION**

Before everybody this thesis presented to who are trusted to humanity.

I present my thesis and efforts to my beloved parents, whom they continuously encouraged and backed me during my life. I also present it to my special brothers and sisters with my uncle.

My lovers Areen, Areea, Rayan.



## ÖZET

Tükenmişlik, çalışanların iş doyumunu etkileyen başlıca etkenlerden biridir. Çalışanın tükenmişliğini hissettiğinde, iş doyumunu azalır ve bu sendrom organizasyonu genel olarak etkiler. İş tatmini, çalışanlar için önemli bir noktadır; bugünün pek çok çalışması, şirketlerin rekabet gücünün yüksekliği ve çalışanların sayısının yüksek olması nedeniyle bu noktaya odaklanmaktadır. Bir telekomünikasyon şirketinde çalışmak ve farklı sorunlara sahip birçok müşteri ile karşılaşmak stresli bir meslektir. Bu çalışmada, çalışanların sıkıntı, tükenmişlik ve iş doyumunu arasındaki ilişkiyi bulmaya çalışacağız. Kürdistan'daki telekomünikasyonun önde gelen iki şirketini (Korek telekom ve Asiacell) bir vak'a çalışması olarak kullandık. Bu iki şirketi örnek olay olarak ele almanın nedeni, abone sayılarının yüksek olması nedeniyle ve şirket çalışanlarının ofislerinde çok fazla müşteri topluyor olmasıdır. Bu çalışma için gerekli verileri elde etmek için yirmi iki sorudan oluşan Maslach Tükenmişlik Envanteri sorularını ve iş doyumunu hakkındaki diğer dokuz soruyu kullandık. Verilerin analizi için SPSS programını kullandık.

**Anahtar Kelime:** Çalışanın tükenmişliğinin çalışanların iş doyumunu üzerindeki etkisi

## **ABSTRACT**

Burnout is one of the main factors that affect the employee job satisfaction. When the employee's feel burned out, then their job satisfaction decreases and this syndrome affects overall the organization. Job satisfaction is an important point for the employees, many studies today are focusing on this point, because of the high competition of the companies and the high number of the choices which employee have. Working in a telecommunication company and receiving many customers which having different kinds of problems is a stressful occupation. In this study, we will try to find the relationship between the employee distress, burnout and the job satisfaction. We have used the two leading companies of telecommunications in Kurdistan (Korek telecom and Asiacell) as a case study. The reason of taking these two companies as the case study is because of their high number of subscribers and also because of receiving too many customers at their offices by the company employees. In order to get the needed data for this study, we used Maslach Burnout Inventory questions which it contains twenty-two questions and also other nine questions about job satisfaction. For analyzing of the data, we have used the SPSS program.

**Keyword:** The effect of employee burnout on employee job satisfaction

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# CHAPTER ONE

## INTRODUCTION

### 1.1. Introduction:

Workplaces are where the employees show their ability and their skills to be more productive. In order to be a good and more creative worker; the environment in the work place must be suitable for employees mentally and physically and this for two main reasons which firstly is reducing the pressure on them and secondly is to let them being satisfied in their work.

The employee burnout is a term which is defined as exhaustion, meaning the situation in which the employee feel that there is too much pressure on him and too much work with a little of time. And the job satisfaction is the term which is defined as the vision of the employee to his job.

Job burnout has been the Concern to many researchers in the area of administration studies due to The significance of this topic and its direct relationship to a significantly set of Regulatory changes that affect the success, Development, and progress of organization's and their ability to achievement their goals in the required effective and efficient way. These organizations constantly seek to take care of employees in a variety of fields of work, as they we believe in the importance in the construction and development of societies in general and regulation in particular. They provide their employees with different methods of care. However, this does not imply that their fields are free of the obstacles that prevent them from finding full satisfaction in their roles. There are many stressful situations that challenge employees to work, thereby causing an employee to feel the tension and anxiety in a way that may have a negative overall impact on their personal life and their work, in particular. Subsequently, The intensity of the pressure continued to cause adverse effects; mostly a job burnout. On the other hand, Employee satisfaction is the main motivation for individuals to increase their efforts to achieve a higher level of performance. This aspect is also a

significant factor as an indicator of a person's success in different aspects of their life's. Job satisfaction have direct effect of employee`s performance and through this point it can has an effect of the organization`s performance. Directly or indirectly the burnout phenomenon causes the employee dis-satisfaction, and when the employee feels dissatisfied in the work, the productivity of the employee and performance decreases which at the end effects on the all of the organization. The employees today have many choices, not only your or my organization to work in maybe there be companies and organizations give them a higher salaries and offer a better environment for them to work. For the reason which I said, it is important to know the degree of satisfaction of the employees and also it is very important to know the factors which affect the employee performance. And which is job satisfaction had old history relationship with job performance. Job satisfaction effects of the external environment on human emotions in the workplace. Thus, the work is a big part of life, so the impacts of satisfaction on the job satisfaction total rights. We can conclude that there is a mutual influence between job satisfaction and life so that managers must not only monitor the cases of function, but also check the conditions of life of the employee. The job satisfaction is defined as the customer seeing to his job, if he sees it as a good job then he may be satisfied and if he sees it as a bad job maybe he becomes dissatisfied. This reasons and employee way of thinking can automatically affect the employee performance and through there can affect the organizational performance. In this study we investigate about the relationship between the effect of the employee burnout and job satisfaction in telecommunication sector.



## **1.2 Kurdistan Telecommunication Sector:**

In today`s world we all know that, the communications is the one of the most important points of our daily life. In this research in order to achieve our goal which is finding the effect of burnout on job satisfaction, we have used the Kurdistan private sector and more specifically the two companies Korek telecom and Asiacell as a case study. The Kurdistan telecommunication before the 2000s were only with the classical telephones which they were and still known as (ground phone). Also there were no internet communications in Kurdistan region till 2001.

For the first time the company which it is name was Kurdistan net offered the internet services to the people in Kurdistan. In the 2002 and Kurdistan started to use mobile phone services, but at the first it was a very slow and difficult to get a sim and become a subscriber in the company.

The first company who started to work in Kurdistan telecommunications sector and offered mobiles in Kurdistan was Asiacell company which now it is the hugest company of telecommunications in Iraq. After some months of establishment of Asiacell Korek telecom also established and now it is the second huge company of telecommunication in Iraq after the Asiacell. Many other companies started to work in Iraq in past years, but the government created conditions which they only give three certificates of working in telecommunication center and the company must buy the certificates from the government. While we were distributing the questionnaires of our research, we found that Asiacell and Korek telecom are very busy with receiving people and solving their problems. The employees in Asiacell and Korek telecom work every day from 8<sup>th</sup> in the morning to the 20<sup>th</sup> in the evening and also they have part time employees who work only from 8<sup>th</sup> to 1<sup>st</sup> in the afternoon. They also use the government calendar for their working, they have no extra or less holidays then the employees of the public sector.

### **1.3 Research Problem**

In light of the recent challenges and developments in Kurdistan's telecommunication sector, competition between 2 big companies have increased, and so companies have been obliged to improve and develop their services to maintain continuity and to survive. As a result of which, employees in these companies have been subjected to greater tensions and pressures in order to satisfy such demands. Therefore, the accumulation and continuity of such increased burdens in a tense environment abolishes any attempt to renovate and innovate and leads to burn out, causing psychological problems, performance setback and dissatisfaction.

### **1.4 Research questions:**

- Is there any relationship between employee burnout and employee job satisfaction?
- Does the employee burnout affects the employee job satisfaction?
- What are the levels of job burnout among employees at the companies?
- What is the level of employee's satisfaction at Asia cell and korak telecom?

### **1.5 Research Importance**

The importance of this research is located in the important role of human resources in performing their tasks effectively inside companies in a way that improves the quality of the educational service provided. Companies constitute important and vital organizations in the provision of telecommunication services for people. Additionally, they provide researchers with opportunities for training, implementation and utilization. Deficiency of applied studies and research on the concept of job burnout; particularly in the telecommunication sector.

## **1.6 Research Objectives:**

The objective of the research is to find the relationship between employee burnout and employee job satisfaction in the Kurdistan telecommunication sector. Here the employee burnout is an independent variable and employee job satisfaction is a dependent variable. The aim of my research is to find the effect of employee burnout on employee job satisfaction in the Kurdistan telecommunication sector.

## **1.7 Study Setting:**

This study was held in two companies, Korek telecom and Asiacell in their Erbil and Sulaimani offices, I have explained the aim of the study and the questionnaires for the employees before they start to answer it.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Employee Burnout:**

According to many studies which were written before now they mention that there is a direct relationship between employee burnout and job satisfaction.

The burnout concept first time was defined by Freudenberg (1974; 67), Freudenberg defined the burn out as an emotional exhaustion, meaning that the people become unable to meet the requirements of their jobs as the result of over-working. (Gonca Kilic, 2011; 135-139). Till now the most agreed and used definition to the burnout is the definition which was provided by the Maslach and Jackson in (1981). (Gonca Kilic, 2011; 189). These writers defined burnout as “emotional exhaustion and negation syndrome emerging in response to tension and stress in one’s professional life”. (Gonca Kilic, 2011; 55). After many years Maslach (1996) revised their previous definition of burnout and redefined it as “a syndrome in which people working at similar capacity suffer from a decrease in personal accomplishment, emotional exhaustion and loss of self” and then Maslach (2003) simplified this definition and regarded it as “personal stress, chronic, emotional stress in professional environment. Burnout has been identified in a variety of ways during its nearly twenty-year period of examination by coming out of ears authorities.

Most of these individuals recognize burnout to be related to a person’s feelings of physical deficiency, helplessness, hopelessness, downheartedness, detachment and especially disenchantment. It has been said that burnout most often occurs as a final step in a progression of unsuccessful undertaking by an individual to cope with a change of conditions that are perceived to be aggressive. It is often identified as resulting from distress over a period of time when an individual is not getting outside support from pay attention to persons. Usually the burnout stumper has been described as feeling trapped and believing that they have no way out of the situation. In total burnout, the individual

cannot objective on the job or in a relationship outstanding to their feeling completely unable to cope with the distress. They are ineffective of functioning normally and determine from the job or the relationship. Today we find many famous uses of the term burnout. In fact, we often hear individuals saying, 'I'm burned out, I can't cope with this situation anymore,' or, 'I'm too burned out to do this job.' What is essential, if we are to understand burnout, is a complete and correct definition of it so that we can clearly identify and understand this phenomenon. Various professionals have attempted to do just this. A careful analysis of these definitions and descriptions is necessary to gain prospect on this condition.

All the studies now into burnout focus on Maslach and Jackson's (1981) most accepted model which consists of three sub-factors: emotional exhaustion, increased depersonalization and decreased sense of personal accomplishment. (Gonca Kiliç, 2011; 127-129). In other words, the common ground among the researchers in the literature is that burnout includes the following dimensions: emotional exhaustion, depersonalization and decreased personal accomplishment (Maslach, 1973; 32). (Schaufeli, n.d.). According to the writers Gonca Kiliç, Elbeyi Pelit, Murat Selim Selvi; it is found out the burnout level has a significant effect of job satisfaction level of the employees.

### **2.1.1 Burnout:**

The burnout is defined as a state of exhaustion as a chronic case of work-related stress. The distinction of being the sense of physical, emotional, mental exhaustion, which produces about a chronic condition of the accumulated pressure or stress at work. The most cited model of burnout was developed by (Maslach, 1976; 16-22), which it depends on three factors: emotional exhaustion, depersonalization and lack of personal accomplishment. It is believed that the initial factor, is emotional exhaustion, the emotional exhaustion is known as the core of burnout. (Demerouti, n.d.). Maslach states that the emotional exhaustion appears as the first factor in result of excessive work demands (It drains the individual's emotional feelings). A careful review of the literature

explain that much has been written about burnout since Herbert Freudenberg, used the term in 1973 in a professional psychology journal.

He discussed the 'burnt out' sickness. The term 'burned out' was being used in the 1960s in quotation to the effects of drug excerpt by chronic users. Used this term to illustrate the physical and psychological states of himself and of some of the volunteers working with the huge numbers of young people who had dropped out of society and were involved in the drug scene. From all of his experience defined burnout as a sickness that included symptoms of consumption, a pattern of neglecting one's own needs, being committed and devoted to a cause, working too long and too intensely, feeling pressures coming from within oneself, being pressured from bothered staff administrators, and from giving too much to needy clients. He found that individuals who are helping professionals pay a 'high cost' for 'high accomplishment' in either their personal or professional lives. He shared his ideas on burnout with the public and published a book on burnout.

He stated that many of the people who came to his office were individuals who, under the strain of living in a complicated world, felt great difficult inside (Roth, 2005; 120-123). Their lives seemed to have lost meaning regularly they were unable to get forward with family, friends, and co-workers; they were disenchanted with their marriages and careers; they were tired, filled with dissatisfaction, and forced to put forth developing amounts of energy to maintain the pace they had set for themselves. He associate much of this to 'the times we live in, the swift expedition of change, the depersonalization of neighborhoods, schools, and work situations. We can see from approach of burnout, that individuals who are experiencing dissatisfaction, frustration and consumption are people who are hard on themselves, set high standards and pursue them fiercely. They encourage their own displeasure.

No matter what they do, it never is enough; everything that they achieve leaves something to be desired for them. These individuals are very hard on themselves for not doing more and for not accomplish more, for not being more. They have a difficult time accepting themselves for who they are, and concern that other people will not accept

them either. They aim beyond the limits of their own health, constantly driving themselves and are never satisfied. Their sicknesses are exhaustion, bummer, depersonalization, disillusionment, anger, disappointment and almost a constant sense of dissatisfaction. I also during thesis, along with the study, conducted research on specific job stresses of 'private professionals' (those individuals who provide some type of service that requires a high degree of skill and/or formal training and also work in private organizations). These inspector were interested in the nature of organizations and the socio-cultural environment in which they activity.

Their absorption was on how these dependent features concerned an individual's responses to their work. They feel that as society changes its views as regards the degree of authority professionals should assume regarding their applicant, so must the professional find a role that is comfortable for themselves. I also believed that many professionals have unrealistic assumption regarding their work which leads to feel of dissatisfaction and burnout. Many of managers learn that they have unrealistic assumption regarding managing. This is especially true for beginning managers who had support and collegiality during their training period, yet were left to their own resources once they began managing. When they became depressed and frustrated in their goals, disillusionment followed. They had no one to talk with regarding their assumption. I believed that burnout was essentially caused by a mismatch between what workers feeling they are getting in return from their work and what they feels they are giving to others (Greve, 2010; 60-62). I identified three arrangement of change that professionals to determine when they are in a state of burnout:

- 1- They lose sympathy and tolerance for employees and are inclined to blame them for their own difficulties,
- 2- They determine a loss of their own sense of idealism and optimism regarding variety.
- 3- They look outside their professional work to find achievement. I felt that these arrangements do not necessarily characterize, but are three possible responses to frustrating, tiresome and stressful work in their profession.

I also believe that burnout is caused by ‘the loss of commitment and moralistic purpose in work. Therefore, commitment oneself to a purpose or formal philosophy may prove to have a positive effect in preventing burnout. Depersonalization, which is known as the second factor of burnout syndrome, known as a response to emotional pressure is seen as a strategy to deal with the coping, and excessive detachment. The third and final factor of burnout, diminished personal accomplishment, is believed that it happens because, or as a result of, continued depersonalization and this status causes a decline in the employee’s feelings of competence and successful achievement. (Demerouti, n.d.). The summarization or what we can understand from (Maslach, 1977; 55-62) model states the depersonalization and decreased personal accomplishment as a result of chronic emotional exhaustion.

### **2.1.2 Burnout Occurrence:**

You can feel that the burnout is occurring when you feel that you are smashed and unable to reach to your goals in the working time and meet the requests from people who you are working with. (helpguide, n.d.). With continuous stress and pressure the employee starts to lose the job satisfaction and motivation. Burnout reduces the employee’s productivity and reduces his/her energy, leaving them feeling mostly not receiving any help, having no hopes, pessimistic, and nervous. At the end they feel like they have nothing more to give to their organization. Burnout starts when the employee feels bored, fatigued or unappreciated in the most of his/her days. In this case the burnout starts to have negative effects on the satisfaction of the employee and also starts to have effects on the employee’s emotions and this causes instability in their lives and causes a negative feedback to them at work. (helpguide, n.d.)



### **2.1.3 The Way to Burnout:**

You may be on the road to burnout if;

- You feel that all of the days are the same bad days.
- You feel that taking care about your job and caring about home is just routine and losing energy.
- You feel you are overtired all the time.
- If you feel that the most time of your day is spent on works which you think they must not spend your time.
- You feel what you do makes no difference and the work you do is not appreciated by the others. (helpguide, n.d.)

### **2.1.4 The Burnout Prevention:**

We use the (THREE R) approach which states;

1-You have to know (Recognize) the signs of burnout.

2-You have to avoid damaging and undo the damage by managing the pressure and ask for support from your co-workers. (Reverse)

3-Be elastic to the pressure and stress you receive by taking care of your health and social life, and giving time to yourself to do the things that you like.(Resilience)  
(helpguide, n.d.)

### **2.1.5 Causes of Burnout:**

Burnout occurs in many cases and many places. Firstly we must know that burnout is not only happening with employees but the highest percentage occurs between the employees and stems from their job. Anyone who feels overtired, stressful and too much pressure on him is at risk for burnout. The people who are working hard inside offices and having no vacations for long times and passing to a mom which she offers only inside home daily needs and struggling with the taking the responsibility of the kids. Stress and pressure are not the only reasons of burnout, we can say that the developed stress and pressure can cause the burnout. Burnout occurs when many kinds of pressure and stress happens to the employee and this effects his/her life and it becomes bigger than once he/she finds his/her self in a big problem which cannot deal with daily demands from the work.

As we said burnout is not only because of too much responsibility and high work pressure, also other factors lead to burnout such as lifestyle and personal habits (norms). What do you do in your free time or the time which you have not any obligatory tasks, and what is your vision to the life, these are important points of causing burnout (James, 2004; 33).

### **2.1.6 Top ten causes of Burnout:**

According to Lori James (James, 2003; 46) there are ten main causes of burnout which are;

#### **a. Losing Sight Of One's Values And/or Priorities.**

When an employee starts to perform a task which needs too much time and the employee does not think that this task is that meaningful and important to give it all of that huge time which he gave, in this status the employee feels very tired mentally and

physically and losses too much energy with a task which she/he does not find it that important.

Engaging employees in activities which they do not find them important and meaningful drains their energy and causes them feeling tired and also causes dissatisfaction from their job.

#### **b. Allowing Others' Expectations To Determine How You Spend Your Time.**

When an employee uses to schedule his/her life according to the roles which the work needs and managers ask, automatically this step will cause more pressure on the employee. When the employee tries to meet other people`s expectations and interests and also when the employee tries to perform many tasks in a limited time, in this status the employee feels burned out. When the employee writes his/her daily schedule and asks his/her self about the priority points which he/she has to perform at that day, at that time the employee can feel better (James, 2003; 53).

#### **C. Allowing Issues To Become Bigger Than They Really Are.**

Whenever a problem occurs in the work if the employees give the problem a size bigger than the real size of the problem, more stress and pressure happens to the employee.

If the employee always feels overtired and stressful, he/she does stop at a point and asks for the main reason of his/her stress? When she/he asks this question to his/her self automatically she/he can get an answer and while getting this answer can relieve the stress and stop it in a point. The employee should be able to perform the works and tasks in the time, because another problem which causes burnout at work is the employees stress about meeting the accurate time (deadline) (James, 2003; 47).

#### **D. Overlooking the Importance of the 3 Rs.**

What we mean by the three Rs is the Rest, relaxation, and rejuvenation.

What we mean by these points is, taking a regular days off, and taking some periodical permissions from the work.

This status increases the productivity of the employee and also gives more energy to the employee which will make his/her doing the job more effectively and efficiently in shorter time and also increases the job satisfaction (Gonca Kilic, 2011; 115-118).

#### **E. Failing To Care For Yourself.**

Personal taking care about your self is very important point to let everybody feel relaxes and free of pressure. When an employee gives all of his/her time to the work, any work organization`s work or taking care of family and any other obligatory task, automatically he cannot find an appropriate time to have social activities and any other not obligatory task which he/she likes to do. Losing the time to do what you like and always keeping the things which you like to do at the end of the tasks which you wrote to perform will cause a psychological tiredness. This tired, stress and pressure together once can become burnout (James, 2003; 62).

#### **F. Adding To Your 'To-Do' List Without Deleting.**

The most important point which leads directly to the burnout is weighing too much things on the employee`s mind. Every employee have a plan for his/her working day, the employee`s sometimes give the things bigger size than the their real size, and this causes very high stress. When any employee perform a task, he/she should delete the performed task from his/her to-do list, keeping the performed task in his/her to-do list causes more stress while always looking at it. Whenever an employee finished one

item from to-do list he/she can pick another task from longer list but with deleting the performed task. Another point, when an employee wants to do something which is not his/her list must delete or delay an item which he/she does not account it as very important point to be done at that time (James, 2003; 62).

### **G. Forgetting To Express Gratitude.**

If you always be pessimistic and find everything bad in life, be aware you will be on the direct way to the burnout. At this point take some of your time, leave everything and think positively about your life and be optimistic some little time. Stop thinking about bad things, faults and blames but try to focus on gratitude and appreciation expressions instead bad things. When you find the reality of the happiness in the life you can gain more energy and easily pass through some points which they were problems for you before now (Judge, T. A. 2011; 200-204).

### **H. Overlooking the Importance of Humor.**

While the working or at your work place, if there be some co-workers who can say things which let you laugh in different times will increase your energy. One of the ways of avoiding the burnout is humor, fun and laughing. The more fun you have during the work and the more humor will also make you a more productive employee because this increases the energy. Asking the life very seriously and not laughing is a short way to burnout (Judge, T. A. 2011; 200-204).

### **I. Getting Stuck In a Rut.**

When the work becomes very easy to you and you find that you are able to do in a very short time, then once challenge yourself and try to find another way. Routine and seeing the same things every day is also another cause of burnout. As we mentioned before burnout does not happens only because of difficulties and struggles. In this case try to give the best to your work and also for every work you do try to find new ideas to

do your work with a higher performance. Do not look at your work always from the same point or the same corner, sometimes try to look at it differently (Judge, T. A. 2011; 200-204).

## **J. Forgetting To Go Back To the Beginning.**

When an employee starts to blame his/her self about decisions which were taken a lot of time ago, automatically the employee feels stressful. The employee should never think only in the bad points of why he/she did choose this career but he/she must think in the good points which attracted him/her to do the work. At this point the employee must think that he/she have to pass this point and he/she needs to at least open a new way to his/her life and he/she should know that the life does not stop at one station (Judge, T. A. 2011; 199-204).

## **2.1.7 The Specific Causes of Burnout:**

### **2.1.7.1 Work-Related Causes of Burnout (Helpguide, N.D.)**

- Feeling of losing control on your job, or having less control than which you had before.
- Not receiving any rewards while performing a task successfully.
- Does not know the job demand or expectations higher than what you can perform.
- The job becomes routine, dull and not competitive.
- Performing tasks in a disordered or unappropriated environment.

### **2.1.7.2 Lifestyle Causes of Burnout (Helpguide, N.D.)**

- Giving all of your time to working, less or no rest and relaxation.
- High expectations from the employees from many people.
- While taking too much responsibilities at the same time, the employee does not receive enough help from the others.
- Not getting enough relaxation and sleep.
- Lack of close people to the employee and have no supportive relationship.

### **2.1.7.3 Personality Traits Can Contribute To Burnout (Helpguide, n.d.)**

- Want everything perfect; nothing is good enough.
- Having a pessimistic vision to his/her self and the world.
- Want to control everything; others refuse.

### **2.1.7.4 The Stress and Burnout: (Helpguide, n.d.)**

As we mentioned before now, we cannot say that the burnout is same as stress or too much stress but burnout is the result of unrelenting stress. We can define stress as a status that demands too much from an individual or some individuals physically and psychologically. The people who are stressed, they still have a vision and imagination, though they can still control everything and do their job and then feel better. But the burnout is different, being burned out means have nothing in hands and mind to do feeling empty, no encouragement and not caring. The people who are in burnout experience, they cannot see anything good for their future and they are always having a

negative vision for their future. Also when you always try to be aware of being stressful, you cannot imagine burnout occurrence. There is another point, which assures that burnout is not only caused by over-working, one of the points which cause burnout is disengagement but the stress is caused by too much engagement. While the employee having too much stress but he/she still has the emotions, but the burned out employee is empty or having less emotions. The stressed employee feels tired and feels like he/she needs too much time to rest and get some energy but still have hope, in the other hand the burned out employee feels hopelessness. The employees who are stressed, their primary damage occurs physically but the people who are experiencing burnout their main damage is emotional (Hodgkinson, 1984; 36).

## **2.1.8 Job Burnout Job Factors That Contributing to Employees**

### **Burnout**

#### **2.1.8.1. What Is Makes Some Jobs More Stressful?**

Not to work is a condition where you have all the motivation or incentive which leads to feelings of depression or stress lose. There are many factors, fatigue can contribute, including factors and lifestyle and personal characteristics of the facilities of the relevant function. Some companies and industries is much higher than the rate of other features. Number of employees with the following features and more to create more tension to:

No job descriptions, and explains clearly, if you need to change, and it is not difficult to understand, or if you have not signed it seems otherwise, workers are more prone to burnout (Hodgkinson, 1984; 11).

**A-Requirements impossible:** Explain sometimes it is also not possible to perform this task. If the responsibilities of a job over the amount of time given to complete them



properly, for example, it's really not possible to do so. Workers put a lot of effort and never quite feeling of accomplishment, which also leaves them at risk of burnout.

**B-High Stress Times with No down Times:** Many jobs and industries lack of Times where workers work longer hours and for once should handle a more intense workload. It really invigorated the people recognized in the extra effort, proper compensation, and can help you feel limited. It seems to be problematic when the "lack of time" is year-round and there is no time for workers to recover.

**C-The Big Consequences for Failure:** people make mistakes; it's part of being human. However, when there are serious consequences, sometimes accidentally, like the risk of a lawsuit, for example, overall work experience much more stressful, and becomes prone to burnout. Legislation or health care because they often have higher rates of burnout potential consequences.

**D-Lack of personal the control:** people what they do and why they are creatively come up with ways of dealing with problems that arise need to be able to decide to feel excited. Generally, the workers and their environment and daily decisions restrict feel unable to control the individual are at greater risk for burnout.

**E-Lack of Recognition:** It's hard to work and be recognized for any achievements difficult. Award, public praise, bonus and other tokens of appreciation and recognition of achievement a long way in keeping morale high. Where are rare applause, burnout is a risk.

**F-Poor Communication:** Because of poor communication in a company is unclear job expectations or little recognition or some of these problems can increase. An employee has a problem and right to help someone who is in a position to discuss this with cannot, it can lead to feelings of low personal control.

**G-Insufficient Compensation:** Some businesses just are stressful, and it is those things that you just have to accept as well-if paycheck to paycheck is enough. However, if

demand is high and low financial compensation, the workers find themselves thinking, "He has not paid enough to deal with this!" And increases the risk of burnout.

**H-Poor Leadership:** Company leadership to prevent or burnout can go a long way towards contributing. For example, depending on the leadership, employees can receive recognition for their achievements, they have difficulties when supported, valued, safe, etc. or unmarked, may feel unfamiliar, treated unfairly, not in control of their activities, their position insecure, unsure of their job requirements, and poor corporate leadership is a factor that can affect many others, many of which can put an employee at risk for burnout (Hodgkinson, 1984; 53-63).

### **2.1.9 Factors of Burnout**

In this review we research about the Lack of Social Support Lack of social support has been arranging to improve burnout in a few reviews. In my Studies, I utilized organization representatives of expert specialists' scores on the Management purchase in (MBI) and recommended that individuals who have social support promptly accessible are less inclined to encounter burnout. Had proposed that social bolster included six-goal: tuning in, expert support, proficient test, passionate support, enthusiastic test, and the sharing of social reality. They found that tuning in (tuning in without giving counsel or making insight) and enthusiastic support (having somebody who is on your side and who appreciate what you are doing) were essential goals to lighten burnout. Found in their exploration that educators with low burnout were less distanced than instructors with high burnout, recommending the significance of social support from different instructors. It can be closed from these reviews that the significance of social support and help can't be limited if burnout is to be forestalled. The preparation and capacity of care groups are particularly imperative (Lavandero, 1981; 17).

## **A-Demographic Factors**

Various statistic factors have been connected with burnout in directors. In my Studies have reliably revealed that burnout will probably create in men than ladies the individuals who instruct in higher review levels, for example, fifth, 6th, middle school, center, or senior in college and those supervisors in rural or rustic situations. Taking a gander at these what I discoveries from my reviews can reason that men are more powerless against burnout than ladies and may require more social support and help. This might be particularly valid since there are less guys in work, bringing about less male fellowship or even male holding. This absence of male social support may add to sentiments of distance and disappointment, which prompts to burnout if not distinguished and preventive measures taken. For those administrators who instruct in organization representatives, center and abnormal state, higher burnout was accounted for in contrast with those educating more youthful evaluations that chiefs working with these representatives feel less rewards and less occupation fulfillment. The business financial magazine investigation of NY State instructors, for instance, found that about 40 percent of these directors revealed that viciousness was a 'day by day concern', and 25 percent announced that they had really been physically damage by a laborer on the working organizations.

We have numerous administrators who oversee work in organization who detailed their own debilitation and disappointment with top chiefs subsequently of ill-bred laborers. The dominant part of these administrators showed push high and high experience. What was predominantly influenced was the chiefs craving to keep on investing their own time and exertion with laborer who were unappreciative and to a great degree ill-bred towards them. Since frustration is one of the central point related to burnout, it gets to be distinctly clear that supervisors of these more seasoned laborers would encounter larger amounts of burnout. Single administrators additionally express larger amounts of burnout. It has been our experience that these people frequently need social support at home and spend extend periods of time on their overseeing. At the point when the normal prizes are not tried and true with the exertion set forth, sentiments

of bafflement, forlornness and even outrage are accounted for. The prizes are not seen as adequate with the exertion, and outrageous disappointment comes about. The requirement for social support and correspondence with others is critical with the single discussion. Another variable prompting to burnout is overseeing in common or country situations. The absence of parental support in a large number of these situations frequently prompts to disheartening for the administrator. Extra issues of absence of supplier and locale reserves, alongside training issues just increment the dissatisfactions for supervisors (Maslach, 1977; 100).

### **B-Worker Violence, Colleague Discipline and Control**

Attempting to control workers who are troublesome, problematic and rude has for some time been an issue for some supervisors. A National Education Association detailed that almost three-fourths of all chiefs felt that teach issues concerned their director's adequacy. With these noteworthy figures, it shouldn't amaze us then to find that supervisors who see workers control as having turned out to be more troublesome for them were probably going to report more prominent depersonalization, and a lower feeling of individual execution on the Burnout Inventory. It is additionally of intrigue that these indications of burnout are even obvious amid the chief preparing period. For an example of full-time rehearse supervisors, drawn from one vast college, revealed that practice directors who did not feel arranged for organization train issues scored bring down on the individual accomplishment scale.

At the end of the day, these starting administrators preparing were more inclined to burnout since they felt to a lesser extent a feeling of individual execution in their work. Self-Concept Studies on representative's burnout demonstrate that administrators were instructing with higher self-ideas were more confirmation to stress and more inclined to control a feeling of individual achievement while working under weight. This was likewise observed to be comparable for practice workers as measured by the Dimensions of Self-Concept and corresponded with the MBI. Significant proof was available that those practice workers who scored high on the positive self-idea scale

tended to enroll low scores on the burnout practices. Workers regularly feel that their feeling of self-esteem and acknowledgment are influenced when they get to be distinctly baffled and demoralized. We have found that they start to scrutinize their explanations behind being a chiefs and thinking about whether they have anything to offer their representatives. When they start to question themselves with reference to whether they have the individual qualities important to be a chief, their questions straightforwardly influence their self-idea.

As sentiments of burnout increment, it has been our involvement in working with instructors that negative sentiments of dread and blame can get to be squash. When they have sentiments of dread that they won't have the capacity to be effective in their correspondence with other administrator as well as their workers, they trust they don't have anything more to give. Their own particular needs are not being met as they feel increasingly diminished. In the meantime they regularly feel remorseful over their foreseen disappointments in not satisfying their goals and desires that they conveyed to educating. On the off chance that these emotions are not expected and managed, burnout will happen and colossal harm to the representative will come about. The real accentuation here for workers is that negative emotions and practices not managed certainly will change the ways people see themselves, and will have significant results for their sense of pride and self-respect (Patrick, 1984; 16).

### **C-Other Work-Related Factors**

How an employee's sees the way of their work and their own part as they interface with partners and staffs compellingly affects their being inclined to burnout. Disappointment with one's work does not actually prompt to burnout. Nonetheless, the total impact of negative involvement, alongside a workers observations that these antagonistic conditions deny them from feeling fruitful in their achievements make a representative powerless (Patrick, 1984; 18).

### **E-Administrative strength**

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### **F-Role Conflict and Role Uncertainty**

Numerous administrators report having a feeling of part strife when improper, contradictory, and conflicting requests are put on them. Whenever at least two arrangements of these conflicting part practices are experienced by an individual, part struggle comes about. At the point when the directors can't accommodate irregularities between these arrangements of expected part practices, they encounter struggle. These contentions are very apparent in the overseeing calling. Supervisors are prepared to give quality work to their representatives. They enter the calling with energy in offering their insight to others. Following a couple of months of showing they frequently discover they are not being urged to utilize the instructional strategies that they learned were best for their representatives. Educational modules materials as often as possible are not accessible to them. Regulatory limitations, troublesome workers, packed collogues, and frequently poor physical offices keep them from achieving the objectives they once had. This contention for when we distinguished two normal wellsprings of contention for representatives:

(1) they are relied upon to give work quality to their workers, while they are frequently prevented from utilizing the best educational programs material accessible and the most demonstrated instructional strategies, and (2) they are considered Responsible for taking care of the train issues in their collogues while they are not given the expert to do as such. Part equivocalness is the point at which the supervisors has an

absence of clear, steady data with respect to their objectives, obligations, rights, and obligations and how they can best be completed. The suspicion is that an organization part is plainly characterized. Be that as it may, we frequently hear chief asking, 'What amount do I need to fulfill to be assessed as powerful and effective?' alongside, 'Am I given the privilege to teach my preparation or do I need bolster from head director who are not tolerating this obligation?' This equivocalness in what the administrator's rights are makes huge clash, outrage and demoralization for some. Different reviews expanding upon the work of detailed that part strife and part vagueness in different callings will essentially influence a man's anxiety and their fulfillment (Lief, & N. R.,1963; 182-185).

### **G-Isolation**

Regularly starting supervisors enter the calling trusting they will now have a place with the gathering for which they have worked long and hard. Soon they find that chiefs are a Disengagement aggregate defenseless against open feedback and assault. Truth be told, chiefs are not regarded by a large number of their representatives, even directors. They are immediately helped to remember their disappointments and just on uncommon events are lauded for their triumphs then supervisors left his occupation in that time it's excessively troublesome, making it impossible to representative begin work with new administrators . These new directors soon take in the forlornness and separation felt by others in their calling.

Work structures are time after time masterminded so administrators are in contact with just a couple others, for example, the individuals who have a similar lobby or are on a similar break. In the event that they don't have break obligation, they can some of the time burn through five minutes unwinding, and may even have time for some espresso and some imparting to partners. On the off chance that partner's issues barge in, they might be ransacked of those couple of minutes to take a break. As a gathering, most. Directors are profoundly social and anticipate associating with others. Burke and detailed that burnout was altogether associated with administrator's apparent

absence of social support. We have found that director and worker, particularly starting supervisors and representative, report more sentiments of forlornness and disconnection as a component of their expert life.

This is particularly valid for single representative and director. Regularly single director invest a lot of energy and exertion on their preparation. At the point when the feedback from representatives and directors, alongside problematic workers possess an extensive piece of their day, sentiments of dissatisfaction and outrage are a typical outcome. They frequently reveal to us that, 'It simply isn't justified, despite any potential benefits any longer! Nobody minds so why make a decent attempt? Why would it be a good idea for me to invest so much energy just to feel disappointed and irate with managers who decline to assume liability for their own oversights?'. Many reveal to us that they go to work in the morning and once in a while leave their work unless they have a meeting or some kind of obligation.

At the point when their representatives are hard to oversee and there is little pleasure from their work, organization turns into an extremely unfulfilling place. What is required today is help to burnout on the significance of social cooperation while at organization, and in addition taking in the need of creating care groups that are educated in regards to strategies for giving help. Individual and gathering backing are expected to help organizations with their day by day issues. They additionally need to figure out how the pessimistic circumstances influence them by and by. Discovering that they can change their own particular view of negative circumstances will help them feel a feeling of force and control over their own particular troublesome organization situations. Absence of social bolster produces sentiments of forlornness and detachment. At the point when these sentiments are not managed, disappointment is the characteristic movement which at last prompts to burnout (Greenglass, 1989;79) (Reed, 1979; 7).



## **H-Disappointment: Why managers Burnout**

Burnout is unmistakably an expanding issue in the working calling. Probably the most imaginative and gifted laborers have left due to burnout. These specialist were once eager and eager to take in his work appropriately. The prizes, for the most part individual, were there amid their preparation and initial couple of months of preparing. Before long, in any case, they were confronted with feedback, packed colloques, the effect of directors deficiencies, ailment, absence of employment portability, absence of money related and passionate prizes, troublesome preparing assignments, Poor working conditions, troublesome working, troublesome heads, absence of regard, practically zero social support, and other negative conditions. Confronted with these sorts of circumstances, numerous representatives feel furious and demoralized.

At the point when conditions don't enhance and directors are not given support, they start to feel a feeling of misery. They feel that they have not been compelling in their work, that they can't provide for their representatives what they had once trusted they could and even trusted they would. They no longer feel accommodating and start to encounter lost self-regard. These sentiments of powerlessness as a rule prompt to sorrow which brings down their self-regard and they start to trust the occupation is past their capacities. Gloom is frequently joined by sentiments of blame and curbed outrage. On the off chance that the chiefs is not offered assistance to recognize and handle these sentiments, dissatisfaction sets in. Bafflement is typically the last stage which eventually prompts to burnout. Now, the procedure is hard to switch. It is at this last stage the individual either leaves the calling or, in the event that they should remain because of money related reasons, their employment gets to be distinctly without the significance it once held for them. They feel sad that any change will ever happen, their frustration is obvious to themselves and to others around them, and they don't know where to search for offer assistance (Freudenberger., 1980; 67).

## **I-Neglected Needs**

At the point when an individual sees that their needs are not being met over a timeframe, they get to be distinctly demoralized, irate, and discouraged. In the event that a mediation program is not started, dynamic dissatisfaction happens. Additionally, when negative sentiments are not recognized and taken care of, negative indications regularly increment, which thus influence the physical wellbeing of the person. We talked about this in detail in the past part on stress. At the point when stress is not managed in positive ways, the safe framework is influenced and the body can't deal with the weight it once could under more positive conditions. Ignored requirements fall into three noteworthy zones: (1) Emotional-Physical Needs, (2) Psychosocial Needs, and (3) Personal-Intellectual Needs (Reed, 1979; 19).

## **J-Unfulfilled Expectations**

Most employees start prepare with the desire that they will have any kind of effect in the lives of the youngsters they learn. They anticipate being an individual from a calling where they can impart their thoughts and interests to others. Amid the underlying acceptance time frame, numerous supervisors start to understand that helping young men and young ladies gets to be distinctly auxiliary to authoritative weights, poor colleagues conditions, basic troublesome and ill-bred laborer. These conditions are strengthened by sentiments of dissatisfaction and outrage that what they anticipated that would discover may never be in the undesirable circumstance in which they are set. Without security of residency, there might be practically zero seek after a more attractive instructing task. For some different representatives, changes in groups have brought comparative issues. Desires are frequently broken for both start and experienced administrators who have not been set up to deal with the difficulties brought by constrained dialect capability and the expansive scope of individual needs.

These Neglected desires deliver sentiments of peevishness, outrage, misery and sadness. As the anxiety increments, because of their observations that the circumstance

will never enhance, physical disarranges happen and the director starts the consistent and continuous decrease toward burnout. Supervisors are frequently uninformed that their enthusiastic and physical needs are not being met, and they disregard the side effects that are flagging them that something isn't right and should be helped. The passionate needs of having a place and feeling a feeling of fulfillment and reward for their execution are unfulfilled. Physical requirements of rest, work out, eating regimen and unwinding are ignored, and the body starts to react through enthusiastic weariness and disease. Desires of associate support and communication are typically neglected as the burnout applicant pulls back and seclude themselves.

This is particularly clear in schools where the social support of resources is missing or just negative collaborations, for example, grumbling, which has a tendency to worsen the issue, occur. Scholarly requirements are not being met when workers feel the weight of overwhelming paper stacks and get ready for vast colloques. Their desires of offering thoughts and inventive activities to others are lost in an occupied and requesting plan. Unfulfilled desires prompt to sentiments of irrelevance. Representatives start to feel that they have little to offer others since they feel little satisfaction in their own particular life due to their neglected needs. The occupation is interminable, they fulfill little that is beneficial, there is little acknowledgment or gratefulness and they feel inadequate as a supervisor and frequently even as a man. What they had anticipated that would discover in instructing is not working out, and there is little seek after anything to improve. The same number of have communicated when they went to our workshops, "Things simply appear to deteriorate (Epting, 1981; 47-63).

### **K-Progressive Thwarted expectation**

We talked an awesome arrangement about disappointment prior in this reviews. The vital indicate recall is that the Thwarted desire is dynamic. It begins in little measurements and after sometimes develops to a sentiment give up. All trust is gone and any conviction that the circumstance will change is lost in the negative sentiments and physical consumption (Epting, 1981; 67-69).

### **L-Psychological Symptoms**

Sentiments of despondency, outrage, blame, misery, distance, uneasiness, bafflement, and gloom may show themselves when enthusiastic needs are not being met and educators are unconscious of how they can recognize and address these issues. Burnout really is a mental state, albeit joined by physical side effects too (Epting, 1981; 47-63).

### **M-Physical Symptoms**

Physical indications are showed in different sorts of sickness even to the point where the instructor must disappear of nonattendance. These sicknesses frequently are accounted for as: colds, influenza, sleep deprivation, cerebral pains, and genuine long haul ailments, for example, coronary illness, malignancy, and others (Epting, 1981; 47-63).

### **N-Self-Esteem**

Work that is unfulfilling and deficient in connection to a worker's gifts will influence their self-regard. At the point when the specialist starts to make a negative assessment of their work, they start to feel they too have minimal worth since they see that their preparation is an impression of themselves. The negative messages they say to themselves and get notification from others reduce their self-regard. Basic organization, other workforce over a timeframe will have negative outcomes on their self-regard (Freudenberger., 1980; 73).

### **O-The Stress-Burnout Relationship**

A lot of disarray exists in regards to the distinctions and relationship amongst stress and burnout. This has been particularly valid in the writing on individual burnout, where these two states, burnout and push, have been utilized conversely. One of the primary purposes behind perplexity is because of the way that shifted meanings of

burnout have been exhibited. What is required is a reasonable detachment of the factors identified with stress and to burnout, and an understanding that there is a lot of variety in how a man sees and responds to indistinguishable circumstances that can be unpleasant or could prompt to burnout. Since each individual is one of a kind and sees the world in their own particular manner, burnout is not indistinguishable for every individual, nor are similar occasions unpleasant for everybody. The procedures of stress and of burnout should be clarified, and be perceived as particular wonders. From our involvement in working with people who show push and burnout, and an investigation of the writing, we have built up a meaning of each. As depicted beforehand, they are:

Stress is a state of disequilibrium inside the intelligent person, passionate and physical condition of the individual; it is created by one's impression of a circumstance, which result in physical and enthusiastic responses. It can be either positive or negative, contingent on one's elucidations. Burnout is a disorder which radiates from an individual's impression of neglected needs and unfulfilled desires. It is described by dynamic dissatisfaction, with related mental and physical manifestations which decrease one's self-regard. It grows bit by bit over a timeframe. Stress can be sure or negative contingent upon the individual's observations. It can be of short or long term. Whenever contrary, it tosses the individual into a state of disequilibrium mentally, sincerely and physically. Burnout is the consequence of neglected needs and unfulfilled desires and happens continuously over a timeframe.

It influences self-regard. It is described by dynamic bafflement. We can see then, that anxiety happens at whatever point an individual sees a danger to their prosperity. In the event that this stressor is not took care of, the pessimistic anxiety expands, which tosses the individual into a condition of disequilibrium and requirements are along these lines not met. These requirements can be in the passionate, physical, scholarly or profound regions. At the point when these necessities are not met over a timeframe, and desires identified with the circumstance are not satisfied, the procedure of burnout starts. Accordingly stress can prompt to burnout when stress lessens fulfillment and increments neglected desires. We discover this circumstance in

representative who started their learn with exclusive standards of discovering satisfaction in providing for their laborers. They appreciate preparing and helping specialist learn. With expanding weights because of educational programs changes, workers who are harder to control, who request an incredible arrangement from the supervisor, and weights in their own lives, these chief started a moderate procedure of debilitation and disappointment.

When they feel physically depleted, candidly depleted, mentally exhausted, and need trust or don't have a profound conviction to stick to, the procedure of thwarted expectation has as of now started. Amid troublesome circumstances, you can encounter different levels of stress contingent on how you see and handle it. Keep in mind, stress is only one of the numerous indications advising you that your needs and desires are not being met. Understanding that anxiety is a side effect that must be taken care of, it then gets to be distinctly basic for chiefs, or any person, to distinguish their own particular impression of the risk to them. We will take in significantly more about how to do this all through the book. Considering burnout to be a dynamic ailment that incorporates unmistakably characterized side effects, for example, neglected necessities, can help us in turning around the procedure. We can do this by getting to be distinctly educated about our needs and learning particular systems to address these issues. Burnout can be disposed of. Indeed, the side effects, once perceived, can get to be signs that we should change our recognitions and as a rule our way of life. Figuring out how to do this can change a frustrated life into a renewed life (Lavandero R. N., 1981; 33).

### **P-Revival: The Hidden Signal of Burnout**

Maybe the most startling understanding about burnout got from our examination and investigation of this wonder, is that the signs of it can be utilized as a defining moment in your life. The mental manifestations of debilitation, outrage, disappointment, and thwarted expectation are flagging that your needs are not being met and should be distinguished and satisfied. These mental side effects, alongside physical manifestations like cerebral pains, hypertension, and weariness, the flag that the time has come to roll

out essential improvements. In the event that disregarded, the descending winding will proceed with which leads down the way of aggregate burnout. The prevalent reason that burnout has been looked upon as negative and even. Damaging is that casualties have been not able to perceive that these manifestations are pointers that moves must be made to realize vital life changes at this specific time. For all intents and purposes, the majority of the writing on burnout presents it as a negative, irreversible sickness where the individual can't turn themselves around.

A 'burnout individual' is looked upon as a 'burnout casualty'. Much of the time this phrasing is genuine in light of the fact that the baffled individual trusts all are over for them. They don't think anything can help them recoup the energy of their work or the relationship once more. Numerous gifted and inventive individuals are lost to their calling or to what was before an energizing and compensating relationship. The final product does not need to be negative. What we are proposing, following quite a while of research and working with many people, is another meaning of burnout and an 'Existence Plan' that can restore your life on the off chance that you will investigate where you are and what you should do to change. In our definition, we call attention to that 'burnout is a disorder which radiates from an individual's impression of neglected needs and unfulfilled desires'. This places the obligation on every person to wind up distinctly mindful of their own needs and desires and how they are seeing them (Freudenberger., 1980; 77-86).

### **2.1.10 The 6 Causes of Proficient Burnout and How to Avoid Them**

Burnout it's a word that gets tossed around frequently, particularly among caught up with, working experts: "If things around here don't back off soon, I'm set out toward burnout. The reality, notwithstanding, is that a bustling calendar alone isn't sufficient to trigger proficient burnout. We can be distinguished six "crisscrosses" that make a man more inclined to wear out - and just a single of these variables is an excessive amount of work. It is a typical conviction that there is only one measurement to employment

stretch, work over-burden. For sure, overburden is frequently thought to be an equivalent word for stress. Yet, in our burnout demonstrate, overburden is just a single of six crisscrosses in the work environment. Furthermore, it's not generally the most basic, particularly it things is going great in a portion of alternate territories.

This post will take a gander at Maslach's six jumbles, and offer recommendations for how to make up for them keeping in mind the end goal to maintain a strategic distance from expert burnout (Maslach, 1977; 70-78).

## **1. Lack of Control**

To feel fulfilled and capable in our occupations, we need a feeling that we're in control of our errands and their results. On the off chance that we haven't been given a suitable level of obligation, or on the off chance that we don't have admittance to the instruments or assets expected to carry out our occupations well, we can undoubtedly begin to get a handle on of control. As indicated by Maslach, an absence of control can prompt to a vocation that is in direct clash with our own qualities: "Control issues happen when laborers have the lacking expert over their work or can't shape the workplace to be reliable with their qualities. A feeling of viability is probably not going to happen when laborers are feeling slammed by conditions or effective individuals inside the association. What to do about it: If you're feeling smothered in your present part, consider approaching your boss for more self-governance or obligation. In case you're feeling undereducated or undertrained, find a way to learn new attitudes or sharpen existing ones. In case you're encountering any uncertainty on your part or obligations, be proactive and clear up precisely what's anticipated from you (Maslach, 1977; 70-78).

## **2. Deficient Reward**

While we frequently consider compensates in money-related terms, yet work environment prizes can include anything that makes the everyday stream of work fulfilling. This could positively be money related prizes (high pay, great advantages),



however, can likewise be social prizes (acknowledgment from people around you) and natural rewards (the inclination that you're making a decent showing with regards to). In case you're inadequate in any of these three regions - money related, social, or inborn prizes - will probably feel disappointed with your work and might be more vulnerable to burnout. What to do about it: Maslach trusts that burnout is more probable when your prizes don't coordinate your desires. On the off chance that it's inside your energy to ask for and get expanded prizes (a raise, acknowledgment for an occupation well done, and so forth.), that is an awesome initial step. On the off chance that this isn't conceivable, notwithstanding, it might be useful to modify your desires. Will you discover characteristic significance from knowing you did the employment well? Can you seek peers for acknowledgment as opposed to your predominant? (Maslach, 1977; 55-62).

### **3. Lack of Community**

A strong feeling of the group is portrayed by great collaboration, low levels of contention and positive social connections. A solid group is important to intercede the worries of work: "Individuals flourish in group and capacity best when they share commend, solace, bliss, and amusingness with individuals they like and regard. Notwithstanding enthusiastic trade and instrumental help, this sort of social support reaffirms a man's enrollment in a gathering with a common feeling of qualities. What to do about it: If your working environment is inadequate with regards to a feeling of the group, ask yourself what you can do to build positive social communications with partners. Propose approaches to lessening strife and office governmental issues - or at any rate, abstain from taking part in it. In case you're an info pruner or work freely, find a way to encircle yourself with similar people who can offer support and decline sentiments of detachment and depression (Maslach, 1977; 60-62).

### **4. Absence of Fairness**

An apparent absence of reasonableness can prompt to sentiments of being disregarded or feeble in your present circumstance.

- Inequity in workload or pay

- Cheating in the working environment
- Inappropriate treatment of advancements or assessments
- Poor debate determination hones

Strangely, brings up that individuals are for the most part more worried about the presence of reasonableness (i.e. that a methodology is completed reasonably), than that the real outcome is reasonable. We need to realize that our bosses are doing their best to keep up a reasonable and evenhanded work environment; we're not as worried that the genuine outcomes are reasonable.

What to do about it: If you trust there's imbalance in the work environment, your most solid option will be to convey it to the consideration of your boss or partners. Propose elective methodologies for dealing with debate or differences, and support the utilization of institutionalized devices, scales and methodology to guarantee a feeling of reasonableness in the work environment (Maslach, 1977; 83).

## 5. Conflict in Values

A contention in qualities happens when your own qualities and objectives aren't in accordance with those of the association. An extraordinary case would be somebody who has a solid confidence in the empathetic treatment of creatures working for a meat handling plant. What to do about: we propose two choices for managing a contention in qualities: either endeavor to align your own qualities with those of the association, or leave the association and search for a more significant employment. While little, less critical esteem confounds can regularly be obliged inside your present place of employment, finding an association that backings comparative qualities might be ideal (Maslach, 1977; 83).

Maybe the component most regularly connected with burnout, work over-burden is essentially an unsustainable workload. The greater part of the creator characterizes it as "occupation requests surpassing human points of confinement." It might happen when the amount of work surpasses the measure of the time accessible, or when the employment is essentially excessively troublesome given your present assets, expertise

set, or level of capacity. What to do about it: Sufficient time and chance to rest and recuperate from work over-burden are basic to maintaining a strategic distance from burnout. Incidental tight due dates and exhaust shouldn't prompt to burnout if your workload is typically supportable. Maintain a strategic distance from the incessant exhaust, and work in non-debatable circumstances of recuperation taking after especially occupied or upsetting circumstances (Zimbardo, P. G.1969; 186-199).

## **6.Last Thoughts**

Proficient burnout is about significantly more than simply working extend periods of time. Crisscrosses between qualities, desires, and assets all have a major influence, however, can regularly be maintained a strategic distance from by making the proper preparatory strides(Zimbardo, P. G.1969; 186-199).

## **2.1.11 Organizational Culture and Working Conditions**

Organizational culture can promote or prevent fatigue. The behavior of managers and supervisors is a factor in fatigue. Harassment in the workplace, verbal abuse and negative circumstances chronically can make even the most productive worker burn out. Bullying at work is another possible cause of fatigue, as well as dysfunctional labor relations and functionally. Excessive noise, extreme temperatures, and other poor working conditions can lead to high levels of stress and tension are relieved chronic can cause many of the symptoms of fatigue (Greenwood, 2010; 34).

### **2.1.11.1 Burnout is Fixable**

Burnout can be treated in many cases, treatment should be related to the source of the problem. A person may not be able to personalize the treatment effect by changing jobs or to learn different ways to manage stress. Management tools for dealing

with burnout in staff, including coaching and counseling, job or restructuring workload and clarify the role of the workplace. Bullying in the workplace should never be tolerated by a manager or organization, nor should any kind of harassment. Some forms of harassment, including sexual harassment, not only fatigue but also against the law (Jobs, 2010; 63).

### **2.1.11.2 Repairing Culture and Conditions**

Senior leaders of an organization should also work regularly for signs of burnout, such as increased turnover, low productivity, poor morale and evaluated. Organizational culture can be changed to better communication, systems that provide increased opportunities for meaningful work and working conditions have been improved or modified. If working conditions such as high temperature cannot be changed, other strategies can be employed, such as installing a fog system, rotating jobs or provide protective clothing to reduce the effects of heat (Jobs, 2010; 63).

## **2.2 Job Satisfaction:**

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. (Parvin, n.d.). Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. (Parvin, n.d.). Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity. (Parvin, n.d.). Lu, While, and Barriball (2005) mentioned the main model of job satisfaction focuses on all the feelings about job of an employee. However, what makes a job satisfying or dis-satisfying does not depend only on the nature of the job, but also on the expectations that employees have of what their job

must give. (Lu, n.d.). Maslow (cited in Huber, 2006) arranged human needs along a five level hierarchy from physiological needs, safety and security, belonging, esteem to self-actualization.

In Maslow's pyramid, needs at the lower levels must be fulfilled before those rise to a higher level. (Lun.d.). According to Maslow's theory, some researchers have approached on job satisfaction from the perspective of need fulfillment (Regis &Porto, 2006; Worf, 1970; 43-48). Job satisfaction as a match between what individuals perceive they need and what rewards they perceive they receive from their jobs (Lu, n.d.).

However, overtime, Maslow's theory has diminished in value. In the current trend, the approach of job satisfaction focuses on cognitive process rather than on basic needs in the studies. (Lu, n.d.) Frederick Herzberg Theory: Herzberg an American Behavioral scientist suggest that people show their dissatisfaction with salary, job security or organization policy. However, the improvement in relation to these factors dissatisfying does not mean it is not necessary to have a satisfactory staff. It determines the health factors such as recognition, achievement and growing. According to these might be helpful to raise job satisfaction level .The independent effect of hygiene factor is inconclusive and have been revisited time and again. Theory of job characteristics: This theory first introduced in 1975. The concept of this theory revolves around five core work and three psychological dimensions. Skill variety, task identity, task significance, autonomy, and task feedback are the work attributes that result in three psychological states namely meaningfulness of work, responsibility for work outcome, and knowledge of work activities (Shaffer, 1998; 54-57).

There are numerous other theories of job satisfaction and consequent models that have gained prominence, among them being the two factor theory (Herzberg, 1959; 113) which postulates that satisfaction and dissatisfaction in the workplace are driven by motivation and hygiene factors respectively Brian Hill says that one of the most important factors which affect the job satisfaction is the workload and stress level. (Brian Hill, n.d.). Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and

supervisors and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning. (Brian Hill, n.d.). The office operates in a crisis mode because supervisors don't allow enough time for employees to perform their assigned tasks effectively or because staff levels are inadequate. (Brian Hill, n.d.). Job satisfaction was the subject of considerable interest among scientists and researchers behavioral research management rights over a period of time. The number of organizational and individual, and psychological factor has been identified to enhancing the level of satisfaction. However, it has been re-considering these factors over and over again and a determinant of job satisfaction information is still not conclusive. This has led to the development. Conceptual model and tested in developing countries to assess the size of the various factors that May enhance job satisfaction for the employee in determining the work in the public and private sector. (Ellickson., 2001; 517).

The job satisfaction is defined by many people who have wrote their studies about this issue and they mention it in this way. According to Evans (1999), job satisfaction is defined as “a state of mind encompassing all those feelings determined by the extent to which the individual perceives her/his job related needs to being met”. (Maforah, 2012; 38) The concept of this theory revolves around five core work and three psychological dimensions. Skill variety, task identity, task significance, autonomy, and task feedback are the work attributes that result in three psychological states namely meaningfulness of work, responsibility for work outcome, and knowledge of work activities. (Shaffer, 1998; 87-118).

Frazier (2005) stated that there are a few elements that affect job satisfaction, which are extrinsic and intrinsic motivating factors, the quality of supervision and social relationships with the work group. Intrinsic motivation, as explained by Hanaberg (2010) is interest based and extrinsic motivation is compliance based. (Lai Chai Hong, 2013; 40) Job satisfaction, “a positive emotional state resulting from the appraisal of one’s job or job experiences places an emphasis on the task environment where an employee performs his or her duties and the attitudes that are formed through interactions within this environment (Locke E. A., 1976; 236-239). Employee’s job satisfaction is pleasure that an employee derives from his/her Job. It is an attitudinal

variable that describe how people feel about their job. Similarly suggest job satisfaction is determined by the balance between inputs and out puts. According the concept, human has basic and universal needs and that, individual needs are fulfilled in their current situation, and then that individual will be happy.

Job satisfaction depends on balance between work role inputs (pain)- like education, working time, effort, and work out puts(pleasures) like wages, fringe benefits, status, task importance, working conditions, and intrinsic aspects of the job. If work outputs (pleasures) are relative to work role inputs (Pains) (Saibou, , 2010; 77 ). By improving intrinsic motivation, the employer can take care of the employees' interest, including their passion, drive, creativity, and energy. (Lai Chai Hong, 2013; 62). Extrinsic motivation, on the other hand, can be improved by giving positive reinforcement to the employees such as raising their salary, giving them compliments, giving them more important tasks and so on. (Lai Chai Hong, 2013; 94). People assume that since such bonuses, but does not appeal to the effort, and a better salary for the identical level of effort to determine the decision to terminate and a higher level of satisfaction. From a psychological perspective, job satisfaction is often described to include task environment, compensation, communication, And social relations at the work place (Spector, 1997; 353).

Job satisfaction is a broader concept than the related cross-cultural facet –work adjustment – that measures only The degree of comfort and adaptation regarding different performance standards and expectations and work values in a new environment (Black, 1988; 277-294). The extrapolation of various job-, task-, and organizational factors from domestic settings is also found to predict expatriate job satisfaction. In a study of expatriates in US MNCs, job task(Autonomy, skill variety, role ambiguity, task identity, and significance) and organizational factors (participation and career advancement) predicted both intrinsic and extrinsic job satisfaction (Naumann, 1993; 61-80). Employee's job satisfaction is pleasure that an employee derives from his/her Job. It is an attitudinal variable that describe how people feel about their job. Similarly suggest job satisfaction is determined by the balance between inputs and out puts. According the concept, human has basic and universal needs and that, individual needs

are fulfilled in their current situation, and then that individual will be happy. Job satisfaction depends on balance between work role inputs (pains)- like education, working time, effort, and work outputs (pleasures) like wages, fringe benefits, status, task importance, working conditions, and intrinsic aspects of the job. If work outputs (pleasures) are relative to work role inputs (Pains) (Saibou, 2007; 143). Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. (Parvin, n.d.). Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. C.R.Reilly (1991)

Defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. (Parvin, n.d.). Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. (Nayak, n.d.). Abraham Maslow (1954) suggested that human need from a five-level hierarchy ranging from physiological needs, safety, belongingness' and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985). (Sowmya, 2011; 3). A survey released by recruitment firm said that the fast-moving telecommunications industry is the worst in the Australia for employee burnout. It found that percent of employers in the sector were reporting increasing levels of burnout in the workplace. (LeMay, 2005; 4).



### **2.2.1 The job satisfaction:**

Job satisfaction is a very wide and long term which there have been many studies on this term.

Job satisfaction is a term with many faces (multifaceted), and with a numerous of definitions and related subjects. (Lu, n.d.). Many studies of the managers and the people who concern about the management focuses on the job satisfaction, because the people spend too much time of their life with working , for this reason understanding the points which lead the employees to satisfaction during their work is very important to create a well-being of the employees in the life. (Lu, n.d.). The Job satisfaction is directly related to the employee`s feeling or vision to the kind of his/her work. Job satisfaction can be affected with different factors, such as the relationship of the employee with his/her boss, the environment of the place which he/she works in and the degree of achievement to the goals. The researcher who have wrote their researches about the job satisfaction, do not agree that the high rate of job satisfaction will also let the employee to produce a higher job performance, in reality sometimes the high rate of job satisfaction may also decrease the job performance. For example, if there be an employee in a company and have no tasks, this employee will be very satisfied from his job in the short run, but of course we the company cannot wait a good performance from this employee for the long run (Saibou, 2007; 151) (Black, 1988; 296-300).

**2.2.1.1 According to the available information and the studies which have been written about the effective points which let the employee to be dis-satisfied and think in giving up the job are:**

1. The relationship of the employee with his/her supervisor is very bad, no way to repair it.
2. The difference between the values of the employee and the company managerial culture.
3. The employee burnout makes the employee feel damaged. (Lu, n.d.).

### **2.2.2 Theories of Job Satisfaction:**

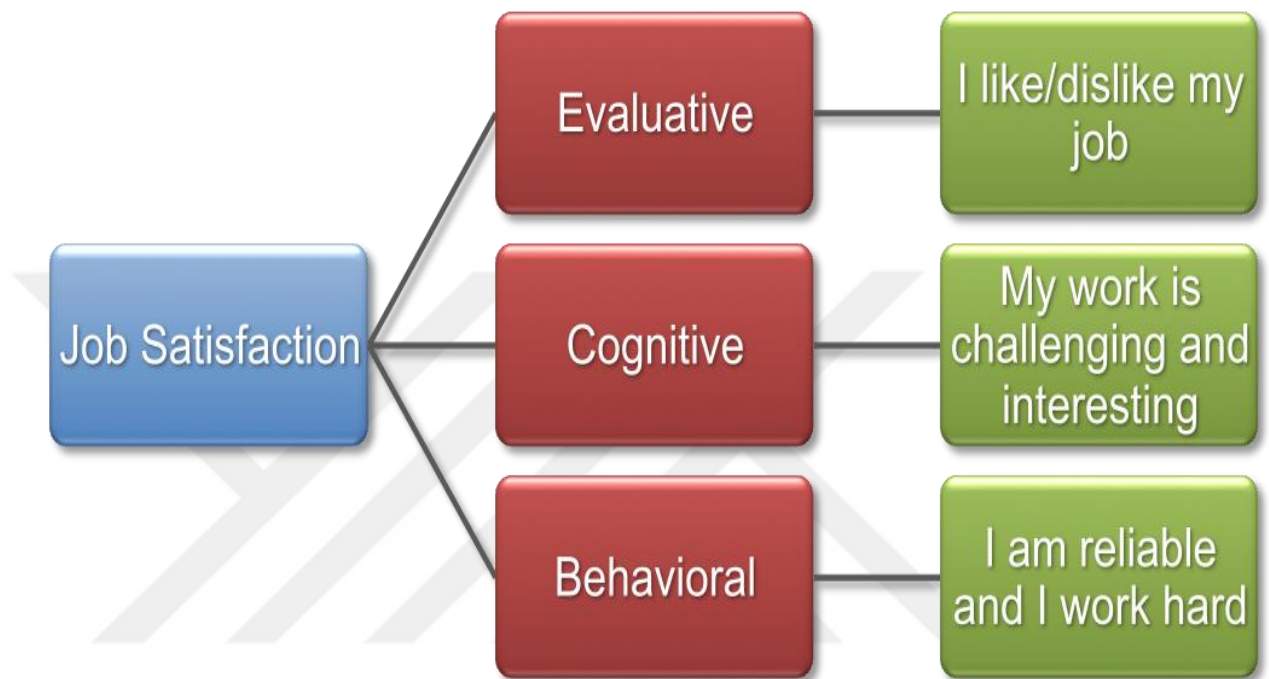
Till now the studies show that there are four main theories of the job satisfaction, each of them tries to explain and to focus how the people find satisfaction and happiness with their jobs. These theories appearance crosses the ideas about the occupations, these theories do not look at the occupation as only a way to get something to live with, but also they look at the occupations as a part of the employee`s identification and then his/her happiness. They generally mention that, the employees who are in higher job satisfaction are more productive and more successful in performing their jobs. These four theories are; Affect theory, two factors theory, dispositional theory and job characteristics model theory. (Uy, 2014). The most widely and best known theory of the job satisfaction is the (Range of theory) or (Affect theory).

The idea of this theory is that, the employee`s job satisfaction can depend on two factor; First: The employee`s expectation from the occupation or his/her job and the things in reality that he/she is going to get from the job. As much as the space between these two becomes less, the employee`s job satisfaction becomes more. (Uy, 2014). The Affect theory also recognizes that, an employee prefers a scope to work in more than the other scopes of working, and when he works in the scope which he/she likes there will be a higher job satisfaction. (Uy, 2014). For example, when an employee likes to work in accounting department of a company and his/her requirement accepted, then we can notify that there is a higher satisfaction of the employee.

Dispositional theory also is well-known important theory for the job satisfaction, from all other theories which have written to the job satisfaction, it is the only theory which focuses mostly on the natural behavior of the employee. (Uy, 2014; 17). The dispositional theory states that, employee`s personality is an important factor of the satisfaction degree that the employee have from the job. For example, when a person who likes to be alone always while he/she works will have a lower degree of job satisfaction. But if a person likes to involve in working and meet new people, while the working thinks he/she is leading the people around his/her will have a greater degree of

job satisfaction. Another theory of job satisfaction is called the Two-factor theory. This theory mentions two points which can make the employee satisfied and dis-satisfied in his/her job. The first point of this theory is the encouragement to work (incentives) such as bonuses, rewards and promotions. This way the employee can be satisfied and perform a higher and better job performance. (Uy, 2014; 6).

The second point is the working environment of the employee, when it becomes not motivated to the employees anymore and not giving any incentives to the employees during performing tasks in a good way, also the company policies if the employees did not like it, overall the environment can elicit the employee`s satisfaction. The fourth theory of the job satisfaction is the Job Characteristics Model theory, this theory as the higher focus on job. This theory gives five characteristics from the job can affect the employee three of them are-first, set of skills, being able to perform more than one job, and second is knowing the mission and the third one is the importance of the mission. (Uy, 2014; 11). These three characteristics can affect the employee`s comprehension how important is the work. The fourth characteristic of the theory is the independency of the employee; the more independency that the employee gets, the more feel of responsibility he/she will have. The fifth and last characteristic is the estimation of the employee, which will show how good the employee did perform his/her tasks.



**Figure 1: Components of job satisfaction** (Berry, 1997; P 73).

### **2.2.3. Personality Variables**

According to the Gary's Reinforcement Sensitivity Theory (1970), individuals differ on their levels of arousability and sensitivity to reinforcements or rewards. This Theory considers traits of Emotional Stability and Extraversion and how they cause people to react differently to situations. In terms of emotional stability, reduces stages emotional stability, the individual worker is sensitivity for stabilization. A man who is deeply in emotional stability, exaggerated response to the remuneration. Loss of productivity at work, due to the idea that if a person is receiving too little emotional

stability and praise or reward you for a little bit for a good performance, they reinforce, praise, that they have received and that it is very successful, that may lead to a later suffering. View emotional stability as a whole, and not only in the area of the rear sensitivity point of view, but also one of the most powerful disappoint factors customer job satisfaction (Tesdimir, 2012; 149).

#### **2.2.4. Approaches to Job Satisfaction**

In the interpretation of job satisfaction and measure the level of satisfaction of staff three different approaches. First approach draws attention to the characteristics of the work is the processing of the model of information, according to this model of staff to collect information on the labour market place of work in the Organization. And cognitive assessments of these components for determine the level satisfaction. The second refers to the measurement of the level of job satisfaction is based on the information - information about the previous positions and other than they were at work. To turn their attention to the effects of this context and the results of previous behaviour, instead of by the individual rational act, and decision-making processes. Job satisfaction and thus depends on how the other.

In the evaluation work. This approach "model to address social information from third approach suggests that the job satisfaction depends of the characteristics or behaviour of the employee. These actions could be based on the experience gained, genetic or legacy. Summary can be viewed as job satisfaction as a function of (Judge, 2009; 126).

- 1- The features of a job.
- 2- The point of view of others.
- 3- The employee's personality.

### **2.2.5 The Social Value of Job Dissatisfaction**

Of job satisfaction accounted for the positive consent, either expressly or implicitly, a situation eventually the final value. This is implicit in the models and the data is Renderings show that job satisfaction should be maximized, that job dissatisfaction is always undesirable, that Social reason for seeking to improve the quality of employment that is sure to satisfy. This is the common view the psychological baggage we inherit and individual Job satisfaction research orientation from which it arose. The unique perspective of a member of have such a view is untenable, but in the field total actions on behalf of the quality of employment for population or a community should be taken a different view. We strongly to job satisfaction, not only as a treat

Target value or the end, but first and foremost as a dynamic process primarily as a having significant implications for social adaptation as well. That in this view, become dissatisfied, is an essential part of motivated individuals to change his or her work Environment in a way that serves the personal, organizational, and social goals. This view is elaborated elsewhere, so no more will be said here other than: (1) we have To focus at least as much for understanding the consequences, the causes of job dissatisfaction as we do, and (2) we the theoretical models used in the treatment of satisfying both as a select the desired mode for individual and as a social source compliance (beach, 1973; 91).

### **2.2.6 Measuring Job Satisfaction**

There are many ways to measure job satisfaction. Method of collecting data on job satisfaction is liker. Other least common ways for measuring job satisfaction include: Yes / No questions are correct / incorrect, systems, and lists of had selection answers. Index descriptive questionnaire was used specific job satisfaction on a large scale is one of the measures of satisfaction in five aspects: pay, promotions and opportunities, and

coworkers, and supervision of the work itself agenda is simple; participants answer either yes. Or do not or cannot decide what If the data accurately describes the work. Working in the general index in the measurement of job satisfaction. (Kaplan, 2012; 22-29)

### **2.2.6.1 Superior-Subordinate Communication**

Relations between the subordinate is a significant impact on job satisfaction in the workplace. Method in the perception of conduct the supervisor of the positive or negative effect on job satisfaction. Call behavior, such as the face, eye, expression, and movement of the body is crucial in the relationship between the rulers. Non-verbal messages play a major role in the field of interactions with respect to the training of printing, phishing, and tourist attraction, and the social impact of emotional expression. The presences of the supervisor contribute to an increase in verbal personal relationships with subordinates on job satisfaction. The way in which supervisors may be more significant than verbal content. Individuals who do not like to think negatively about the supervisor are less likely to communication or have (Locke c. i., 2001; 53).

The motivation to work with individuals who like to think positively and the supervisor are more susceptible to continue and are satisfied with their jobs and their work Environment. Subordinate relationship with their supervisor is a very important aspect of the workplace. Subordinate relationship with the supervisor on a very important aspect in the workplace. Therefore uses supervisor instant verbal, friendliness, and open the lines of communication more likely to positive feedback received and high job satisfaction of a subordinate by the supervisor, which is the norm, unfriendly and not willing communication normal receive negative feedback very low the job satisfaction of their status in the workplace (Hunter, J. E. 1984; 72-98). Mood and feelings at work from raw materials that builds up in the form of an effect on job satisfaction. Will tend to be long-lasting moods, but often the most vulnerable countries from an unknown source, while emotions are often more severe, in short, clear theme or issue. There is some evidence in the literature that the State relevant public mood. Positive and negative

feelings also be inclusive to a large extent. Associated with emotion regulation and emotion work also be job satisfaction (Locke c. i., 2001; 53).

### **2.2.6.2 Communication Overload and Communication under Load**

One of the most important aspects of work of the organization regarding the management of modern communication requires that he or she experienced at work. Demands cannot be described as a loaded letter, which refers to the "rate must be input and the complexity of the connections on an individual at a certain time. Individuals can contact the organization in pregnancy and communications experience under load, which could affect the level of job satisfaction. Can occur when increased communication receive many messages in a short space of time, which may lead to the factory in the information or when the individual faces a more complex messages to process more difficult. Because of this process.

"All the work style and motivation to accomplish the task, when there is no more input than output; see the case of pregnancy can be a positive or negative impact on job satisfaction. In exchange for this, you can contact under load occur when messages are sent or inputs less than the capacity of the individual. According to ideas on pregnancy, under load, if the person does not have sufficient income or did not succeed in addressing these inputs, and is likely to become non-satisfied with the aggravated as a result of and are not satisfied with the work, which leads to a low level of job satisfaction. It was found that the suppression of unpleasant feelings reduces job satisfaction to gain satisfaction of pleasant feelings increase jobs (Kraye & Westbrook, 1986; 276).



## 2.2.7 Understanding Of How To Emotion Regulation Relates To Job

### Satisfaction Concerns Two Models:

1) Emotional dissonance is a case of the contrast between the emotions and feelings of inner experience, which is often followed by the organization of passion. Emotional dissonance associated with high emotional exhaustion organizational low, low job satisfaction.

2) A form of social interaction. With the point of view of social interaction of emotion organize workers may generate responses of others in personal clashes and then the impact on job satisfaction. For example: The accumulation from the positive feedback to the pleasant emotions had a positive impact on job satisfaction. The performance of the work emotional to produce desired results can increase job satisfaction (Kumari G. , 2011; 34-36).

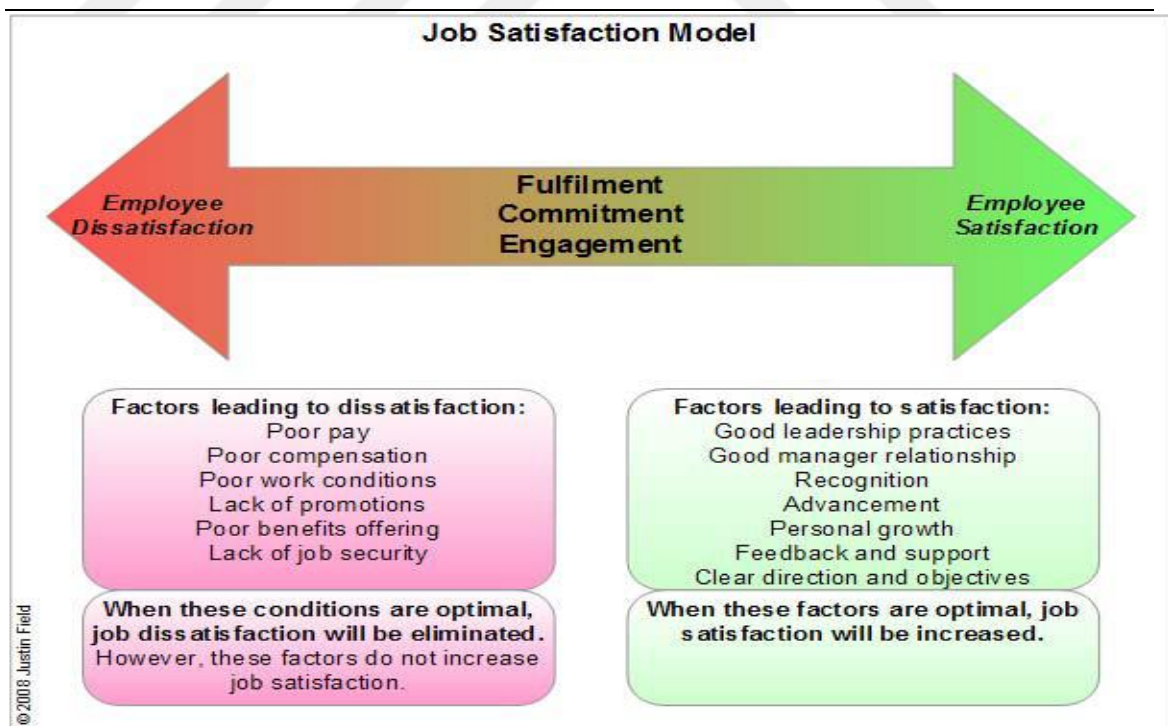


Figure 2: Relationships and Practical Implications (Fields, 2002; 68).

The figure above describes the functional Job satisfaction can be key indicator of the how employees feel from their jobs from a pile of work organizational citizenship behaviour, such as rates of absenteeism from work and sales. A mediation partial job satisfaction variant in a personal relationship works delinquent behaviour. One outcome of this research is common that job satisfaction is associated with life satisfaction. This alert when it is mutual, and this means that people who are satisfied with the life tended to be satisfied with their functions. Discovery is important for organizations to note is that job satisfaction has alert and rather flimsy when throughput at work.

This is a vital part of the information for researchers and companies, the idea that the job satisfaction directly related to one another frequently in the media, the academic literature. A recent analysis of the relationship between job satisfaction and performance of the complexity, the highly complex functions the relationship between satisfaction and performance higher than the low to moderate complexity. Job satisfaction is also a great relationship with his intention to step down. There are several researches which lead to job satisfaction his intention to stay in office. Modern research has shown that determination to step down could have an impact, such as poor performance and deflection orientation and organizational behaviour, organizational citizenship weak. In summary, the relationship between satisfaction and productivity is not clear and can affect a number of other structures associated with the work, and the idea that "a happy worker is a productive worker" should not be the basis for regulatory decisions (Kumari, 2011; 49-53).

### **2.2.8 Factors Affecting Job Satisfaction**

Employee satisfaction in his work is the result of a combination of factors, and damage expenses is only one? Management role in the development of job satisfaction to ensure positive employee morale and workplace sources necessary to perform the tasks assigned to him.

**1- Working Conditions:** Because employees spend some time each week in your workplace, it is important for companies to try to improve the operating conditions. Things like providing large areas instead of those narrow, light and ergonomic workstations conditions conducive to the work help. To provide the Productivity Tools, such as updates to help employees work more effectively in contributing to job satisfaction as well.

**2- Opportunity for Advancement:** The staffs were most satisfied if they see the current track available to move up the ranks in the company and give increased responsibility, along with the highest compensation. Many companies encourage staff members to gain more advanced skills that would leading to an opportunity to strengthen. Enterprises are often paid the costs of education for employees to take courses the university, for example. Through review of the performance of the employee, this should be the supervisor of the draw, of course, what you need to accomplish what new skills is the need to develop in order to be on track to re-energize within the organization.

**3- Workload and Stress Level Top of Form:** The case with the extent of the use, which is far too heavy and data, one of which is not satisfied with the work to undermine even the most skilled workers. In a short time has led to conflicts between staff and managers and increases the load on the work. Many brands, the environment as a result of the currently, there is not enough management and planning. Enough time for the staff, their tasks effectively and to the fact that staff members are not sufficient.

**4- Respect from Co-Worker top of Form:** Employees want to be treated with respect, and those who are working with them. Hostile environment - with unfriendly or unpleasant colleagues one - as a rule, less satisfaction in the work. Research indicated that they personally experience from a large amount of job crassness. Fifty per cent also believe immoral, in which they are operating

**5-Relationship with Supervisor top of Form:** Effective executive staffs know your employees must recognize and express our appreciation for the efforts and the results achieved. Employees also need to know that their chiefs of the door is always open to discuss all doubts, that their power, for their work, and their satisfaction with the office.

**6- Financial Rewards Top of Form:** Entertainment is the worker in the courtyard in the justice enterprise scale of wages, as well as reward will be to inform you of any. Companies must pay increases on the mechanism for the assessment of their activities and unprecedented pace. Opportunities to earn special incentives, such as additions, special paid leave or holidays, as well as the tension and happy on the job(Kumari, 2011; 66-78).



**Figure 3: Factors Affecting Job Satisfaction** (Hackman, 1976; P 250).

## **2.2.9 The Importance of Job Satisfaction**

As mentioned in the overview, job satisfaction has been linked to many variables including performance, absenteeism, and turnover, which will be discussed further in this section. Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder or work less. Job satisfaction also impacts a person's general well-being for the simple reason that people spend a good part of the day at work. Consequently, a person's dissatisfaction with work could lead to dissatisfaction in other areas of life (Judge T. A., 2001; 67).

### **1-Employee performance**

A connection exists between occupation fulfillment and employment execution; be that as it may, it is not as solid as one might want to accept. The feeble connection might be credited to elements, for example, work structure or monetary conditions. For instance, a few employments are outlined so that a base level of execution is required giving no extension to more prominent fulfillment. Additionally, in times of high unemployment, disappointed representatives will perform well, picking unsuitable work over unemployment (Judge T. A., 2001; 67).

### **2- Worker non-appearance**

One of the more widely researched topics in Industrial Psychology is the relationship between job satisfaction and employee absenteeism. It is only natural to assume that if individuals dislike their jobs then they will often call in sick, or simply look for a new opportunity. Yet again, the link between these factors and job satisfaction is weak. It is likely that a satisfied worker may miss work due to illness or personal matters, while an unsatisfied worker may not miss work because he or she does not have any sick time and cannot afford the loss of income. When people are satisfied with their job they are more likely to attend work even if they have a cold; however, if they are not

satisfied with their job, they would be more likely to call in sick even when they are well enough to work (Cheloha, 1980; 65).

### **3-Representative turnover**

One clear element influencing turnover would be a financial downturn, amid which unsatisfied laborers might not have other work openings. Then again, a fulfilled specialist might be compelled to leave his or her position for individual reasons, for example, disease or movement. This remains constant for the men and ladies of the US Armed Forces, who may fit well in a vocation however are frequently made to migrate notwithstanding. In such case, it is by difficult to gauge any connection between employment fulfillments. Besides, a man will probably be effectively scanning for another employment in the event that they have low fulfillment; while, a man who is happy with his or her occupation is less inclined to be employment chasing (Carsten, 1987; 374).

#### **2.2.9.1. The Importance of Job Satisfaction to Employee Retention.**

Representative maintenance is a standout amongst the most troublesome operational zones for HR supervisors to decide precisely why workers leave the association, and what they ought to do to hold them. This is of essential significance since associations put noteworthy assets in preparing, creating, substantial and impalpable pay and setting aside the opportunity to manufacture hierarchical citizenship and purchase into objectives and targets. In troublesome economies and very aggressive markets, both associations and workers need the best assets. Work disappointment prompts work turnover. This disappointment can be from natural or outward elements. Work turnover can come about because of different conditions, for example, work fulfillment. Work fulfillment is multi-faceted, suggesting that one can be fulfilled in one zone, however, does not really mean fulfillment in all regions similarly, disappointment

in one territory does not mean finish work disappointment. Moreover, work turnover can likewise be identified with work-life struggle.

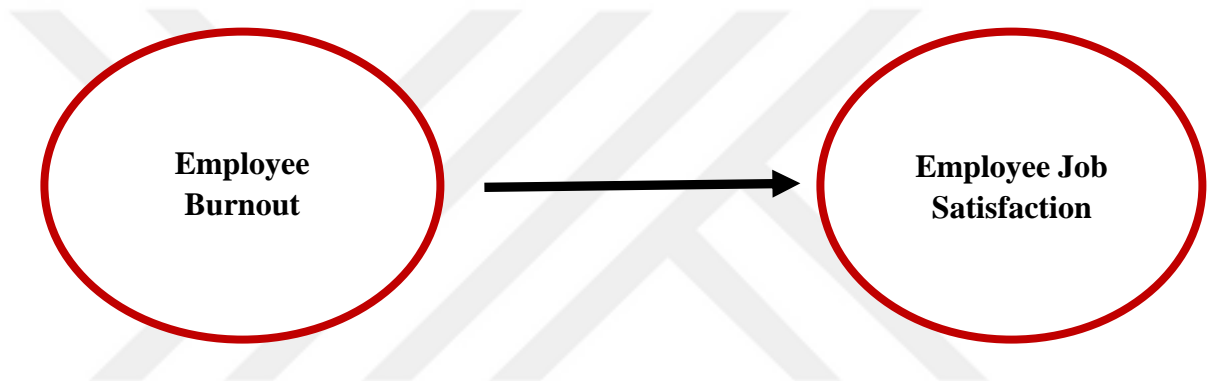
The work life and individual life is an individual's affair to look after the agreement adjust amongst work and individual connections. Suggest that a lopsidedness or disappointment in work prompts disappointment in individual life. This can prompt occupation turnover. This is correctly what Swift detailed in his article about having a more satisfied and gainful workforce. For associations to stay aggressive, they have to comprehend and address the issues around work-life adjust to keep up occupation fulfillment among representatives. To bolster this thought, reports that individuals who are content with life are more joyful workers and show better authoritative citizenship, civility, and honesty. Representative fulfillment is of most extreme significance for workers to stay upbeat and furthermore convey their level best. Fulfilled workers are the ones who are to a great degree faithful towards their association and stick to it even in the most exceedingly terrible situation. The primary advantage of representative fulfillment is that people scarcely consider departing their present occupations. Worker fulfillment is fundamental to guarantee higher incomes for the association. Fulfilled representatives have a tendency to change progressively and handle weight effortlessly when contrasted with baffled ones (Zadeh, 2011; 84).

## CHAPTER THREE

### THEORETICAL MODEL

#### 3.1 Theoretical Model:

This study has two variables, employee burnout effect on employee job satisfaction. The conceptual model of this study is presented in figure 4.



**Figure 4: Hypothesized Model**

#### 3.1.1 Hypothesis:

H1: There is a negative relationship between employee burnout and employee job satisfaction.

H2: There is no relationship between employee burnout and employee job satisfaction.

H3: As much as the employee burnout increases, the employee job satisfaction decreases.

H4: There is burnout in Kurdistan telecommunication sector which increase the job satisfaction.

H5: In Asiacell Company the burnout is low and the job satisfaction is higher than burnout, while in Korek telecom the job satisfaction is lower than the burnout.



### **3.1.2 Methodology:**

#### **3 1.2.1 Unit of Analysis:**

The study was organized in Erbil and Sulaimani, in the company's main offices of the city. The focus was on the Kurdistan telecommunication sector. Questionnaires were filled out by the employees and managers of the both Korek telecom and Asiaccell companies.

#### **3.1.2.2 Sampling Design:**

Survey method was used for collecting data. Totally 233 questionnaires were distributed and collected after being answered by the both companies employees and managers.

#### **3.1.2.3 Data Collection:**

My research is based on a review of academic research papers and journal articles and survey. The primary data has been collected through questionnaires. These questionnaires were available in both Kurdish and English languages and consisted of demographic and questions' part. The demographic questions were 6 and were close ended questions; choices were given to the participants. The participants were asked about their Gender, Age, Marital status, Education level, rank and their experience. And the questions' part was consisted of 31 close-ended questions. Based on 5 scales (from strongly disagree to strongly agree). From the 31 questions, the first 9 were measuring job satisfaction and the remaining 22 were measuring burnout. I used (Kula)'s questionnaires about the job satisfaction. The remaining 22 question were adopted from (21<sup>st</sup> Maslach burnout inventory). Questionnaires were analyzed through Statistical Package for Social Sciences (SPSS) version 21.0 For the secondary data I used many journal articles, previous dissertations and some books to get the information from.

### **3.1.2.4 Sampling:**

For my research, data was collected from Aisacell and Korek Telecom employees in Erbil and Sulaimani cities. I have only used these two companies because of their high number of subscribers and employees. Totally I conducted 300 questionnaires in both Kurdish and English languages among those 2 companies, but only 233 of them were received from the participants, and from these 233 questionnaires, 67 of them were excluded because there were missing data in them. My total sample size was 233 employees working in Asiacell and Korek Telecom. Among these 233 employees 118 were female and 115 were male. They were employees of all levels, general managers, division managers, supervisors and employees.

## **3.2. Results and Findings:**

### **3.2.1 Demographic Variables:**

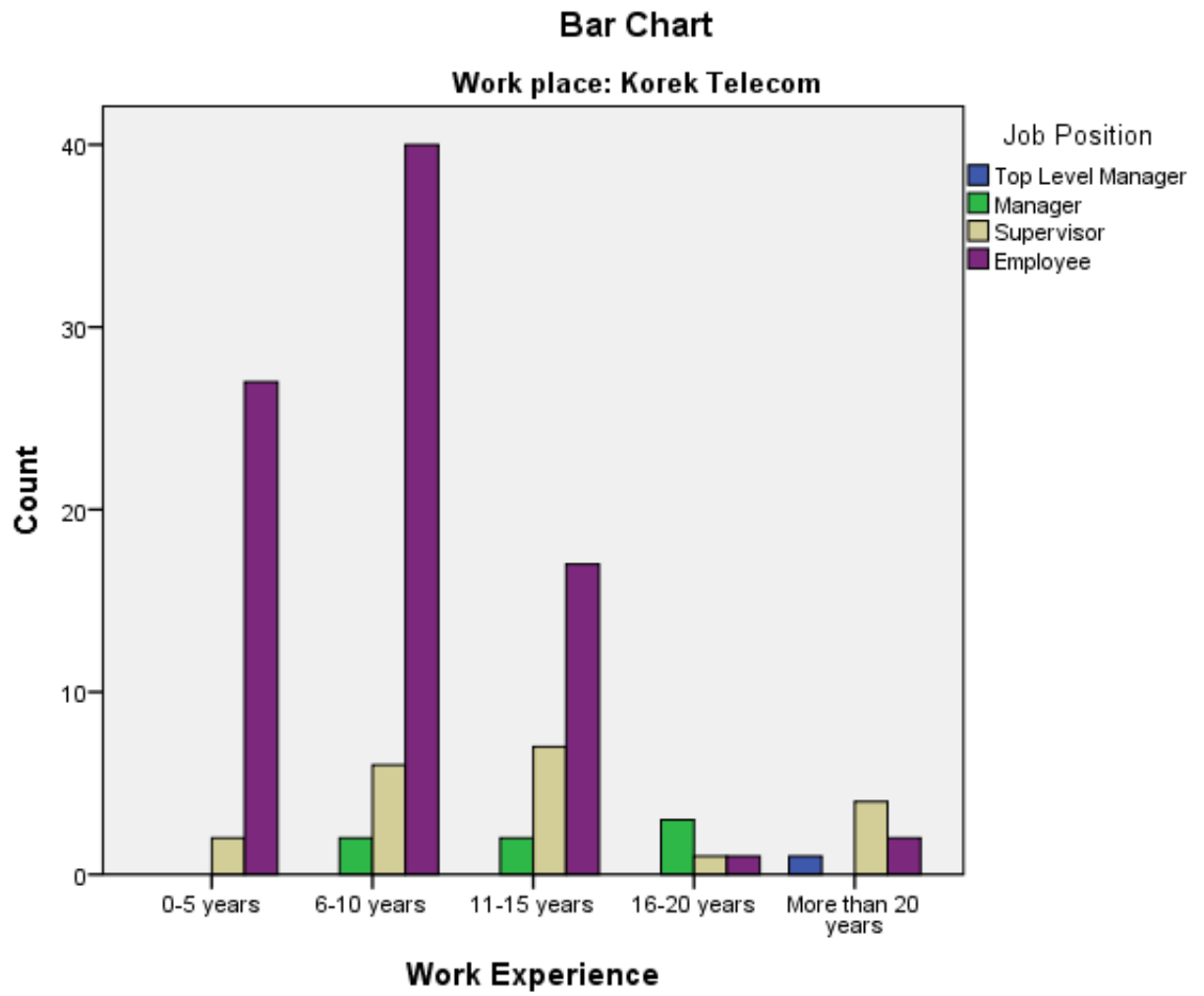
The distribution of the respondents over the demographic variables is shown in **Table 1**. The respondents of the survey questionnaires were 233 employees and managers from the two companies. The table shows that the majority of the respondents were female employees and the minority is male, and this is a normal thing everywhere in Kurdistan, in some the companies female work in private sector. The number of the female respondents was 118 which equals 50.6% out of 233 respondents. On the other hand, 115 male respondents constitute 49.4% of the total employees. For the distribution of the respondents in terms of age, 138 employees were relatively young with, 21-30 years old, and the next largest group, 77, was 31-40 years old. These two groups account for 92.2% of the total participants. The respondents who were aged 41-50 were 16 constitutes 6.9% of the survey participants and the smallest age group was those who were 50 years old and above, they were only 2 people and they made only 0.9% of the total 233 respondents. The participants' education level was only 19 people were high school graduates (8.2%), and 131 participants were having bachelor degree which it is

(56.2%) of the total participants and it is the largest group, the second largest group is masters who are 51 participants making (21.9%) of the total participants, 9 of participants were having PhD which consists (3.9%) of the total 233 and the others which are graduates of institutes were also 23 participants (9.9%). The marital status of the employees who responded to the questionnaires was as follows: 123 (52.8%) married, single participants were 110 (47.2%). In terms of respondents' work experience, the majority of them which they have experience are among 6-10 years, as the employees who had experience from (0-5) years are the second largest group were 74 which makes (31.8%), the employees which had experience from (6-10) years were 87 participants which it makes (37.3%) and this group is the largest family in the survey, the employees that has experience from (11-15) years are those group which had value of 48 employees and their percentage will be (20.6%) of total employees. The employees who had (16-20) years' experience were 16 making (6.4%) and the last and smallest group which they had more than 20 years were only 9 participants making (3.9%).

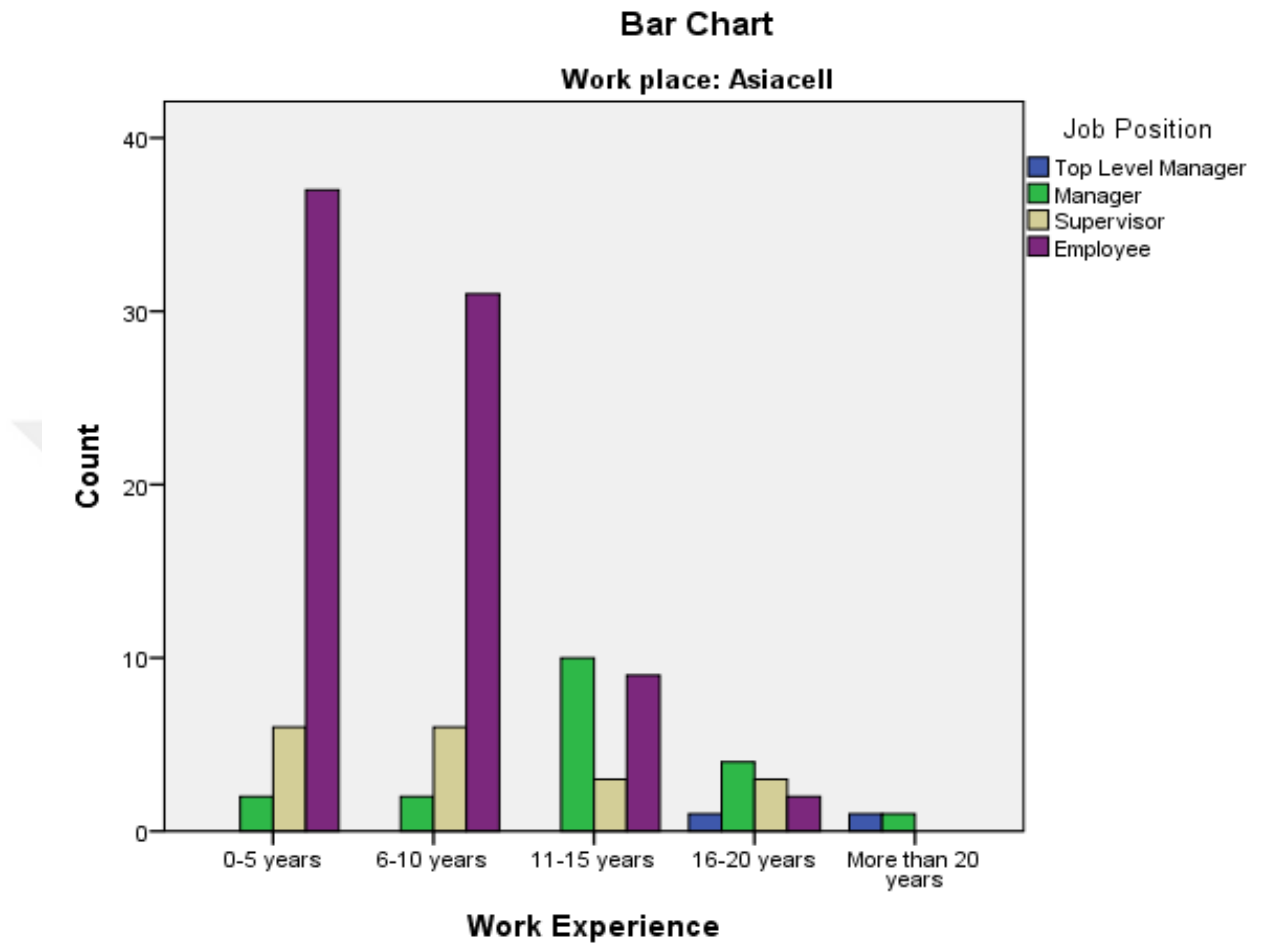
The last grouping was about the job titles of the respondents in their companies. The top level managers made the smallest group, which were only 3 participants and making 1.2% of the total people who responded to our survey questionnaires. The second smallest group was the group of managers. They were 26 people (11.2%), then the group of supervisor which they were 38 participants consisting (16.3%) of the total participants. Lastly the majority of the respondents group, the regular employees, they made 71.2% of the total respondents and they were 166 employees. More ever, in figure and figure which explained the job position and work experience for both company Korek and Asiacell. We can clearly see that Asiacell deeply focus on young people and top certificate.

**Table 1: Demographic Variables**

Variables	Categories	Count	%
Work place	Korek Telecom	115	49.4%
	Asiacell	118	50.6%
Gender	Male	115	49.4%
	Female	118	50.6%
Age	21-30 years	138	59.2%
	31-40 years	77	33.0%
	41-50 years	16	6.9%
	More than 50 years	2	0.9%
Marital Status	Married	123	52.8%
	Single	110	47.2%
Education Level	Secondary School	19	8.2%
	Bachelor	131	56.2%
	Master	51	21.9%
	Ph.D.	9	3.9%
	Others	23	9.9%
Job Position	Top Level Manager	3	1.3%
	Manager	26	11.2%
	Supervisor	38	16.3%
	Employee	166	71.2%
Work Experience	0-5 years	74	31.8%
	6-10 years	87	37.3%
	11-15 years	48	20.6%
	16-20 years	15	6.4%
	More than 20 years	9	3.9%



**Figure 5: Korek Telecom Work Experience and Job Position**



**Figure 6: Asiacell Work Experience and Job Position**

### **3.2.2 Data Analysis:**

The data was collected through questionnaires then entered into Statistical Package for Social Sciences (SPSS) version 21.0 then those data has been analyzed properly. The questionnaire consist of (gender, age, marital status, education level, and position and work experience) then this questionnaires become demographic variable. More ever, these data has been calculated for different purpose as below. In the (table2) which has been shown below, the first descriptive static has been mentioned to reveal the mean,

median and standard deviation between burn out and satisfaction then we can clearly see that burn out is less than satisfaction in some of the points.

**Table 2: Descriptive statistics 1**

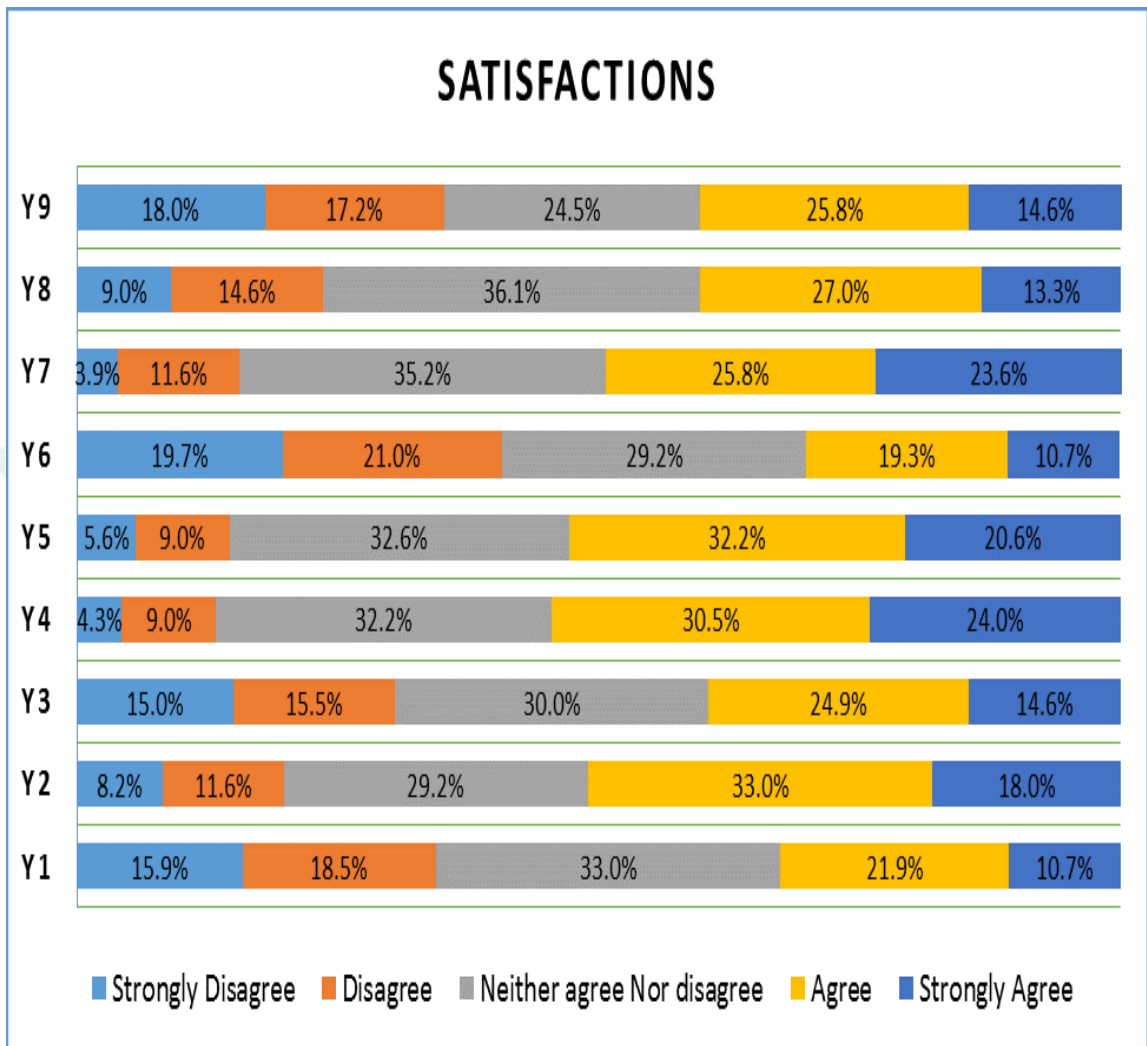
Descriptive Statistics				
Variables	N	Mean	Median	SD
Y1	233	2.93	3.00	1.212
Y2	233	3.41	4.00	1.153
Y3	233	3.09	3.00	1.260
Y4	233	3.61	4.00	1.078
Y5	233	3.53	4.00	1.087
Y6	233	2.80	3.00	1.261
Y7	233	3.54	3.00	1.091
Y8	233	3.21	3.00	1.127
Y9	233	3.02	3.00	1.320
X1	233	2.80	3.00	1.286
X2	233	2.81	3.00	1.284
X3	233	3.05	3.00	1.338
X4	233	3.39	3.00	1.125
X5	233	3.31	3.00	1.156
X6	233	2.94	3.00	1.182
X7	233	3.55	4.00	1.137
X8	233	3.24	3.00	1.234
X9	233	3.06	3.00	1.193
X10	233	2.60	3.00	1.270
X11	233	2.73	3.00	1.186
X12	233	3.14	3.00	1.229
X13	233	2.80	3.00	1.301
X14	233	3.42	3.00	1.176
X15	233	2.57	3.00	1.275
X16	233	2.83	3.00	1.175
X17	233	3.28	3.00	1.128
X18	233	3.07	3.00	1.052
X19	233	3.27	3.00	1.166
X20	233	2.67	3.00	1.188
X21	233	3.20	3.00	1.154
X22	233	3.00	3.00	1.458

The second part of descriptive statistics which has been shown in (Table3, Figure7 and Figure8) is going to calculate the average of participant according to their agreement about the survey which show us the satisfaction and burn out are in between.

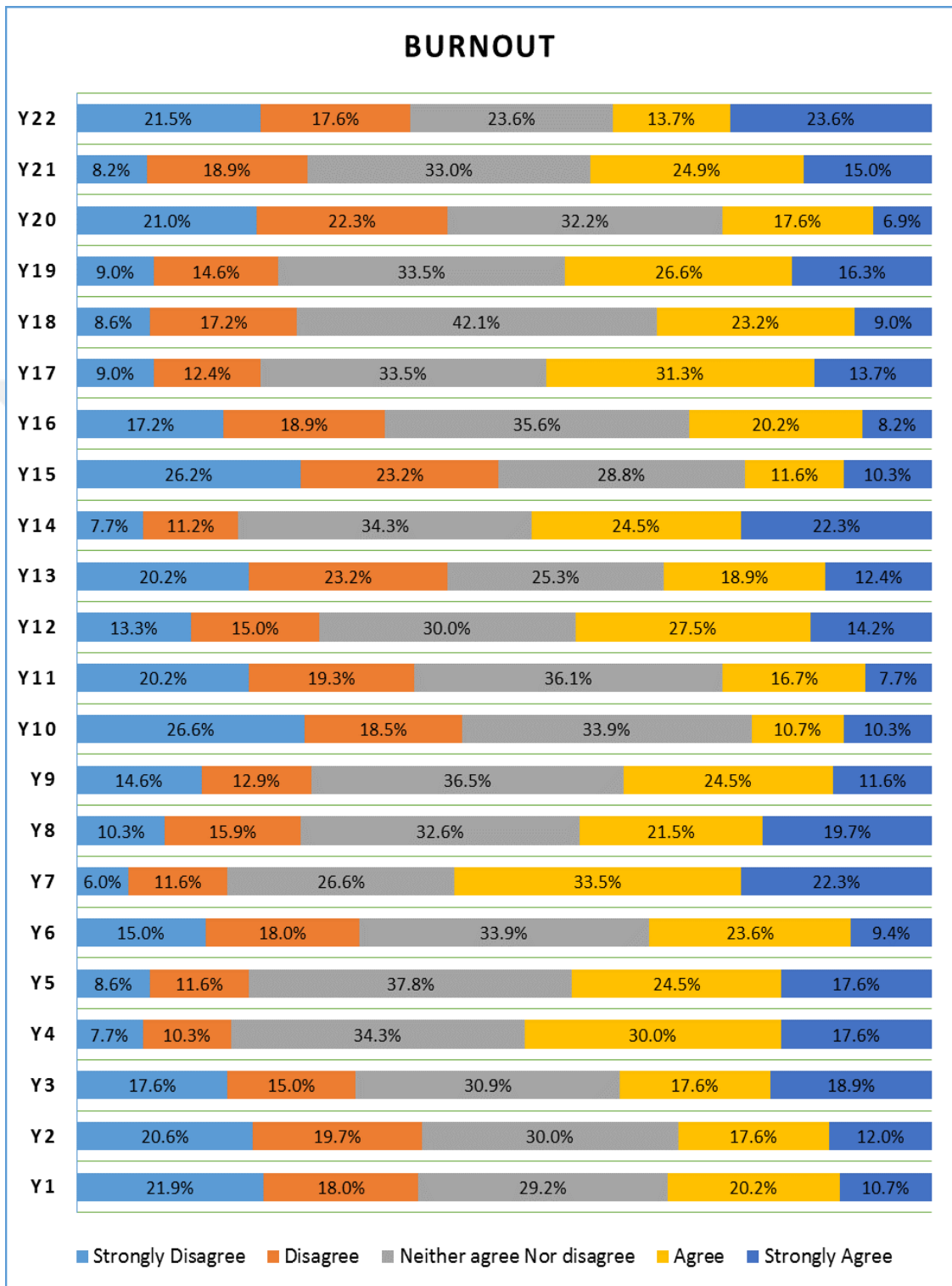
**Table 3: Descriptive Statistics 2**

Neither agree or disagree		Agree		Strongly Agreed	
Count	Row N %	Count	Row N %	Count	Row N %
77	33.0%	51	21.9%	25	10.7%
68	29.2%	77	33.0%	42	18.0%
70	30.0%	58	24.9%	34	14.6%
75	32.2%	71	30.5%	56	24.0%
76	32.6%	75	32.2%	48	20.6%
68	29.2%	45	19.3%	25	10.7%
82	35.2%	60	25.8%	55	23.6%
84	36.1%	63	27.0%	31	13.3%
57	24.5%	60	25.8%	34	14.6%
68	29.2%	47	20.2%	25	10.7%
70	30.0%	41	17.6%	28	12.0%
72	30.9%	41	17.6%	44	18.9%
80	34.3%	70	30.0%	41	17.6%
88	37.8%	57	24.5%	41	17.6%
79	33.9%	55	23.6%	22	9.4%
62	26.6%	78	33.5%	52	22.3%
76	32.6%	50	21.5%	46	19.7%
85	36.5%	57	24.5%	27	11.6%
79	33.9%	25	10.7%	24	10.3%
84	36.1%	39	16.7%	18	7.7%
70	30.0%	64	27.5%	33	14.2%
59	25.3%	44	18.9%	29	12.4%
80	34.3%	57	24.5%	52	22.3%
67	28.8%	27	11.6%	24	10.3%
83	35.6%	47	20.2%	19	8.2%
78	33.5%	73	31.3%	32	13.7%
98	42.1%	54	23.2%	21	9.0%
78	33.5%	62	26.6%	38	16.3%
75	32.2%	41	17.6%	16	6.9%
77	33.0%	58	24.9%	35	15.0%
55	23.6%	32	13.7%	55	23.6%





**Figure 7: Descriptive Statistics for Satisfaction**



**Figure 8: Descriptive Statistics for Burnout**

The reliability of the result has been shown as burn out and satisfaction by Cronbach's Alpha in (Table4 and Table5). The burnt out reliability was measured as 0.7 which has been shown in (Table4) and the satisfaction reliability was measured according to data as 0.8 which has been mentioned in (Table5).

**Table 4: Reliability Statistics For Burnout**

Reliability Statistics	
Cronbach's Alpha	N of Items
.672	22

Cronbach's alphas for the 22 Burnout items was .67

The Burnout was found to be acceptable reliable (22 items;  $\alpha = .67$ )

**Table 5: Reliability Statistics for Satisfaction**

Reliability Statistics	
Cronbach's Alpha	N of Items
.810	9

Cronbach's alphas for the 9 Satisfaction items was .81

The Satisfaction was found to be highly reliable (9 items;  $\alpha = .81$ )

The T-test which is mentioned in (Table6) show us the overall of employees for burn out and satisfaction. The overall employees are neither agree nor disagree with job burnout is 1.169 and the Overall employees are agree with job Satisfaction is 3.874.

**Table 6: Sample Test Value**

<b>One-Sample Test</b>				
<b>Variables</b>	<b>Test Value = 3</b>			
	<b>t</b>	<b>P-Value</b>	<b>Mean Difference</b>	<b>SD</b>
Y1	-0.865	0.388	-.07	1.21
Y2	5.454	0.000	.41	1.15
Y3	1.040	0.299	0.086	1.26
Y4	8.632	0.000	0.609	1.08
Y5	7.475	0.000	0.532	1.09
Y6	-2.390	0.018	-0.197	1.26
Y7	7.509	0.000	0.536	1.09
Y8	2.848	0.005	0.21	1.13
Y9	0.199	0.843	0.017	1.32
<b>OverAll Satisfaction</b>	<b>3.874</b>	<b>0.000</b>	<b>0.232</b>	<b>.73</b>
X1	-2.395	0.017	-0.202	1.29
X2	-2.297	0.023	-0.193	1.28
X3	0.588	0.557	0.052	1.34
X4	5.357	0.000	0.395	1.13
X5	4.136	0.000	0.313	1.16
X6	-0.720	0.472	-0.056	1.18
X7	7.319	0.000	0.545	1.14
X8	3.027	0.003	0.245	1.23
X9	0.714	0.476	0.056	1.19
X10	-4.850	0.000	-0.403	1.27
X11	-3.535	0.000	-0.275	1.19
X12	1.759	0.080	0.142	1.23
X13	-2.316	0.021	-0.197	1.30
X14	5.514	0.000	0.425	1.18
X15	-5.189	0.000	-0.433	1.28
X16	-2.174	0.031	-0.167	1.18
X17	3.832	0	0.283	1.13
X18	0.996	0.32	0.069	1.05
X19	3.483	0.001	0.266	1.17
X20	-4.245	0	-0.33	1.19
X21	2.612	0.01	0.197	1.15
X22	0.045	0.964	0.004	1.46
<b>OverAll Burnout</b>	<b>1.169</b>	<b>0.244</b>	<b>0.033</b>	<b>.43</b>

The correlations between burn out and satisfaction is shown in (Table7) which explain the relationship among them in a negative way by the rate of (-0.137).

**Table 7: Relationship between Burnout and Satisfaction (Correlation)**

<b>Correlations</b>		
	Correlation	P-Value
Satisfaction & Burnout	-0.137	0.036*

In the (Table8) the explanation for the R2 is mentioned as below. The R2 value for the life satisfaction equation was .02, which means that the independent variable (Burnout) explained about 2% of the observed variance of the life satisfaction and Burn out was significantly associated with job satisfaction, which means Burn out has an effect on job satisfaction by increasing one unit on Burn out will lead to decrease 1.22 unit on job satisfaction.

**Table 8: R Square for Burnout and Satisfaction (Regression)**

R Square: 0.02	Unstandardized Coefficients	t	Sig.
(Constant)	33.514	15.799	0.0001**
Burnout	-1.224	-2.107	0.036*

In addition, in (Table9) we made an independent samples test and it show us that there is no difference between companies in level of burn out and there is no difference between companies in Levels of job Satisfaction.

**Table 9: Independent Sample Test, Level of Job Burnout and Satisfaction**

<b>Independent Samples Test</b>				
	<b>t-test for Equality of Means</b>			
	<b>t</b>	<b>df</b>	<b>Sig. (2-tailed)</b>	<b>Mean Difference</b>
Levels of job burnout among employees at the companies	0.152	231	0.879	0.00866
Levels of job Satisfaction among employees at the companies	0.004	231	0.997	0.00039

Finally, according to the data analysis we can see that the hypothesis 1 is accepted which was a negative relationship between burn out and satisfaction. The hypothesis 2 is rejected because there is a negative relationship among them. The hypothesis 3 is accepted according to the calculation because the increasing of burn out has an effect on the job satisfaction. The hypothesis 4 is rejected because it is opposed with our data analysis. In hypothesis 5 which divided in two part the first part is accepted and the second part is rejected because the data from Asiasell is accept the analysis which is have burn out is less and the satisfaction is high but in Korek telecom is against the analysis.

## CONCLUSION

In conclusion, this research has been done to find the effect of employee burnout on employee's job satisfaction in Kurdistan telecommunication sector. For that purpose, through of many articles, books and some journals which has been read we defined burn out and satisfaction again. For more clarification, a survey has been created and distributed to two main company Asiacell and Korek for collecting data then for comparing and gaining a result hypothesizes and research question has been defined. According to the hypothesis our results have been shown. We can deeply see that there is an effect of burnout on employees job satisfaction which mean that hypothesizes of 1, 3 and first part of the hypothesis of 5 have been accepted the hypothesis of 2 and 4 have been rejected. More ever, the data that has been analysed show us there is a negative relationship between burnout and job satisfaction.

Also, the burn out and job satisfaction have effect on each other and according to the data the level of satisfaction is score a higher rate. Despite of, the level rate of job burnout is less than job satisfaction based on the analysed data in the both company. In another word, this research shows that there is a difference between stress and burnout which the employees who have many stress and overload can still imagine and work, but the employee who is burned out mostly loses the ability of working. Burnout syndrome is caused by many factors and it is not only because of the stressful and work pressure and it has many bad side effects. One of the bad side effects of burnout is that it makes it is effect over all the corners of the employee's life including home and the social life. The managers should not wait the %100 results and productivity from the employees if they do not offer an appropriate environment for the employee`s to work. Also if the managers use the specialization in the organization, which will automatically reduce the pressure and this step can make a space between burnout and the employees. The job satisfaction is an important point for the performance of any organization that is why the company should have it is policies to protect the employees' job satisfaction because the satisfied employee's productivity is higher than the dis-satisfied employee's productivity.

## **RECOMMENDATION:**

According to this study and research which has been done through many activities a lot of recommendations and ideas have been collected some of them have been mentioned below.

1. In the research we show that female participants are active in the private sectors so we would like to propose that females should enter to the public sectors to show up themselves and prove their performance.
2. According to the research we sense that managers are somehow treat employees in a bad way. We would like to recommend to both local and private sectors to treat their employees in a good way and help them to improve their knowledge and show their capacity.
3. As mentioned in the data Asiaticell hire those employees that they have a good certificate. Likewise we seen that those in the research people that has experience will be a good source to increase the company's ability so this will be a good recommendation to all companies to hire employees with a high experience.
4. One the other recommendation is that companies should help young people to enter their companies as we all know young people have more capacity and ability unlike Korek Company which has old employees than Asiaticell.
5. Kurdistan community has many unexperienced young people which they are studying so it will be a good choice to help them from both side companies and government to give them training and make scholarship or workshop to them to become an experienced people. At the end they will help their community and those companies that available in this territory to show up themselves.
6. Nowadays, most of companies have many foreign employees which they are in the top level. We would like to recommend them to pay attention to the local people for their sake because those foreign employees will not be available in any time.



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**APPENDIX:**



T.C

BİNGÖL UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCE

BUSINESS ADMINISTRATION DEPARTMENT

**THE EFFECT OF EMPLOYEE BURNOUT ON  
EMPLOYEE JOB SATISFACTION**

**THE CASE OF KURDISTAN TELECOMMUNICATION  
SECTOR: ASIA CELL AND KORAK TELECOM**

QUESTIONNAIRES

HAZHAR OMER MUHAMMED

STUDENT NO: 151203112

SUPERVISOR

Asset.Prof.Dr. NAZIF DEMİR

**BİNGÖL- 2017**



Dear responder; this survey sheet is prepared getting data for our study called “The distress and the burnout effects on job satisfaction of employees in telecommunication sector in Kurdistan”. We thank for your participation in our survey and wish you success. NOTE: Personal identification of responders is not requested. Hence, all data will be anonymous. Participation to survey is entirely voluntary. Best regards.

**Choose the right answer for you.**

**1. Sex:**             Male                       Female

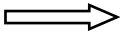
**2. Age:** (21-30) (31-40) (41-50) (50+)

**3. Marital Status :**  Married                       Single

**4. Education Level:**  Secondary School  Bachelor  Master  Phd  
 Other

**5. Rank:**  Top Level Manager  Manager  Deputy Manager   
Employee

**6. Work Experience:** (0-5) (6-10) (11-15) (16-20) (20+)

Fill in the blanks with X or √ according to your opinions.		I absolutely	I do not	I am neutral	I agree.	I absolutely agree.
						
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2	My supervisor is quite competent in doing his/her job.	1	2	3	4	5
3	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
4	I like the people I work with.	1	2	3	4	5
5	Communications seem good within this organization.	1	2	3	4	5
6	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5
7	I like doing the things I do at work.	1	2	3	4	5
8	Many of our rules and procedures make doing a good job simple.	1	2	3	4	5
9	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
10	I feel emotionally drained from my work.	1	2	3	4	5
11	I feel used up at the end of the workday.	1	2	3	4	5
12	I feel tired when I get up in the morning and have to face another day at work.	1	2	3	4	5
13	I can easily understand how clients feel about things	1	2	3	4	5
14	I feel I treat some clients as if they were impersonal objects.	1	2	3	4	5
15	Working with people all day is a real strain for me.	1	2	3	4	5
16	I deal effectively with the problems of clients	1	2	3	4	5
17	I feel burned out from my work.	1	2	3	4	5
18	I feel I am positively influencing other peoples' lives through my work.	1	2	3	4	5
19	I have become more callous toward people since I took this job.	1	2	3	4	5
20	I worry that this job is hardening me emotionally.	1	2	3	4	5
21	I feel very energetic.	1	2	3	4	5
22	I feel frustrated by my job.	1	2	3	4	5
23	I feel I am working too hard on my job.	1	2	3	4	5
24	I don't really care what happens to some clients.	1	2	3	4	5
25	Working with people directly puts too much stress on me.	1	2	3	4	5
26	I can easily create a relaxed atmosphere with clients.	1	2	3	4	5
27	I feel exhilarated after working closely with clients.	1	2	3	4	5
28	I have accomplished many worthwhile things in this job.	1	2	3	4	5
29	I feel like I am at the end of my tether.	1	2	3	4	5
30	In my work, I deal with emotional problems very calmly.	1	2	3	4	5
31	I feel clients blame me for some of their problems.	1	2	3	4	5

بهریز...

ئهم پرسیارانهی که ئامادهکراون و ئیستا لهبهر دهستی جهنابانه بو کۆکردنهوهی داتایه بو نوسینی باسیکی به ناوی

**“The distress and the burnout effects on job satisfaction of employees in telecommunication sector in Kurdistan”**

سوپاسی وهلامدانهوهتان دهکەین و هیوای سهرکهوتنتان بو داخوارین.

تیبینی:ناسنامهی هیچ کام لهو کهسانه دیار نابیت که وهلامی پرسیارهکان ددهنهوه وه ههروهها ههموو داتاگان ههنگیراو دهبن و تهنها بو ئهم باسه بهکاردههینرین. بهشداریکردن له وهلامدانهوهی ئهم پرسیارانه بهشیوهی خو بهخشه.

تکایه وهلامی راست ههلبژیره...

1-رهگهز: ( ) می ( ) نیر)

2-تهمن: ( ) 30-21 ( ) 40-31 ( ) 50-41 ( ) 50 زیاتر

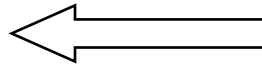
3-باری خیزانی: ( ) خیزادار ( ) سهلت

4-ئاستی خویندن: ( ) دواناومندی ( ) بهکالوریوس ( ) ماستهر ( ) دکتورا ( ) جیاواز

5-پله: ( ) بهریوهبری سههکی ( ) بهریوهبر ( ) یاریدهدهری بهریوهبر ( ) کارمندی ئاسایی

6-شارهزایی کارکرد: ( ) 2-0 ( ) 5-2 ( ) 10-6 ( ) 10-15 ( ) زیاتر

بەنیشانەى (X) لەسەر ژمارەكە بە پىنى بۆچونى خۆت وەلامەكەت ھەلبژێرە



زۆر ھاوارام	ھاوارام	ناسايىيە بە لامەوہ	ھاوارا نيم	ھيچ ھاوارا نيم	
5	4	3	2	1	1 ھەست دەكەم كە داھاتم باشە بەرامبەر نەو كارەى كە دەيكەم.
5	4	3	2	1	2 سەر پەشتيارەكەم بە توانايە لە بە نەنجام گەياندى كاری خۆی.
5	4	3	2	1	3 كە كاریكى باش نەنجام دەدم دەستخۆشيم لى دەكریت.
5	4	3	2	1	4 ھاوكارەكەم خۆشەويستن لە كاركرندا.
5	4	3	2	1	5 پەيوەنديمان لەگەل يەكترى زۆر باشە لە ناو ريكخراوەكەماندا.
5	4	3	2	1	6 پاداشتەكانمان زۆر باشە ، ھەر وەكو ريكخراوەكانى تر.
5	4	3	2	1	7 كارەكەى خۆم خۆش دەويت.
5	4	3	2	1	8 ياسا و ريساكانى ريكخراوەكەمان پالەدرى باشن بۆ بە نەنجام گەياندى كارەكانمان.
5	4	3	2	1	9 ئەوانەى كە كارەكانيان بە باشى نەنجام دەدن ھەلى بەرەو پيشچونيان پى دەدریت.
5	4	3	2	1	10 ھەست دەكەم كەوا سۆزم بۆ كارەكەم نەماوە.
5	4	3	2	1	11 لە كۆتايى رۆژى كاركرندما ھەست دەكەم كە بە كارھينراوم.
5	4	3	2	1	12 بەيانيان كە لە خەو ھەلەدەستم ھەست بە ماندووبوون دەكەم ، چونكە دەزانم دەبى روبرووى رۆژيكى تری پر لە كار بيمەوہ.
5	4	3	2	1	13 بە ناسانى لە ھەستى بەشداربووان تىدەگەم بەرامبەر بە شتەكان.
5	4	3	2	1	14 ھەست بە ھاوكارىكردى خۆم دەكەم بۆ بەشداربووان لە بارى ناكەسيدا.
5	4	3	2	1	15 رۆژانە كاركردن لەگەل خەلكدا ماندووبونيكى زۆرە بۆ من.
5	4	3	2	1	16 بە ناسانى كيشەكانى بەشداربووان چارەسەر دەكەم.
5	4	3	2	1	17 ھەست بە ماندووبونيكى بى سنور لە كارەكەمدا دەكەم .
5	4	3	2	1	18 ھەست دەكەم كە بە نەرىنى كاريگەرىم لەسەر ژيانى خەلكى تر پەيدا كر دووہ بە ھوى كارەكەمەوہ.
5	4	3	2	1	19 لەوكتەوہى كە دەست بەكاربووم لەم كارەمدا ھەست دەكەم زۆر دل رەق بويە بەرامبەر بە خەلك.
5	4	3	2	1	20 دەترسم لەوہى كە نەم كارە كاريگەرى لەسەر سۆزى من بكات و بى سۆزم بكات لەگەل بەرامبەرەكەم.
5	4	3	2	1	21 ھەست دەكەم كە زۆر بە تاقەتم.
5	4	3	2	1	22 ھەست دەكەم كە توشى (احباط)شكاندەوہ بويە بە ھوى كارەكەمەوہ.
5	4	3	2	1	23 ھەست دەكەم كە ھەموو تواناكانم تەرخان كر دووہ بۆ كارەكەم.
5	4	3	2	1	24 ھيچ بە لامەوہ گرنگ نىە كە چ روودەدات لەگەل ھەندىك بەشداربوو.
5	4	3	2	1	25 كاركردى راستەوخۆ لەگەل خەلك توشى فشاريكى زۆرم دەكات.
5	4	3	2	1	26 دەتوانم بە ناسانى كەشيكى نارام لەگەل بەشداربووان دروست بكەم.
5	4	3	2	1	27 دلشاد دەبم دواى نەوہى كە راستەوخۆ لەگەل بەشداربووان.
5	4	3	2	1	28 لەم كارەى نىستامدا كاری زۆر گەورە و باشم بە نەنجام گەياگتووە.
5	4	3	2	1	29 ھەست دەكەم كەوا لە كۆتايى ريگادام.
5	4	3	2	1	30 لە كاتى كاركرندما زۆر بە ھىمنى مامەلە لەگەل كيشەى سۆزدارى دەكەم .
5	4	3	2	1	31 ھەست دەكەم كە بەشداربووان گلەبىم لى دەكەن بە ھوى ھەندىك كيشەى خۆيانە

### Statistics

		Work place	Gender	Age	Marital Status	Education Level	Job Position	Work Experience
N	Valid	233	233	233	233	233	233	233
	Missing	0	0	0	0	0	0	0

### Work place

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Korek Telecom	115	49.4	49.4	49.4
	Asiacell	118	50.6	50.6	100.0
	Total	233	100.0	100.0	

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	115	49.4	49.4	49.4
	Female	118	50.6	50.6	100.0
	Total	233	100.0	100.0	

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	138	59.2	59.2	59.2
	31-40 years	77	33.0	33.0	92.3
	41-50 years	16	6.9	6.9	99.1
	More than 50 years	2	.9	.9	100.0
	Total	233	100.0	100.0	

### Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	123	52.8	52.8	52.8
	Single	110	47.2	47.2	100.0
	Total	233	100.0	100.0	

### Education Level

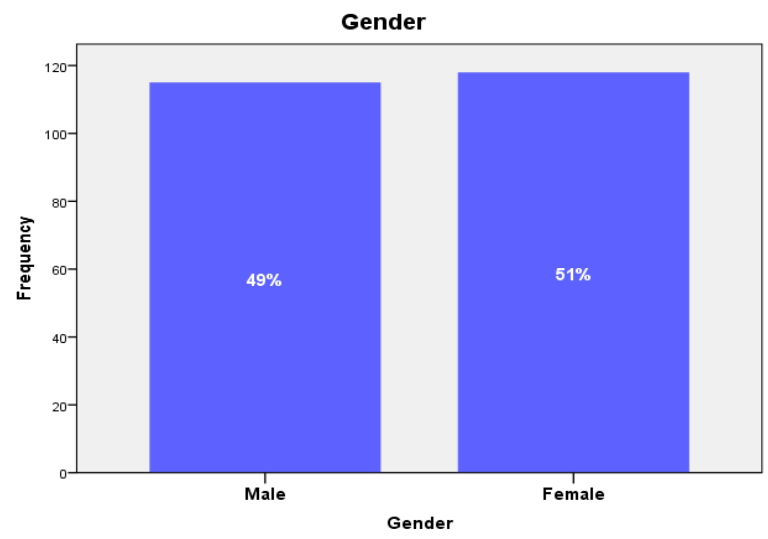
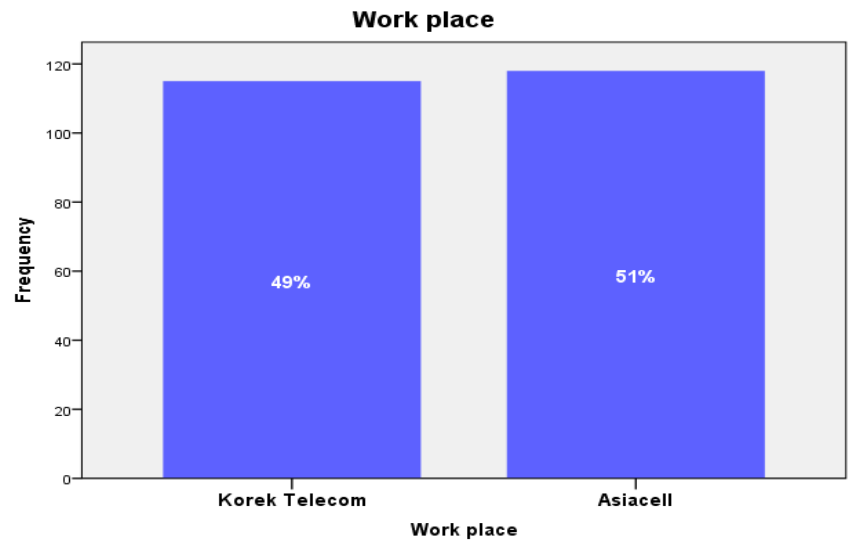
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary School	19	8.2	8.2	8.2
	Bachelor	131	56.2	56.2	64.4
	Master	51	21.9	21.9	86.3
	Ph.D.	9	3.9	3.9	90.1
	Others	23	9.9	9.9	100.0
	Total	233	100.0	100.0	

### Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Level Manager	3	1.3	1.3	1.3
	Manager	26	11.2	11.2	12.4
	Deputy Manager	38	16.3	16.3	28.8
	Employee	166	71.2	71.2	100.0
	Total	233	100.0	100.0	

### Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	74	31.8	31.8	31.8
	6-10 years	87	37.3	37.3	69.1
	11-15 years	48	20.6	20.6	89.7
	16-20 years	15	6.4	6.4	96.1
	More than 20 years	9	3.9	3.9	100.0
	Total	233	100.0	100.0	





		Education Level					
		Secondary School	Bachelor	Master	Ph.D.	Others	
Work place	Korek Telecom	Count	12	71	15	2	15
		Row N %	10.4%	61.7%	13.0%	1.7%	13.0%
	Asiacell	Count	7	60	36	7	8
		Row N %	5.9%	50.8%	30.5%	5.9%	6.8%

### Work Experience \* Job Position Crosstbulation <sup>a</sup>

		Job Position				Total	
		Top Level Manager	Manager	Supervisor	Employee		
Work Experience	0-5 years	Count	0	0	2	27	29
		% of Total	0.0%	0.0%	1.7%	23.5%	25.2%
	6-10 years	Count	0	2	6	40	48
		% of Total	0.0%	1.7%	5.2%	34.8%	41.7%
	11-15 years	Count	0	2	7	17	26
		% of Total	0.0%	1.7%	6.1%	14.8%	22.6%
	16-20 years	Count	0	3	1	1	5
		% of Total	0.0%	2.6%	0.9%	0.9%	4.3%
	More than 20 years	Count	1	0	4	2	7
		% of Total	0.9%	0.0%	3.5%	1.7%	6.1%
	Total	Count	1	7	20	87	115
		% of Total	0.9%	6.1%	17.4%	75.7%	100.0%

a. Work place = Korek Telecom

### Case Processing Summary

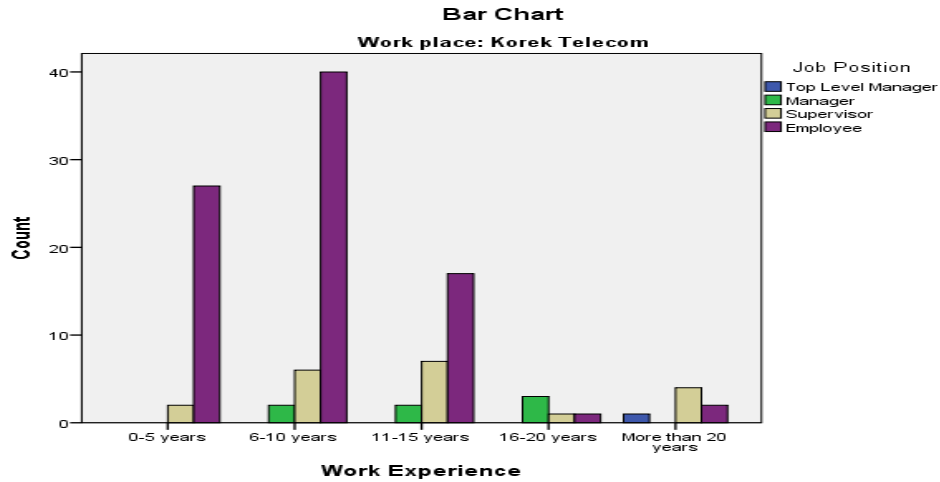
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Work Experience * Job Position	115	100.0%	0	0.0%	115	100.0%

a. Work place = Korek Telecom

### Chi-Square Tests <sup>a</sup>

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	58.134 <sup>b</sup>	12	.000
Likelihood Ratio	34.429	12	.001
Linear-by-Linear Association	23.595	1	.000
N of Valid Cases	115		

a. Work place = Korek Telecom



Work place = Asiacell

### Case Processing Summary <sup>a</sup>

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Work Experience * Job Position	118	100.0%	0	0.0%	118	100.0%

a. Work place = Asiacell

### Work Experience \* Job Position Cross tabulation <sup>a</sup>

			Job Position				Total
			Top Level Manager	Manager	Supervisor	Employee	
Work Experience	0-5 years	Count	0	2	6	37	45
		% of Total	0.0%	1.7%	5.1%	31.4%	38.1%
	6-10 years	Count	0	2	6	31	39
		% of Total	0.0%	1.7%	5.1%	26.3%	33.1%
	11-15 years	Count	0	10	3	9	22

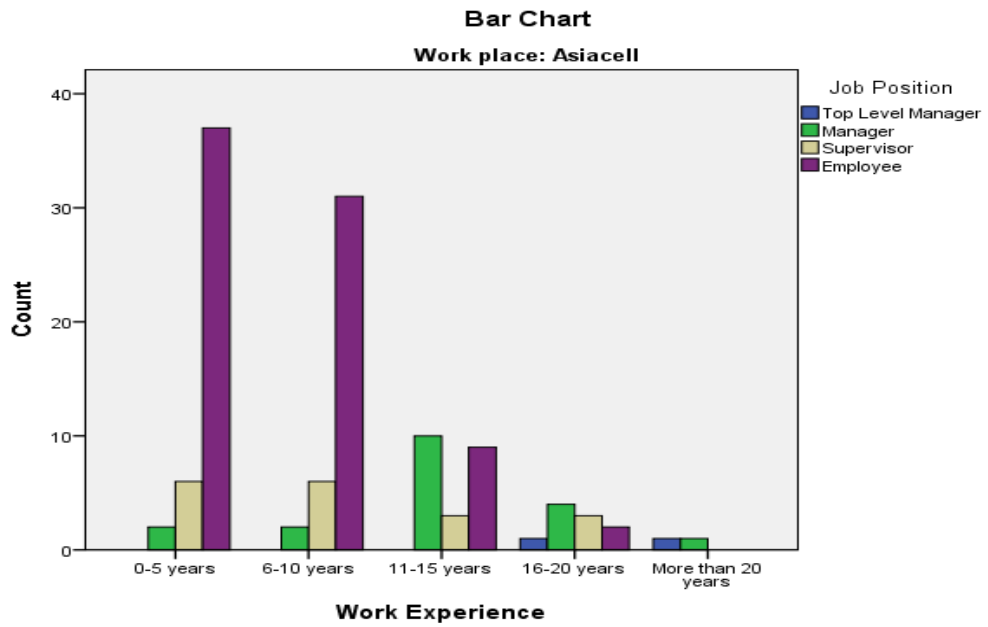
	% of Total	0.0%	8.5%	2.5%	7.6%	18.6%
16-20 years	Count	1	4	3	2	10
	% of Total	0.8%	3.4%	2.5%	1.7%	8.5%
More than 20 years	Count	1	1	0	0	2
	% of Total	0.8%	0.8%	0.0%	0.0%	1.7%
Total	Count	2	19	18	79	118
	% of Total	1.7%	16.1%	15.3%	66.9%	100.0%

a. Work place = Asiacell

### Chi-Square Tests<sup>a</sup>

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	68.082 <sup>b</sup>	12	.000
Likelihood Ratio	44.917	12	.000
Linear-by-Linear Association	34.927	1	.000
N of Valid Cases	118		

a. Work place = Asiacell





## KİŞİSEL BİLGİLER

Adı Soyadı	Hazhar omer mohammed
Doğum Yeri	SULAIMANYAH / IRAK
Doğum Tarihi	1.1.1989

## LİSANS EĞİTİM BİLGİLERİ

Üniversite	ISHIK ÜNİVERSİTESİ
Fakülte	İŞLETME FAKÜLTESİ
Bölüm	İDARİ BİLİMİ BİLİM BÖLÜMÜ

## İLETİŞİM

Adres	CHAMCHAL / IRAK
E-mail	<a href="mailto:HAZHARBUS@GMAIL.COM">HAZHARBUS@GMAIL.COM</a>
TELEFON	+9647702480509