BURN OUT AND JOB SATISFACTION: IS THERE A CONNECTION?

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Abstract

Burnout associated with stress has been documented in healthcare professionals including National Anti-Drug Agency (NADA) support staff and is considered as one of the potential hazards occurring among individuals who do “people work”. This study aimed to determine the level of job satisfaction and burnout among NADA support staff in several inpatient and outpatient care centre in Malaysia. Descriptive-correlational method of research was utilized to all (91) support staff in several states in Malaysia. Job Satisfaction Survey (JSS) by Pul E. Spector, and Maslach Burnout Inventory (MBI) by Cristina Maslach were administered to the respondents.

Aim

The aim of the present study is to determine whether there is a relationship between burnout and job satisfaction. The study also looks for relationships between gender, age-groups and education level. The method used was questionnaire. The Maslach Burnout Inventory and Job Satisfaction were used to measure the variables. Participants were all NADA (National Anti-Drug Agency) staff from various states. The staff were asked to fill in the questionnaires.

Introduction

Burnout

There is general agreement that the key component of burnout is emotional exhaustion (Gaines&Jermier, 1983). When this occurs the person becomes callous towards, or withdrawn from, colleagues and clients, and then develops a sense of a lack of personal accomplishment about work. It seems to be far more prevalent in people whose jobs include a large component of interaction with other people who have their own problems; for example, the police, teachers, nurses and other caring professions (Evans& Fischer 1993).
Burnout can be another reason for employees exposed to such things as unresolved interpersonal conflicts, lack of clearly defined work tasks and responsibilities, extreme overwork, lack of appropriate rewards may become victims of burnout, a process by which employees become less committed to their jobs and begin to withdraw from work (Riggio, 2013, p.267).

The process of withdrawal may include such reactions as poor punctuality and absenteeism (Maslach, Schaufeli & Leiter, 2001). Burnout usually occurs in three phases. The first phase is emotional exhaustion caused by excessive demands placed on the worker. The second is depersonalisation, the development of a cynical, insensitive attitude towards people in the workplace. The third phase is the feeling of low personal accomplishment, this is when the burned-out employee feels a sense of frustration or helplessness. (Riggio, 2013 p.265)

People who feel burnt-out lack energy and are filled with frustration and tension. Emotional symptoms of burnout include dreading coming to work each day (Cordes & Dougherty, 1993). Research has shown that burnout is particularly high in human-service professions that involve helping others, such as health-care providers, teachers, social workers and policemen (Burke, 1997; Carlson & Thompson, 1995). Jobs such as these often attract people with high ideals and the nature of their work places strong emotional demands on them, but if these demands cannot be met, they develop burnout through frustration (Cordes & Dougherty, 1993).

**Job Satisfaction**

Spector (1997, p. 2) defines job satisfaction simply as “the degree to which people like their jobs and the different aspects of their jobs.” Job satisfaction is also defined as a response towards various facets of one’s job. Meaning a person can be relatively satisfied with one aspect of his or her job and dissatisfied with other aspects (French, 1998 p.137).

**Research Objective**

RO1= To measure the level of job satisfaction and burnout among NADA staff.

RO2= To measure the correlation of job satisfaction and burnout among NADA staff.

RO3= To compare job satisfaction among NADA staff based on:-
  a. Group of age
  b. Level of Education
  c. Gender

RO4= To compare burnout among NADA staff based on:-
a. Group of age  
b. Level of Education  
c. Gender

**Research Question**

RQ1= What is the level of job satisfaction and burnout among NADA staff.

RQ2= Is there any significant correlation of job satisfaction and burnout among NADA staff.

RQ3= Is there any significant differences job satisfaction among NADA staff based on:-  

d. Group of age  
e. Level of Education  
f. Gender

RQ4= Is there any significant differences burnout among NADA staff based on:-  

d. Group of age  
e. Level of Education  
f. Gender

**Methodology**

**a. Design**

The investigators utilized the descriptive-correlational method of research. Descriptive design because this investigation described the level of job satisfaction and burnout among NADA staff. Furthermore, correlational analysis was employed to determine relationship between and among selected variables.

**b. Participants**

A non-probability purposive sampling was utilized in this investigation. Ninety-one support staff several states of Malaysia were recruited to participate in the investigation. Inclusion criterions were set for study participation among NADA staff whom involve with handling clients and whom from inpatient or outpatient department. In data gathering, respondents were approached personally and professionally at the time convenient to them. After a given time, the questionnaires were recollected. Below are Table 1 showing the demographic study.
<table>
<thead>
<tr>
<th>GROUP OF AGE</th>
<th>GENDER</th>
<th>SPM &amp; Below</th>
<th>Diploma &amp; Above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td>11</td>
<td>14</td>
<td>25</td>
</tr>
<tr>
<td>30 and below</td>
<td>Female</td>
<td>8</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>N=19</td>
<td>N=21</td>
<td>N=40</td>
</tr>
<tr>
<td>31 and above</td>
<td>Male</td>
<td>23</td>
<td>13</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>N=28</td>
<td>N=23</td>
<td>N=51</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>34</td>
<td>27</td>
<td>61</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>13</td>
<td>17</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>47</td>
<td>44</td>
<td>91</td>
</tr>
</tbody>
</table>

From Table 1; 91 NADA staffs are 61 males and 30 females. Only 44 from them had diploma certificate and higher education. 40 staffs age are 30 years and below.
c. Ethical consideration

Precautionary measures were taken into consideration to safeguard the study respondents’ legal rights. Prior to the interview, consent forms were obtained from the respondents. Confidentiality and anonymity of the respondents were maintained by only a code number on the questionnaire.

d. Instrumentation

To determine the NADA support staff level of job satisfaction, the investigator used a 6-point Likert type scale Job Satisfaction Survey (JSS) by Paul E. Spector. It is comprised of 36 items, which were presented either positively or negatively. These 36 items comprised the 9 subscales. Each of these facets is assessed with 4 items, and a total score is computed from all 36. Negatively worded items were reversely scored. JSS is a 6-point agree-disagree response choice, wherein the agreement with positively worded items and disagreement with negatively worded items represent satisfaction, whereas disagreement with positively worded items, and agreement with negatively worded items represents dissatisfaction [28]. To measure the level of burnout among nurses, a questionnaire adopted the 5-point Likert type scale Maslach Burnout Inventory (MBI) by Cristina Maslach. MBI has 3 subscales namely Emotional Exhaustion, Depersonalization, and Lack of Personal Accomplishment, with a total of 22 items.

The nine items in the Emotional Exhaustion subscale assess feelings of being emotionally overextended and exhausted by one's work. The five items in the Depersonalization subscale measure an unfeeling and impersonal response toward recipients of one's service, care, treatment, or instruction. For both the Emotional Exhaustion and Depersonalization subscales, higher mean scores correspond to higher degrees of experienced burnout. The eight items in the Personal Accomplishment subscale assess feelings of competence and successful achievement in one's work with people. Higher scores on the Emotional Exhaustion and Depersonalization scales indicate more burnout, while higher scores on the perceived personal accomplishment scale indicate less burnout. MBI using a sample of health care workers obtained reliability coefficients as follows: Cronbach’s alpha of 0.86 and split-alpha of 0.57 [9]. Cronbach’s alpha for this current research is 0.893.

**Data Analysis:** Data were computed and analysed using Statistical Package for Social Sciences (SPSS version 21.0). Descriptive and inferential statistics were utilized to analyse the data. Descriptive statistics included frequency, percentage, mean and standard deviation to describe the demographic characteristics, JSS, and MBI items. Pearson r coefficient correlation and Fisher’ T-test were utilized to determine correlation of variables and significance of the correlation respectively.
Result

TABLE 2.0: DESCRIPTIVE STATISTICS OF BURNOUT AND JOB SATISFACTION

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burnout</td>
<td>-2.00</td>
<td>1.50</td>
<td>-0.2967</td>
<td>1.15705</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>76</td>
<td>196</td>
<td>144.62</td>
<td>24.364</td>
</tr>
<tr>
<td>Total</td>
<td>91</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From Table 2.0; 91 NADA staffs show minimum burnout score is -2.00 and maximum burnout score is 1.50. For minimum job satisfaction score is 76 and maximum job satisfaction is 19.

TABLE 3: CORRELATION OF JOB SATISFACTION AND BURNOUT

From Table 3; Pearson Correlation for job satisfaction and burnout is -0.139. Significant (2-tailed) for job satisfaction and burnout is 0.189. This number is bigger than 0.05, so there is no significant correlation between job satisfaction and burnout. N is the number of staff is 91.
TABLE 4: COMPARISON OF JOB SATISFACTION AND GROUP OF AGE

<table>
<thead>
<tr>
<th>Group Of Age</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t</th>
<th>Sig(2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 &amp; Below</td>
<td>142.90</td>
<td>22.362</td>
<td>-0.604</td>
<td>0.548</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>145.96</td>
<td>25.966</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 &amp; Above</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N=40</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>91</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From Table 4; Significant (2-tailed) for comparison of job satisfaction and group of age is 0.548. This number is bigger than 0.05, so there is no significant comparison between job satisfaction and group of age. Value of t for job satisfaction and group of age is -0.604. 91 is the total number of staff.

TABLE 5: COMPARISON OF JOB SATISFACTION AND LEVEL OF EDUCATION

From Table 5; Significant (2-tailed) for comparison of job satisfaction and level of education is 0.404. This number is bigger than 0.05, so there is no significant comparison between job satisfaction and level of education. Value of t for job satisfaction and level of education is (-0.838). 91 is the total number of staff.

TABLE 6:

From Table 6; Significant (2-tailed) for comparison of job satisfaction and gender is 0.669. This number is bigger than 0.05, so there is no significant comparison between job satisfaction and gender. Value of t for job satisfaction and gender is -0.430. 91 is the total number of staff.
TABLE 7: COMPARISON OF BURNOUT AND GROUP AGE

From Table 7; Significant (2-tailed) for comparison of burnout and group of age is 0.193. This number is bigger than 0.05, so there is no significant comparison between burnout and group of age. Value of t for burnout and group of age is -1.312. 91 is the total number of staff.

TABLE 8: COMPARISON OF BURNOUT AND LEVEL EDUCATION

From Table 8; Significant (2-tailed) for comparison of burnout and level of education is 0.213. This number is bigger than 0.05, so there is no significant comparison between burnout and level of education. Value of t for job satisfaction and burnout is 1.256. 91 is the total number of staff.

TABLE 9: COMPARISON OF BURNOUT AND GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t</th>
<th>Sig(2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>-0.1148</td>
<td>1.15251</td>
<td>2.223</td>
<td>0.030</td>
</tr>
<tr>
<td>N=61</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>-0.6667</td>
<td>1.09334</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N=30</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>91</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From Table 9; Significant (2-tailed) for comparison of burnout and gender is 0.030. This number is smaller than 0.05, so there is a significant comparison between burnout and gender. Value of t for burnout and gender is 2.223. 91 is the total number of staff.

Discussion

From the findings, it shows that there is significant between burn-out and gender. It shows that different group of age have different style of coping skills. So, increasing of burn-out level influenced by level of age. On the other hand, there is no significant between burn out with age and education level. Findings also find out that there is no significant between job satisfaction with age, education level and gender. This study found out that there are no correlation significant between job satisfaction and burn-out. This result happened to be not significant
perhaps due to respondent who are 1) not answered questionnaires as per expected, 2) respondent not answered question honestly (they just answer for the sake of answer it without doing it full-heartedly).

**Conclusion**

Findings of this research find out that NADA support staff must be free from burnout and must be satisfied in their job. Satisfied workers tend to be more productive, creative, and committed. Therefore, a highly satisfied and free from burnout support staff will eventually be effective in rendering a quality social care since their ultimate goal is the patient or clients satisfaction. It is important for support staff of NADA to be satisfied with their job because they involved in handling patients / clients. In order to deliver a good job, they must be satisfied with jobs and free from burn-out. Free from stress and highly motivated worker will perform and deliver a good service.
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