

Original Article

## Analysis of Job Satisfaction and Burnout Level of Nurses in Different Generations

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### Abstract

**Aim:** The aim of this study was to determine the job satisfaction and burnout levels of nurses in different generations.

**Methods:** This is a descriptive study. The research population was made up of the 300 nurses who work at the Aksaray University Training and Research Hospital. The survey was conducted among 144 nurses who represented Generations X and Y. Data were collected by using Personal Data Collection Forms, Maslach Burnout Scale and Minnesota Satisfaction Questionnaire were used in face-to-face interviews for data collection between the dates of February-April 2017. To analyze of the data descriptive statistics, chi-square and Mann Whitney-U were used.

**Results:** Compared to the Generation X nurses and the Generation Y nurses to job satisfaction and burnout levels of the nurses was found not significantly. Job satisfaction and burnout levels was moderate in both groups.

**Conclusion:** The study suggests to the researchers to take the characteristics of different generations into consideration while determining job satisfaction and burnout levels.

**Key Words:** Generations, job satisfaction, burnout levels

### Introduction

Burnout syndrome is an important occupational health problem that can include both emotional and physical burnout. The prevalence is reported to be between 10% and 50%, although it can vary according to the profession, society and evaluation tool (Brand & Holsboer Trachsler, 2010). Burnout is a chronic state of exhaustion due to long-term interpersonal stress which is common within human service professions (Schwarzer & Hallum, 2008). Burnout syndrome is more directly serving the people working in professions that are seen in important of human relationships (Kacmaz, 2005). Nursing is one of the human service professions and is specifically vital in the medical and mental health care

delivery. Nurses are involved in the various units of the hospital administration as clinical staff and the nature of their work make them highly vulnerable to burnout syndromes (Khamisa, Peltzer, & Oldenburg, 2013). In the health professional heavy workload and non-compliance among persons are important risk factors for burnout (Halbesleben & Demerouti, 2005; Erol et al., 2012). In our country increases the susceptibility to burnout of nurses due to issues such as nurses in the job description and not clear yet, be doing the same work of nurses trained in the different levels, prolonged direct personal contact of an emotional nature with a large number of patients, role ambiguity, responsibility for other's live, work overload, shift work, staff

issues, overtime, poor salaries and lack of opportunities for advancement (Turkcuer et al., 2007; Metin & Gok Ozer, 2007). In the literature stated that nurses are vulnerable to burnout from these reasons ((Rothmann, Van Der-Colff, & Rothmann, 2006; Nwafor et al., 2015; Ntantana et al., 2017). On the other hand, it is reported that job satisfaction is among the most influential factors of burnout (Erol et al., 2012). Job satisfaction refers to the extent to which employees like their work and have a positive or negative attitude toward their jobs. Individual who experienced dissatisfaction in the workplace are negative feelings. These negative emotions are disrupt physical, mental and social well-being of individual. As a result of job dissatisfaction can be seen indication job dissatisfaction and burnout such as job abandonment and frequent job change in the individual (Karadag, 2002). Nurses experiencing job dissatisfaction and burnout can reflect these conditions in patient care and quality of care can be reduced (Erdem et al., 2008). In order for the nurse to be satisfied, it is important to determine the levels of job satisfaction and burnout in the organization. Nurses' job dissatisfaction and burnout levels of diversity makes it difficult for nurses to understand their needs and values related to the job. As one of the ways to overcome this difficulty in the literature, it has been suggested that the causes of dissatisfaction should be examined in different generations (Le Vasseur et al., 2009; Takase, Oba & Yamashita, 2009). In order to increase job satisfaction and reduce burnout levels of nurses, it is important to know the characteristics of each employee's belonging generation and their reflections on working behavior of these features.

This study was carried out in order to determine the job satisfaction and burnout levels of nurses in different generations. This study was searched responding to the question "Is there a difference job satisfaction of Generation X and Y nurses" and "Is there a difference burnout levels of Generation X and Y nurses?"

### Material and methods

This is a descriptive and analytical study. The study has been conducted in the training and research hospitals in Aksaray, which are affiliated to the Ministry of Health. The universe of the study included 300 graduate nurses who worked between February and April 2017 at those hospitals. Although it has been planned to

recruit 100% of the universe 144 nurses participated 156 nurses were excluded from the sample because 42 nurses were on leave / report, 37 nurses did not fill in questionnaire, 77 nurses refused to participate in the survey.

The data of research were collected by using Maslach Burnout Inventory and Minnesota Satisfaction Questionnaire and Personal Data Collection Forms included questions about the socio-demographic characteristics of the nurse. Personal Data Collection Form: Questions about some socio-demographic characteristics of nurses (age, gender, education, marital status, institution, department, total working time in the profession, preference and satisfaction with the working environment, etc.) are included.

*Minnesota Satisfaction Questionnaire:* Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss et al. (1967) and was tested in Turkey done by Baycan (1985) for validity and reliability. This contains 20 items which are meant to assess how individuals are satisfied with their present Job, what things the individuals are satisfied with or not satisfied with in their job. The questionnaire is arranged in a five point Likert format ranging from 1=Very Dissatisfied to 5=Very Satisfied. It consists of two subscales (intrinsic satisfaction and extrinsic satisfaction) but the item responses are summed or averaged to create a total general satisfaction score – the lower the score, the lower the level of job satisfaction. MSQ neutral satisfaction score is 3.

*The Maslach Burnout Inventory:* The Maslach Burnout Inventory (MBI) was developed by Maslach and Jackson (1981) and was tested in Turkey done by Ergin (1992) for validity and reliability. The MBI was used to measure the burnout (Maslach & Jackson, 1981). It consists of 22 self-descriptive statements which measure three aspects of burnout: emotional exhaustion (EE), depersonalization (DP) and decreased personal accomplishment (PA). Items are rated on a 7-point Likert scale ranging from 0 (never) to 6 (every day). In the Turkish form of the scale were made some changes and it was decided that the answer choices of seven grades in the original form should be arranged in 5-point Likert scale as from 0 (never) to 4 (every day), and this research was used 5-point Likert scale. Low scores in the EE or DP scales, or high scores in the PA scale, indicate high levels of burnout. Each subscale score can be categorized as low, average or high burnout as defined by normative

data. Moderate levels of burnout the mid-level scores for each of the three subscales. All statistical analyses were performed with SPSS version 16.00 were two-sided, and p values less than 0.05 were considered statistically

significant. Descriptive statistics (average, percent) were performed. Comparisons between groups were performed using chi-square test for categorical variables, Mann-Whitney U test for non-parametrical continuous variables.

**Table 1. Nurses' socio-demographic and work related characteristics**

Socio-demographic characteristics	Number	%
<b>Age</b>		
Generation X (1965–1980)	89	61.8
Generation Y (1981–2002)	55	38.2
<b>Gender</b>		
Female	115	79.9
Male	29	20.1
<b>Marital status</b>		
Married	114	79.2
Single	30	20.8
<b>Education</b>		
High school graduate	15	10.4
Two-year degree	49	34.0
Bachelor degree	75	52.1
Graduate school	5	3.5
<b>Work related to characteristics</b>		
<b>Position in the institution</b>		
Operating room nurse	14	9.7
Intensive care nurse	22	15.3
Clinical nurse	94	65.3
Emergency unit nurse	6	4.2
Senior and mid-level manager nurse	8	5.6
<b>Staff Status</b>		
Staffer	139	96.5
Contract staff	5	3.5
<b>Shift Type</b>		
Day	62	43.1
Night / day	78	54.2
Night	4	2.8
<b>Satisfaction in the work unit</b>		
Yes	111	77.1
No	33	22.9
<b>Willing their occupation nursing</b>		
Yes	112	77.8
No	32	22.2
<b>Intention to leave</b>		
Yes	50	34.7
No	94	65.3
<b>Work experience (year)</b>		
Work experience in total	Means $\pm$ SD	
	13.75 $\pm$ 7.54	
Work experience in current institution	7.11 $\pm$ 6.33	

**Table 2. Comparison of Intrinsic - Extrinsic and General Satisfaction Scores of Nurses Generation X and Y**

	Generations	
	Generation X (N: 89)	Generation Y (N: 55)
<b>Minnesota Satisfaction Questionnaire</b>	Mean±SD	Mean±SD
Intrinsic satisfaction	3.30±0.65	3.33±0.75
	MW- U=2315.0 p=0.585	
Extrinsic satisfaction	3.08±0.67	3.07±0.79
	MW- U=2407.0 p=0.869	
General satisfaction	3.21±0.62	3.23±0.73
	MW- U=2341.0 p=0.663	

**Table 3. Comparison of Maslach Burnout Inventory Scores of Nurses Generation X and Y**

	Generations	
	Generation X (N: 89)	Generation Y (N: 55)
<b>Maslach Burnout Inventory Subscales</b>	Mean±SD	Mean±SD
Emotional exhaustion (EE)	14.94±7.34	14.96±8.87
	MW- U=2199.0 p=0.306	
Depersonalization (DP)	4.69±3.54	5.34±4.07
	MW- U=2275.0 p=0.476	
Personal accomplishment (PA)	12.41±5.52	11.96±5.81
	MW- U=2334.0 p=0.641	

## Results

Table 1 presents the demographic characteristics and working status features of the 144 nurses. Among this total, 89 (61.8%) were Generation X (1965–1980) and 55 (38.2%) were Generation Y (1981-2002). Nurses participating in the study were 115 (79.9%) female. Most of the participants (52.1%) had a Bachelor's degree in nursing education, 79.2% were married, 65.3% of the participants worked as a clinical nurse. The majority of the participants worked 96.5% in staff and 54.2% in shift work (night / day). Nurses participating in the study 77.8% were willing their occupation and 65.3% did not want to leave the job. The length of work experience

with an average of 13.7±7.5 years and the length of work experience at the current institution 7.1±6.3 years.

When the job satisfaction and sub-dimension average scores of the Generation X and Y nurses in the study were compared the difference between the average scores of intrinsic (p=0.585), extrinsic (p=0.869) and general satisfaction (p=0.663) scores was not statistically significant (Table 2). According to the results, it was determined that job satisfaction of the nurses did not show any significant difference according to their ages and job satisfaction was moderate in both groups.

When the burnout levels sub-dimension average scores of the Generation X and Y nurses in the study were compared the difference between the average scores of EE ( $p=0.306$ ), DP ( $p=0.8476$ ) and PA ( $p=0.641$ ) scores was not statistically significant (Table 3).

## Discussion

This study aimed to determine the job satisfaction and burnout levels of nurses in different generations. According to the findings, 65.3% of nurses did not want to leave the job (Table 1). The nurses an intention to leave job were similar to those described in other studies (Liu et al., 2011; Wang et al., 2012) It would appear to arise from a combination of health and lifestyle advances enabling such nurses to continue to work. Other factors may include nurses retaining a sense of vocation and satisfaction from their work. The result of the showed that job satisfaction of the nurses did not show any significant difference according to their ages and job satisfaction level was moderate in both groups (Table 2).

We can say that increase their job satisfaction due to were willing their profession the majority of the nurses involved in this study. In the literature, it is stated that job satisfaction levels are higher for those who are willing to occupation (Kahraman et al., 2011; Dogan Merih & Arslan, 2012). We might think that the job satisfaction similarity between nurses Generation X and Y is that nurses Generation X (1965-1980) can make better comparisons between their experience, desired job conditions and existing job conditions as the age increases, nurses Generation Y (1981-2002) are increasing job satisfaction of their preparing for work the post-graduation orientation programs. Older nurses are skilled, productive and experienced workers.

As the ability to cope with and manage health workers develops, the stress caused by the profession decreases and satisfaction with the work increases as the ability to solve the problems becomes more competent. It is therefore expected that the job satisfaction of older nurses is higher than that of younger nurses (Karlıdag, Unal & Yologlu, 2001). However in this study, there was no significant difference between job satisfaction average scores of nurses and age groups ( $p > 0.05$ ). In a study of health workers evaluated job satisfaction, Erşan et al. (2013) reported that between the 20-34 age group

and the age group of 45 and above statistically significant the average score of extrinsic satisfaction however the average score of intrinsic and general satisfaction not statistically significant. Tilev and Beydag (2014) was also show that difference between age groups and job satisfaction no statistically significant. The results of this study are similar to those of previous studies. In the study determined that the job satisfaction of the nurses in the Generation X and Y was moderate. In the literature, it is stated that members of Generation X have a strong desire for team-work, autonomy, independence, flexibility, and work-life balance (Tulgan, 2004; Brown, Thomas & Bosselman, 2015) also is stated that is a beloved, socialist, loyal and idealist and a generation with high motivation (Erden Ayhun, 2013).

Generation Y the newest generation of nurses to join the workforce and characterized as technology cally savvy, independent and optimistic. Generation Y value work-life balance and have grown to expect instant access to information and feedback (Berkowitz & Schewe, 2011). These two generations show unique characteristics in their view of careers (Park & Gursay, 2012). However we stated that job satisfaction results are similar in the both generations. Job satisfaction of nurses Generation X and Y reported in this sample may be related to the nurses' willingness to do their profession.

According to the results, it was determined that burnout of the nurses did not show any significant difference according to their ages and burnout level (Table 3). Zhang et al. (2014) found that nurses experienced burnout at the moderate level. The findings were in parallel with the literature. However, unlike the result of this study, there were studies showing that the nurses' burnout level is high in previous studies (Metin & Ozer, 2007; Gunoşen & Ustun, 2008; Ergin et al., 2009; Altay, Gonener & Demirken, 2010; Nantsupawat et al., 2011). Also according to the study results was moderate levels of emotional exhaustion, depersonalization and personal accomplishment in both groups (Table 3). Similarly, other studies show that not statistically significant difference between age groups and burnout levels (Akpınar & Taş, 2011; Erdagi & Ozer, 2015; Akyuz, 2015). It may be thought that this result is due to the fact that the nurses participating in the study were in a moderate level of job satisfaction and nurses were willing to do the profession.

## Limitations of the Research and Generalizability

This study was conducted in only one hospital, which might limit the generalizability of study. Additional research in other hospitals is needed in order to increase the possibility of generalizability.

## Conclusion

According to the results, it was determined that job satisfaction and burnout levels of the nurses did not show any significant difference according to Generation X and Y also job satisfaction and burnout levels was moderate in both groups. However, more researches are needed that will show job satisfaction and burnout levels between Generation X and Y.

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