

## Relationship Between Emotional Exhaustion and Job Satisfaction among Nurses

Abo Alhasan Ali Mohaisen<sup>1</sup>, Qahtan Q. Mohammed<sup>2</sup>

<sup>1</sup>Academic Nurse, Baghdad Health Directorate\ Al- Rusafa, Ministry of Health, email:

<sup>2</sup>Professor, Psychiatric Mental Health Nursing Department, College of Nursing, University of Baghdad

### KEYWORDS

Emotional  
Exhaustion, Job  
Satisfaction, Nurses

### ABSTRACT

Background: Emotionally exhausted employees tend to have unfavorable relationships with coworkers and the organization. It has been shown that emotional exhaustion and job satisfaction are highly relevant factors for performance in various organizational settings. This study aims to determine the relationship between job satisfaction and emotional exhaustion among nurses working at a psychiatric hospital. Method: A descriptive correlational study is conducted from December 2023 to May 2024. In a non-probability (purposive sample), 190 nurses were selected from hospitals in the Baghdad/Al-Rusafa Health Directorate and the Medical City Directorate. Nurses who work in psychiatric units were selected purposefully for this study. The chosen questionnaire consists of three parts. The first is the patient's socio-demographic characteristics, the Job Satisfaction Survey (JSS), and the third is the Emotional Exhaustion subscale (EE). Results: This study shows that the average participants' age was  $30.25 \pm 8.7$  years, and the majority (53.7%) were female and held a diploma degree (48.9%) in nursing science. They have moderate levels of emotional exhaustion and job satisfaction. The job satisfaction survey results indicate that all dimensions of the subscale's items show moderate satisfaction. A statistical analysis reveals a significant inverse correlation between emotional exhaustion and job satisfaction among Nurses at a p-value of .0002. Conclusions: There is a significant relationship between emotional exhaustion and job satisfaction. These results suggest that emotional exhaustion is a key factor contributing to reduced job satisfaction and its various components, such as fringe benefits and the nature of work promotion. Recommendations: The study recommends effective interventions to address the negative impact of emotional exhaustion in the workplace, especially among new young employees. As such, organizations should prioritize implementing strategies that promote employee well-being and reduce burnout. This research contributes to understanding nurse experiences and needs, informing policies and practices that support their growth and well-being.

## 1. Introduction

The satisfaction of hospital staff, especially nurses, with their jobs, is vital for their optimal performance and delivery of high-quality services. The contentment of nurses with their jobs is associated with increased efficiency and improved care for patients (1). It has been shown that emotional exhaustion and job satisfaction play a significant role in an individual's performance in various organizational environments. Several studies have identified emotional exhaustion as a hindrance to good job performance (2–4), while job satisfaction has been found to promote good job performance (5–7). Experiencing emotional exhaustion means feeling overwhelmed and drained of emotional and physical energy (8). This can result in employees struggling to manage or meet the emotional demands of their work (9,10). Additionally, those who don't feel a strong sense of connection to their colleagues and workplace are more probable to be involved in negative behaviour, such as being hurtful or rude to others (11).

Job satisfaction is a measure of a person's overall evaluation of their work experiences (12,13). It's a complex attitude that takes into account three key factors: beliefs about the job, evaluative judgment, and affective experience at work (14,15). As such, job satisfaction can be influenced by emotional exhaustion, which is seen as a precursor to job satisfaction. When exhausted physically and emotionally, employees tend to be more careful about allocating their limited resources (16). They prioritize resources that will yield a higher return on investment (17,18). Job satisfaction is not just an affective state but also an affective resource that employees can draw upon (12). For instance, Ritter et al. (19) suggest that job satisfaction can help employees manage conflicts between different roles or prevent the loss of resources resulting from such conflicts. Accumulating job satisfaction might

also enhance employees' perception of role clarity. Exhausted employees tend to have unfavorable relationships within the institution and coworkers. Moreover, they are more likely to exhibit counterproductive behavior in the workplace, as per research studies (20,21). the study aims to determine the relationship between emotional exhaustion and job satisfaction among nurses.

## **2. Methodology**

### **2.1 Design of the Study:**

For the current study, a descriptive correlational design was employed to determine the relationship between emotional exhaustion and job satisfaction among psychiatric hospital nurses. The study was conducted from December 2023 to May 2024.

### **2.2. Settings of the Study**

The research encompassed nurses who working in psychiatric units. Participants were sourced from Baghdad Teaching Hospital\ psychiatric ward, Al Rashad Teaching Hospital for mental illness, and Ibn Rushd Psychiatry Hospital.

### **3.3. Sample of the Study**

A non-probability (purposive sample) 190 of nurse was selected from hospitals in the Baghdad/Al-Rusafa Health Directorate (Al Rashad Teaching Hospital for mental illness and Ibn Rushd Psychiatry Hospital) and the Medical City Directorate (Baghdad Teaching Hospital\ psychiatric ward.

### **2.5. Study Instrument:**

**3.5.1 Part I:** This part is about getting demographic information from the nurses, which includes the age, sex, and the nurse's social status; level of education; nurse who study different specialty; financial situation; work experience they spent in psychiatric unit and duration of working experience.

**2.5.2. Part II:** The "Maslach Burnout Inventory: Human Service Scale (MBI-HSS)" was used to measure emotional exhaustion, specifically using the 9-item Emotional Exhaustion subscale (22) . The total level of emotional exhaustion was calculated by estimating the range score for the scale's total score, which is rated into three levels: low = 9-27, moderate = 28-45, and high = 46-63. The level of emotional exhaustion for each item is estimated by calculating the cut-off points for the mean score and divided into three levels: low=1 – 3, moderate= 4 – 5, and high= 6 – 7.

**2.5.2. Part III:** job satisfaction was measured using the Arabic version of the Job Satisfaction Survey (JSS), which was developed by (23). The JSS consisted of 36 items rated on a Likert scale ranging from 1 (Completely disagree) to 5 (Completely agree), with a potential score range of 36-180. The total level of Job Satisfaction was calculated by estimating the range score for the scale's total score, which is rated into three levels: low = 36 -84, moderate =85-132, and high =133 -180.

### **2.6. Data Collection and Analysis:**

During the period spanning from January 2 to February 28, 2024, a study was conducted with the approval of both the Rusafa and Medical City health departments, along with their respective hospitals. Data were collected through a self-report method and the Statistical Package for the Social Sciences was utilized for data analysis (SPSS, version 26). The evaluation of the data involved

descriptive and inferential statistical

methods. The correlation coefficient was used to establish the questionnaire's reliability, and the level of statistical significance was chosen at 0.05.

### 3. Results and Discussion

Table (3-1): Distribution of Nurses according to their Socio-demographic Characteristics (N=190)

List	Characteristics		Frequency	Percentage
1	Age M±SD= 30.25 ± 8.7	20- less than 30	119	62.6
		30= less than 40	34	17.9
		40- less than 50	29	15.3
		50 and more	8	4.2
		Total	190	100.0
2	Sex	Male	88	46.3
		female	102	53.7
		Total	190	100.0
3	Marital status	Single	63	33.2
		Married	127	66.8
		Divorced	0	0.0
		Total	190	100.0
4	The monthly income	Not enough	87	45.8
		Barely enough	92	48.4
		It is enough	11	5.8
		Total	190	100.0

M: Mean, SD: Standard deviation

The descriptive analysis in table 3-1 shows that nurse' average age is  $30.25 \pm 8.7$  years and 62.6% of nurses are seen with the group of "20-less than 30 years". The gender variable refers to males among 53.7% of nurses while female nurses 46.3%. The marital status of nurses refers that the majority of them are Married as seen among 66.8% and only 33.3% of nurses are single. Regarding monthly income, 48.4% of nurses reported a monthly income is Barely enough and 45.8% reported not enough indicates to low socioeconomic status.

Table (3-2): Overall Assessment of Emotional Exhaustion scale (N=190)

Scale	Frequency	Percentage	Mean	Standard Deviation
low	86	45.3	<b>28.8316</b>	8.99518
Moderate	94	49.5		
High	10	5.3		

<b>Total</b>	<b>190</b>	<b>100.0</b>		
--------------	------------	--------------	--	--

Low = 9-27, Moderate = 28-45, High= 46– 63

This table indicates that most nurses are associated with moderate level of emotional exhaustion, as seen at 49.5% ( $M \pm SD = 28.83 \pm 8.99$ ).

Table (3-3): Overall Assessment of Job Satisfaction among Nurses (N=190)

Job Satisfaction	Frequency	Percentage	Mean	Standard Deviation	Assessment
Low	0	0	<b>108.0368</b>	7.67830	Moderate
Moderate	188	98.9			
High	2	1.1			
<b>Total</b>	<b>190</b>	<b>100.0</b>			

Low= 36 -84, Moderate= 85-132, High= 133 -180

This table indicates that nurses perceive moderate level of job satisfaction as reported among 98.9% of them ( $M \pm SD = 108.03 \pm 7.67$ ) and 1.1% of them perceive high level of Satisfaction.

Table (3-4): Correlation between Emotional Exhaustion and Job Satisfaction. among Nurses (N=190)

Scales	Spearman correlation	p-value 1-tailed	significance
Emotional Exhaustion	-.261	.0002	H.S
Job Satisfaction			

\*. Correlation is significant at the 0.01 level (2-tailed). N.S: Not significant, S: Significant, H.S: High significant

This table reveals a significant negative relationship between emotional exhaustion and job satisfaction at p-value= .0002. which indicates that emotional exhaustion increases with decreased nurse job satisfaction.

Table (3-5) Comparisons between Emotional Exhaustion and Demographic characteristics among Nurses Working at A Psychiatric Hospital

.\*

The Emotional Exhaustion Sociodemographic characteristics		Level of Emotional Exhaustion			Total	Analyses	Sig.
		Low	Moderate	High			
Age	20- less than 30	56	58	5	119	Fisher's Exact Test <b>13.194</b>	<b>.026</b>
	30= less than 40	16	18	0	34		
	40- less than 50	8	17	4	29		
	50 and more	6	1	1	8		
	<b>Total</b>	<b>86</b>	<b>94</b>	<b>10</b>	<b>190</b>		
Sex	Male	42	45	1	88	Independent t test	.153
	female	44	49	9	102	-1.436	
	<b>Total</b>	<b>86</b>	<b>94</b>	<b>10</b>	<b>190</b>		
Marital	single	28	31	4	63	Pearson Chi-Square .227	.893
status	married	58	63	6	127		
	<b>Total</b>	<b>86</b>	<b>94</b>	<b>10</b>	<b>190</b>		
Economic	not enough	43	37	7	87	Fisher's Exact Test 6.155	.161
status	Barely enough	36	53	3	92		
	it is enough	7	4	0	11		
	<b>Total</b>	<b>86</b>	<b>94</b>	<b>10</b>	<b>190</b>		

mean difference is significant at the 0.05 level.

This table reveals that there is significance of differences in proportions between emotional exhaustion and nurses regarding nurse's age at p-values= .026

## Discussions

According to the data analysis presented in Table 3-1, our study sample consisted of 190 participants aged within range of 20 to 60 years old. On average, the participants' age was  $30.25 \pm 8.7$  years. Majority of them were female and married. Almost half of them (48.4%) perceive their income as barely sufficient, which highlights the financial challenges they face. These findings are in line with previous local studies (7,24,25).

Emotional exhaustion level among nurses working at a psychiatric hospital was moderate as indicated by ( $M \pm SD = 28.83 \pm 8.99$ ) in which ( $\% = 49.5$ ,  $n = 94$ ) of nurses showed a moderate exhaustion, that is present in the table (3-2). In line with our results, in a previous Brazil study conducted on mental health professionals, participants showed most workers in these mental health services ( $\% = 48.12$ ,  $n = 141$ ) had moderate levels of emotional exhaustion (26). This finding corroborates the outcomes of a systematic review of research studies on the prevalence of burnout in mental health nurses. The review indicates that the studies generally report moderate levels of emotional exhaustion (27).

Job satisfaction level among nurses working at a psychiatric hospital was moderate as indicated by ( $M \pm SD = 108.03 \pm 7.67$ ) in which ( $\% = 98.9$ ,  $n = 188$ ) of nurses showed a moderate satisfaction, that is present in the table (3-3). In line with our results, a study conducted by Giannoula et al, which involved 100 nursing staff and used the Job Satisfaction Survey, the overall average for job satisfaction was 108.5, indicating neutrality (28). while Hajibabae et al's study found that most nurses were less satisfied with their jobs, as majority of them reported low or moderate levels of job satisfaction (29).

Table (3-4) presented a statistical analysis that reveals a significant inverse correlation between emotional exhaustion and job satisfaction. The p-value of .0002 confirms this conclusion. This finding is supported by a studies conducted by Allam et al, Ren et al, and Theofilou et al, which also identifies a clear association between these variables (30–33). Moreover, research published in the *Advances in Management & Applied Economics* journal indicates that emotional exhaustion has a considerable negative impact on job satisfaction in different industries and organizations (34). A recent study found that nurses experience higher levels of burnout and job dissatisfaction compared to other healthcare professionals (35). The level of job satisfaction experienced by nurses serves as a crucial determinant of their productivity, which in turn, impacts the quality of healthcare provided. Job satisfaction refers to the state of favorable emotions and well-being that workers experience in their workspace (36,37). Nursing professionals typically invest a considerable amount of time in their work. If they encounter certain aspects of their job that they are unhappy with, they may start to experience adverse emotions that can impact their job concentration and lead them to develop a pessimistic outlook toward their job. This negative mindset may result in them experiencing psychological or mental health issues (31).

The result of this study indicated that there is significance of differences in proportions between emotional exhaustion and nurses regarding nurse's age at p-values = .026. as shown by table (3-5), it has been observed that nurses aged 20-30 have a higher frequency of emotional exhaustion (moderate to high 58 and 5 respectively) compared to those who are 50 years and older, who have a lower frequency (moderate to high 1, 1 respectively). study conducted in Erbil, Iraq in 2023 by

Hajibabae et al found a strong link between age and emotional exhaustion. The study shows that age plays a critical role in determining the levels of exhaustion experienced by individuals (29). The previous meta-analytic study examined the correlation between age and burnout syndrome risk in nursing professionals. The study indicates that younger age is a significant contributing factor to the emotional exhaustion experienced by nurses (38). This analysis highlights the significance of age as a variable that affects the level of emotional exhaustion and provides statistical evidence to support this relationship. This finding suggests that age may be an important consideration in the development of interventions and policies aimed at reducing burnout in the nursing workforce.



## Conclusions

It seems that nurses have moderate job satisfaction and experience emotional exhaustion. It can be negatively and significantly impacted by social integration within the work organization, the social importance given to work-life, as well as the duration of work and life (39). Collectively, these results suggest that emotional exhaustion is a key factor that contributes to reduced job satisfaction and its various components. This underscores the importance of addressing emotional exhaustion to enhance employee well-being and promote job satisfaction. This analysis highlights the significance of age as a variable that affects the level of emotional exhaustion and provides statistical evidence to support this relationship. This finding suggests that age may be an important consideration in the development of policies and interventions aimed at reducing exhaustion in the nursing workforce.

## Recommendations

1. Emotional exhaustion and job satisfaction significantly affect employee performance. Negative feelings toward the job harm performance, while a satisfied workforce performs well. Management should prioritize employee satisfaction for better performance.
2. This research contributes to understanding nurse experiences and needs, informing policies and practices that support their growth and well-being.
3. This finding underscores the need for effective interventions to address the adverse influence of emotional exhaustion in the workplace, especially among new young employees. As such, organizations should prioritize implementing strategies that promote employee well-being and reduce burnout.

Further studies are required to explore the link between job satisfaction, emotional exhaustion, and mediating factors in this relationship.

## Reference

- [1] Naeem FS, Jasim AH. Self-efficacy for Critical Care Nurses in Al-Muthanna Governorate. *Pakistan Journal of Medical and Health Sciences*. 2022;16(5):812–4.
- [2] Skaalvik C. Emotional exhaustion and job satisfaction among Norwegian school principals: relations with perceived job demands and job resources. *Int J Leadersh Educ* [Internet]. 2023;26(1):75–99. Available from: <https://doi.org/10.1080/13603124.2020.1791964>
- [3] Balducci C, Alessandri G, Zaniboni S, Avanzi L, Borgogni L, Fraccaroli F. The impact of workaholism on day-level workload and emotional exhaustion, and on longer-term job performance. *Work Stress* [Internet]. 2021;35(1):6–26. Available from: <https://doi.org/10.1080/02678373.2020.1735569>
- [4] Meliala YH, Eliyana A, Hamidah, Buchdadi AD, Habibi MB. The effect of work family conflict on job performance through emotional exhaustion. *Syst Rev Pharm*. 2020;11(10):459– 65.
- [5] Dziuba ST, Ingaldi M, Zhuravskaya M. Employees' Job Satisfaction and their Work Performance as Elements Influencing Work Safety. *Syst Saf Hum - Tech Facil - Environ* [Internet]. 2020 Mar 1;2(1):18–25. Available from: <https://www.sciendo.com/article/10.2478/czoto-2020-0003>
- [6] Hattab WAA, Kadhim AJ, Abdulwahhab MM. Impact of years' experience upon nurses' knowledge and practice concerning infection control at critical care units in Baghdad City. *Indian Journal of Forensic Medicine and Toxicology*. 2021;15(1):2564–8.
- [7] Hussein Z. Nurses' Job Satisfaction in Respiratory Isolation Units of Coronavirus Disease. *Iraqi National Journal of Nursing Specialties*. 2022;35(1):11–9.
- [8] Maslach C, Schaufeli WB, Leiter MP. Job Brunout. *Annu Rev Psychol*. 2001;397–422.

- [9] Nikolova I, van Dam K, Van Ruysseveldt J, De Witte H. Feeling Weary? Feeling Insecure? Are All Workplace Changes Bad News? *Int J Environ Res Public Health* [Internet]. 2019 May 23;16(10):1842. Available from: <https://www.mdpi.com/1660-4601/16/10/1842>
- [10] Mohammed D, Bakey S. Detection of Depression among Nurses Providing Care for Patients with COVID-19 at Baqubah Teaching Hospital. *Iraqi National Journal of Nursing Specialties*. 2021;34(1):86–94.
- [11] Akram Z, Li Y, Akram U. When Employees are Emotionally Exhausted Due to Abusive Supervision. A Conservation-of-Resources Perspective. *Int J Environ Res Public Health* [Internet]. 2019 Sep 8;16(18):3300. Available from: <https://www.mdpi.com/1660-4601/16/18/3300>
- [12] Locke EA. The nature and causes of job satisfaction. In: Dunnette IMD, editor. *Handbook of industrial and organizational psychology* [Internet]. Chicago, I; 1979. p. 1297–343. Available from: [https://www.scirp.org/\(S\(i43dyn45teexjx455qlt3d2q\)\)/reference/ReferencesPapers.aspx?ReferenceID=1063346](https://www.scirp.org/(S(i43dyn45teexjx455qlt3d2q))/reference/ReferencesPapers.aspx?ReferenceID=1063346)
- [13] Okab A. Impact of Job Satisfaction on Job Performance of Nurses at Al-Suwaira General Hospital. *Iraqi National Journal of Nursing Specialties*. 2017;30(2):72–81
- [15] Weiss HM. Deconstructing job satisfaction. *Hum Resour Manag Rev* [Internet]. 2002 Jun;12(2):173–94. Available from: <https://linkinghub.elsevier.com/retrieve/pii/S1053482202000451>
- [16] Abbas H, Mohammed Q. The Relationships between Use of Interpersonal Communication Skills and Job Satisfaction among Nurses working in Psychiatric Wards at Teaching Hospitals in Baghdad City. *Kufa Journal for Nursing Sciences* [Internet]. 2022;12(1). Available from: <https://www.semanticscholar.org/paper/The-Relationships-between-Use-of-Interpersonal-and-Abbas-Mohammed/@article%7BAbbas2022TheRB,%0A%7BThe-Relationships-between-Use-of-Interpersonal-Communication-Skills-and-Job-Satisfaction-among-Nurses-working-in-Psychiatric-Wards-at-Teaching-Hospitals-in-Baghdad-City>
- [17] Breevaart K, Tims M. Crafting social resources on days when you are emotionally exhausted: The role of job insecurity. *J Occup Organ Psychol* [Internet]. 2019 Dec 21;92(4):806–24. Available from: <https://bpspsychub.onlinelibrary.wiley.com/doi/10.1111/joop.12261>
- [18] Hobfoll SE, Halbesleben J, Neveu J-P, Westman M. Conservation of Resources in the Organizational Context: The Reality of Resources and Their Consequences. *Annu Rev Organ Psychol Organ Behav* [Internet]. 2018 Jan 21;5(1):103–28. Available from: <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- [19] Bakey SJ. Assessment of Nurses' Knowledge toward Infection Control Measures for Hepatitis B Virus in Hemodialysis Units. *Iraqi National Journal of Nursing Specialties*. 2009;22(2):48–61.
- [20] Ritter K-J, Matthews RA, Ford MT, Henderson AA. Understanding role stressors and job satisfaction over time using adaptation theory. *J Appl Psychol* [Internet]. 2016 Dec;101(12):1655–69. Available from: <http://doi.apa.org/getdoi.cfm?doi=10.1037/apl0000152>
- [21] Opoku MA, Yoon H, Kang SW, You M. How to mitigate the negative effect of emotional exhaustion among healthcare workers: The role of safety climate and compensation. *Int J Environ Res Public Health*. 2021;18(12).
- [22] Ameen KJ, Hussein HA. Relationship between Organizational Climate and Psychological Empowerment among Nurses at Primary Health Care Centers. *International Journal of Body, Mind & Culture* (2345-5802) [Internet]. 2023;10(3). Available from: <https://ijbmc.org/index.php/ijbmc/article/view/536>
- [23] Alharbi AA, Dahinten VS, MacPhee M. The relationships between nurses' work environments and emotional exhaustion, job satisfaction, and intent to leave among nurses in Saudi Arabia. *J Adv Nurs*. 2020;76(11):3026–38.
- [24] Alshurman B. Arabic version of Job Satisfaction Survey. PAUL SPECTOR [Internet]. 2009; Available from: <https://paulspector.com/assessment-files/jss/jss-arabic.doc>
- [25] Saeed M, AL-Mosawi K. Effectiveness of Health Education Program on Nurses' Knowledge toward Hemodialysis at Pediatric Teaching Hospitals in Baghdad City. *Iraqi National Journal of Nursing Specialties*. 2020;33(1):73–84.
- [26] Dawood HA. Evaluation of Nurses' Practices in Intensive Care Units Following Coronary



- [27] Artery Bypass Grafting Patients in Baghdad City. Iraqi National Journal of Nursing Specialties [Internet]. 2023;22(2 SE-Articles):25–38. Available from: <https://www.injns.uobaghdad.edu.iq/index.php/INJNS/article/view/1298>
- [28] Moreira AS, de Lucca SR. Psychosocial factors and burnout syndrome among mental health professionals. *Rev Lat Am Enfermagem*. 2020;28:1–11.
- [29] López-López IM, Gómez-Urquiza JL, Cañadas GR, De la Fuente EI, Albendín-García L, Cañadas-De la Fuente GA. Prevalence of burnout in mental health nurses and related factors: a systematic review and meta-analysis. *Int J Ment Health Nurs*. 2019;28(5):1032–41.
- [30] Βασιλοπούλου Γ, Tsatsou I, Konstantinidis T, Πόκα Β. Relationship between job satisfaction of the nursing staff and an evidence-based practice supportive leadership model. *Hell J Nurs*. 2023 Jan 1;62:105–16.
- [31] Hajibabae F, Hussein Mahmood A, Dehghan Nayeri N, Jawula Salisu W, Ashrafizadeh H. On the Relationship Between Job Satisfaction and Burnout Among Nurses Working in Hospitals of Erbil, a City in Kurdistan Region of Iraq. *Jundishapur J Chronic Dis Care*. 2023;12(1):1–9.
- [32] Allam Z, George S, Yahia K Ben, Malik A. Emotional exhaustion and job satisfaction: an investigation of the mediating role of job involvement using structural equation modeling. *Int J Innov Res Sci Stud*. 2023;6(1):20–7.
- [33] Ren Z, Zhao H, Zhang X, Li X, Shi H, He M, et al. Associations of job satisfaction and burnout with psychological distress among Chinese nurses. *Curr Psychol* [Internet]. 2023 Nov 14;42(33):29161–71. Available from: <https://doi.org/10.1007/s12144-022-04006-w>
- [34] Theofilou P, Vlastos D. Investigation of job satisfaction, work-related burnout, and their impact on the general health of individuals active in the catering industry. 2023 Dec 26;
- [35] Hussain SM, Chethiyar SDM, Ibrahim NB. Impact of Emotional Exhaustion and Work Environment on Job Performance of Nurses: The Moderating Role of Rumination. *Pakistan J Soc Sci*. 2022;42(2):457–66.
- [36] Khalid A, Pan F, Li P, Wang W, Ghaffari AS. The Impact of Occupational Stress on Job Burnout Among Bank Employees in Pakistan, With Psychological Capital as a Mediator. *Front Public Heal* [Internet]. 2020 Mar 24;7. Available from: <https://www.frontiersin.org/article/10.3389/fpubh.2019.00410/full>
- [37] Galanis P, Moisoglou I, Katsiroumpa A, Vraka I, Siskou O, Konstantakopoulou O, et al. Increased Job Burnout and Reduced Job Satisfaction for Nurses Compared to Other Healthcare Workers after the COVID-19 Pandemic. *Nurs Reports* [Internet]. 2023 Aug 14;13(3):1090–100. Available from: <https://www.mdpi.com/2039-4403/13/3/95>
- [38] Spector P. Job Satisfaction: Application, Assessment, Causes, and Consequences [Internet]. 2455 Teller Road, Thousand Oaks California 91320 United States: SAGE Publications, Inc.; 1997. Available from: <https://sk.sagepub.com/books/job-satisfaction>
- [39] Galanis P, Katsiroumpa A, Vraka I, Siskou O, Konstantakopoulou O, Katsoulas T, et al. The influence of job burnout on quiet quitting among nurses: the mediating effect of job satisfaction. 2023.
- [40] Gómez-Urquiza JL, Vargas C, De la Fuente EI, Fernández-Castillo R, Cañadas-De la Fuente GA. Age as a Risk Factor for Burnout Syndrome in Nursing Professionals: A Meta-Analytic Study. *Res Nurs Health* [Internet]. 2017 Apr 16;40(2):99–110. Available from: <https://onlinelibrary.wiley.com/doi/10.1002/nur.21774>
- [41] Permarupana PY, Mamun A Al, Hayat N, Saufi RA, Samy NK. Effects of quality of work-life on emotional exhaustion: A study among nurses in Malaysia. *J Workplace Behav Health* [Internet]. 2020;35(2):117–36. Available from: <https://doi.org/10.1080/15555240.2020.1720516>