

Sabie, O.M., Popescu, R.I., and Crețu, I. (2024). Burnout and Job Satisfaction. A Pilot Study among Employees of Romanian Cultural Research Institutions. *Applied Research in Administrative Sciences*, vol. 5, 1/2024, 4-19  
DOI: 10.24818/ARAS/2024/5/1.01

## BURNOUT AND JOB SATISFACTION. A PILOT STUDY AMONG EMPLOYEES OF ROMANIAN CULTURAL RESEARCH INSTITUTIONS

**Oana-Matilda, SABIE**

*PhD Associate Professor, Bucharest University of Economic Studies, Bucharest, Romania*  
oana.sabie@amp.ase.ro

**Ruxandra-Irina, POPESCU**

*PhD Professor, Bucharest University of Economic Studies, Bucharest, Romania*  
irina.popescu@man.ase.ro

**Ioana, CREȚU**

*Junior Counsellor, Ministry of Investments and European Projects, Bucharest, Romania*  
ioanaa.cretu@gmail.com

### **Abstract:**

Burnout is associated with lower levels of job satisfaction. It holds particular importance in the delivery of public services, since employees encounter both psychological-emotional and mental pressure. Due to the recent events that have set the stage for a financial crisis, employees may be forced to work longer hours and experience burnout as a result of the need for more financial resources. The findings presented in this work are applicable to the present situation and help fill the gaps in our understanding of public sector employee burnout and satisfaction levels and the factors that contribute to their development.

This study presents a research conducted at the National Institute for Cultural Research and Training. The aim was to identify the levels of burnout and satisfaction among the institution's human resources. Additionally, the study aimed to determine the factors that influence both of these factors. Simultaneously, the researchers examined the relation between burnout and satisfaction among the participants. The research employed a questionnaire as the primary instrument, incorporating two validated tests from the specialised literature: the Maslach Burnout Inventory for assessing burnout levels and the Job Satisfaction Survey for measuring satisfaction levels.

After careful analysis and interpretation of the data, it was found that the level of burnout among the institution's personnel is influenced by the presence of conflicts in the workplace. Regarding HR satisfaction, it was discovered that the monthly salary level has no impact on the level of satisfaction and does not lead to increased satisfaction among employees, even if they receive a larger income compared to their peers. Finally, by analysing the relationship between burnout and satisfaction, it was discovered that there exists a negative correlation between the two variables. This implies that a higher degree of burnout is associated with a lower level of satisfaction, while a lower degree of burnout is associated with a higher level of satisfaction among employees.

**Keywords:** burnout, job satisfaction, cultural organisations, influencing factors.

**JEL:** M12, O15, J24

**DOI:** 10.24818/ARAS/2024/5/1.01

## **INTRODUCTION**

The level of burnout and the level of job satisfaction are two aspects that can determine changes in employees' behaviour.

In 2019, the World Health Organisation (WHO, 2019) classified burnout as a professional phenomenon that affects employees' health, being a risk factor for immunity decreasing, respectively, the occurrence of hypertension and diabetes (Jaka Lounge, 2021). A growing percentage of workers,

particularly those in their youth, experience burnout, leading some experts to argue that burnout is a modern illness that is becoming more widespread in our current society (Jaka Lounge, 2021). Furthermore, the number of scientific publications that are associated with burnout has expanded significantly over the course of the past four decades, and there is still a dispute among medical professionals regarding whether or not this condition should be included on the list of mental health issues (Heinemann & Heinemann, 2017).

In contrast, employee job satisfaction is crucial to an organisation's success since it affects not just how well workers perform, but also how satisfied consumers are with the organisation when they deal with its staff (Onukwube, 2012; Srivastava et al., 2019). Therefore, poor employee satisfaction and high staff burnout can have a negative effect on a public institution's mission to serve citizens' interests.

## 1. LITERATURE REVIEW

### 1.1 BURNOUT AT THE WORKPLACE

Since 1970, when the topic of burnout was examined among public sector professionals whose job involves regular in-person interactions with various individuals, concerns have been raised about the need to study the idea of burnout (Maslach et al., 2001; Yorulmaz et al., 2017). Several relevant definitions are synthesised in Table 1.

**Table 1. Relevant definitions of the burnout concept**

Jackson & Schuler, 1983	A psychological process consisting in a range of emotional and behavioural responses that an employee experiences as a result of events in both his personal and professional live.
Maslach & Jackson, 1986	The incapacity of the worker to perform well at work, which is perceived as a condition with three separate components: depersonalisation, diminished professional efficacy, and emotional exhaustion. Employees experiencing emotional exhaustion report feeling extremely tired and intended not to go back to work the next day. When people behave negatively, insensitively, and cynically towards the organisation and other people, it is known as depersonalisation. Employees that experience lower levels of professional efficacy have a tendency to self-evaluate unfavourably, feeling unsatisfied with their accomplishments and unfit to perform the demands of their jobs (Saririk et al., 2019). However, other experts contend that emotional exhaustion is the primary cause of burnout, with the other two factors only being related factors that go hand in hand with the emotional exhaustion component (Tsigilis et al., 2006).
Shirom, 2003	The outcome of employees' activity at work alone causing them to accumulate emotional tension.
World Health Organisation, 2019	A condition brought on by ongoing work stress that has not been effectively treated. Furthermore, medical experts (Smetackova et al., 2019) believe that burnout only pertains to situations in the workplace and does not apply to other life aspects.

Other studies (D'Amico et al., 2020) point out that there is a negative association between employee age and burnout degree, as the likelihood of having burnout lowers as an individual ages. They say that young workers are more likely to feel burnout, nevertheless older staff members may use their expertise to better connect to workplace challenges.

In relation to the causes of burnout, several scholars (Lingard et al., 2007; Liu et al., 2020) posit that burnout can be attributed to both organisational and individual factors. The former includes stress, and the second comprises stress and inflexible work schedules, while the following encompasses employees' inadequate professional development and strained interpersonal relationships (Raiu & Mina-Raiu, 2023). When it comes to working experiences, specialists (Crawford et al., 2010; Srivastava et al., 2019) illustrate that the less resources accessible to individuals at work, the greater

the degree of burnout, since employees lack the essential resources to cope with job expectations. Other research (Enshassi et al., 2016; Liu et al., 2020) suggests that job pressure, organisational pressure, and social pressure are the primary causes of burnout. Other researchers (Soelton et al., 2020) argue that burnout occurs as a result of a large volume of work, when employees have an overloaded work schedule and must complete several tasks and obligations in a limited amount of time. The presence of workplace disagreements has also been recognised by studies as a factor of burnout. For example, workplace disagreements produce a significant degree of burnout among Lithuanian teachers (Eurofound, 2018), and workplace disputes are one of the top four causes of burnout among Belgian human resources (Eurofound, 2018).

The repercussions of experiencing a significant level of burnout encompass a range of effects, which have been categorised by researchers (Cordes & Dougherty, 1993; Sarisik et al., 2019) as follows: physical consequences (e.g., fatigue, insomnia, headaches), emotional consequences (e.g., depression and irritability), interpersonal consequences (e.g., withdrawal from social circles and decreased socialisation), attitudinal consequences (e.g., job dissatisfaction and diminished organisational commitment), and behavioural consequences (e.g., alcohol, drug, and tobacco use). Employees who are suffering burnout may bring their professional issues home and engage in interpersonal confrontations with family members (Jackson & Maslach, 1982; Srivastava et al., 2019; Maslach et al., 1996; Yorulmaz et al., 2017). In such circumstances, the organisation is additionally affected by the decline in the quality of services provided by the workforce and the rise in staff turnover rate. According to Budak and Erdal (2022), burnout can also be characterised by less enthusiasm and energy among employees, higher stress levels, poorer task performance, and a lack of self-confidence.

Considering the abovementioned perspectives of professionals, it can be concluded that burnout has a negative effect on employees' ability to complete jobs effectively. Because of a multitude of tasks and the employees' incapacity to execute them adequately within a limited timeframe, coupled with other detrimental factors present in the workplace, they inevitably succumb to exhaustion. This can have repercussions on the emotional well-being of employees, as on well as their conduct in society and personal lives.

Over the years, multiple measures for measuring burnout have been created by experts from various countries:

- *The "Maslach Burnout Inventory"* is the pioneering instrument for assessing burnout in the field of research. It is frequently used in studies investigating this topic in the present day (Maslach & Leiter, 2021). The development of this instrument took place in 1981 with the purpose of assessing burnout levels in doctors, as well as in other professions such as teachers, police officers, social workers, and other personnel who have regular interactions with other people (Bakker et al., 2002). The test consists of 21 questions that are grouped into three subscales: emotional exhaustion, depersonalisation, and professional efficiency (Maslach et al., 1997). Other researchers (Piperac et al., 2021) challenge this approach, arguing that it lacks adaptability and cannot be effectively utilised for personnel from diverse cultural backgrounds.
- *The "Hamburg Burnout Inventory"* was created in the early 1990s as a response to the instrument created by Maslach (Burisch, 2017). According to Wurm et al. (2016), it consists of 39 items that measure the following 10 components of burnout: overwork, boredom, inability to relax, emotional exhaustion, personal achievements, detached attitude, depressive reaction to stress, aggressive reaction to stress, feeling of helplessness, and inner unfulfillment. The instrument's validity was established through the examination of various correlations; particular researchers (Wurm et al., 2016) favoured the use of this instrument over the one created by Maslach on account of its more extensive analysis and coverage.

- Another tool used to assess burnout among staff members in Copenhagen's health, education, and social services sectors is the „*Copenhagen Burnout Inventory*” (Kristensen et al., 2005). This questionnaire consists of 19 items that assess three aspects of burnout: personal burnout (which includes six items and measures the overall level of exhaustion and fatigue experienced by an individual, regardless of their work activities), work-related burnout (which includes seven items and measures the level of physical and mental exhaustion caused by the workplace), and customer-related burnout (which includes six items and measures the level of burnout experienced by employees who interact with customers) (Milfont et al., 2008). The primary objective of the Copenhagen Burnout Inventory is to specifically measure the level of fatigue experienced by individuals, without taking into account depersonalisation and professional competence. The study used three specific measures to assess burnout, rather than using a single general scale (Hanebuth et al., 2012).
- „*Shirom - Melamed Burnout Questionnaire*” is a different instrument for evaluating burnout, consisting of 22 questions organised into four distinct categories: Physical exhaustion, mental exhaustion, stress, and lack of motivation (Lundgren-Nilsson et al., 2012).
- „*Oldenburg Burnout Inventory*”, developed by Leclercq et al. (2021), consists of 16 measures that assess burnout across two dimensions: tiredness and disengagement. Several writers assert that this instrument has favourable psychometric qualities (Demerouti et al., 2003; Rotenstein et al., 2018; Leclercq et al., 2021). Additionally, they argue that it is both valid and trustworthy, making it a viable substitute for the tool created by Maslach (Tipa et al., 2019).

## 1.2 WORKPLACE SATISFACTION

The study of job satisfaction emerged in 1930 when American psychologist Robert Hoppock introduced the concept. Hoppock defined job satisfaction as the result of a combination of psychological, physiological, and environmental factors that lead an employee to express contentment with their work.

**Table 2. Relevant definitions of job satisfaction concept**

Spector, 1985	How much workers like or despise their professions; satisfaction with work is positively correlated with workers' health and productivity.
Maghrabi, 1999	Employee effectiveness, productivity, absenteeism, and well-being are all impacted by job satisfaction.
George & Jones, 2012	Job satisfaction encompasses the emotions and convictions that employees hold towards the overall job environment, as well as their colleagues, salary, and supervisors.
Onukwube, 2012	Organisations must prioritise employee job satisfaction, since it directly impacts the performance of human resources and, consequently, the overall success of the organisation.
Singh & Jain, 2013	A variety of favourable and unfavourable emotions that employees experience in relation to their job responsibilities.
Lee, 2018	Employment satisfaction refers to an employee's personal and subjective emotions or attitudes towards their employment. Enhancing workers' well-being and recognising their contributions can lead to a boost in workplace satisfaction.
Ikonne et al., 2019	Job satisfaction is crucial for an organisation to accomplish its objectives, but a lack of satisfaction leads to reduced productivity and frustration among staff members.

According to D'Amico et al. (2020), studies do not have a consensus on which work attributes might have a detrimental impact on employee satisfaction. First, according to Sousa-Poza & Sousa-Poza (2000), job satisfaction is determined by how an employee's work effort is balanced with the outcomes of his engagement and activity, such as pay and other advantages. The degree of job satisfaction will rise if the outcomes match the efforts engaged in. The manager's attitude and the organisational atmosphere both influence employees' work satisfaction (Jabeen & Isakovic, 2018; Profiroiu et al.,

2021; Nica et al., 2022). Furthermore, Yaya (2019) contends that an organisation must be able to fulfil its human resource needs if it hopes to be successful.

According to Yaya (2019), there are two types of job satisfaction: intrinsic and extrinsic. Intrinsic satisfaction pertains to the employee's innate drive to carry out their duties. Greater employment satisfaction may result from intrinsic factors such as personal and professional accomplishment, accountability, and the nature of the work, according to Herzberg (1966). Extrinsic satisfaction is generated when employees experience a range of elements that contribute to their overall involvement and satisfaction within the organisation. These elements include recognition of their efforts by superiors, prospects for professional growth, employment stability, a conducive work environment, financial rewards, and other forms of incentives (Yaya, 2019). According to Adamopoulos and Syrou (2022), job satisfaction and motivation are not identical, although they are closely related.

Additional research conducted by Seery and Corrigan (2009) and Lee (2018) highlights that work happiness is also contingent upon employees' performance outcomes. Therefore, when public sector civil servants successfully ensure citizen contentment with the service provided, their self-worth is elevated, thereby leading to an improvement in overall satisfaction levels. In contrast, it plays an important role to meet the requirements and expectations employees have and establish alignment between their professional ambitions and the institution's objectives in order to ensure job satisfaction (Yorulmaz et al., 2017).

In a similar line, scholars have created a number of theories over time to explain the idea of job satisfaction, such as needs-based and content-based theories. According to these theories, there are specific standards that must be met in order for a person to feel satisfied with their work (Locke, 1976). However, needs-based theories concentrate on the requirements of the workforce and emphasise that the greater an organisation meets the critical demands of its workforce, the more satisfied the workforce will be (McClelland, 1961).

High-satisfaction civil servants have a positive outlook on their jobs and strive more to advance the interests of the organisation (Lee, 2018). Therefore, work satisfaction serves as a driving force for employees, inspiring them to strive for high performance and actively engage with the organisation. Conversely, a lack of pleasure might result in feelings of isolation and unfavourable opinions towards the job (Altinkurt & Yilmaz, 2014).

Based on the information provided, it can be concluded that employee work satisfaction is a multifaceted notion that pertains to the extent to which employees feel content with their employment. The level of satisfaction can be impacted by a range of organisational and personal variables. In order to fulfil its objectives and meet the needs of citizens or consumers, an organisation, regardless of whether it is in the private or public sector, must guarantee that its personnel are content. Higher levels of satisfaction among individuals lead to increased task performance and greater engagement, resulting in improved organisational efficiency.

A multitude of literature-validated instruments are employed to assess human resources' satisfaction in relation to the main conditions of the workplace. Consequently, there are two primary methodologies to assess job satisfaction. The initial strategy entails assessing the overall employee happiness by inquiring about the respondents' general sentiments about their employment. Nevertheless, the majority of experts choose the second method, which entails examining several factors that impact work satisfaction and adds to a more profound comprehension of it (Martins & Proenca, 2012).

- *The "Hoppock's Job Satisfaction Measure"* is a tool created by Robert Hoppock in 1935. It consists of four questions that assess various elements of employees' satisfaction with their jobs. Researchers (McNichols et al., 1978) who confirmed the accuracy of this tool assert that it is

valuable and yields suitable outcomes even when used with individuals from diverse job categories, organisational levels, and demographic backgrounds.

- Paul Spector (1985) created the "*Job Satisfaction Survey*", which consists of 36 questions that assess nine factors affecting employee satisfaction in the workplace. These factors include salary, rewards, additional benefits, promotion opportunities, supervision style, operating procedures, nature of work, co-worker relationships, and communication methods.
- According to Judge and Klinger (2020), the commonly used tools for assessing job satisfaction are the "*Job Descriptive Index*" and the "*Minnesota Satisfaction Questionnaire*". The Job Descriptive Index measures employee satisfaction with five aspects of their job, namely salary, promotion opportunities, co-workers, supervision by superiors, and the work itself. On the other hand, the Minnesota Satisfaction Questionnaire helps measure both extrinsic and intrinsic employee satisfaction, including workplace conditions, leadership style of superiors, and merit-based rewards, as highlighted by Mahtieu (1991).
- In 1997, academics Koustelios and Bagiatis created and validated the "*Employee Satisfaction Inventory*" specifically for the Greek cultural environment. Several studies have since been conducted to examine its psychometric features among public workers, teachers, and librarians, as highlighted by Tsigilis et al. (2006).

### 1.3 THE RELATIONSHIP BETWEEN BURNOUT AND EMPLOYEE SATISFACTION

According to Yorulmaz et al. (2017), long-term low job satisfaction can lead to individuals developing a negative attitude towards their workplace, feeling stressed by certain variables, and ultimately experiencing burnout. While initially satisfying, a work might undergo changes that may cause individuals to experience unhappiness and ultimately lead to burnout (Maslach et al., 2001; Khare & Kamalian, 2017). Additionally, there is an inverse association between burnout and job satisfaction (Kroupis et al., 2017; Smetackova et al., 2019; Sarabi et al., 2020). Burnout is associated with decreased job satisfaction and a higher likelihood of employees wanting to leave their jobs (Lu & Gursoy, 2016; Jiang et al., 2017; Kroupis et al., 2019; Bunea, 2021; Corboș et al., 2021; Adamopoulos & Syrou, 2022). Conversely, when an employee has a decreased level of satisfaction as a result of different workplace-related factors, it can lead to the development of burnout (Chen et al., 2022). From this perspective, there exists a direct correlation between burnout and dissatisfaction, where a rise in one aspect leads to an increase in the other (Clark & Lake, 2020).

## 2. RESEARCH METHODOLOGY

The prevalence of burnout syndrome has been steadily rising in contemporary society. A growing proportion of workers, particularly those aged 35 and below, experience burnout, leading some experts to argue that burnout is a prevalent modern disorder in our current society (Jaka Lounge, 2021). Recent studies that examined the correlation between burnout and job satisfaction (Gomez-Garcia et al., 2020) have reached the conclusion that burnout has an adverse effect on job satisfaction, where higher levels of burnout are associated with lower levels of job satisfaction. Therefore, this work aims to analyse the influence of burnout on employee satisfaction in the public sector, building on the findings of previous writers.

The aim of this study is to analyse the correlation between burnout and satisfaction, particularly focusing on the influence of burnout on the work satisfaction of individuals employed in the public sector. The research is a preliminary investigation conducted in the National Institute for Cultural Research and Training (INCFC).

Established in 2013, INCFC operates under the Ministry of Culture and plays a crucial role in the growth of Romania's cultural industry. It primarily focuses on supporting training and research within

the cultural sector (INCFC, 2022). The institution has autonomy in the arrangement of training programmes and research activities, while they must align with the ministry's policy (INCFC, 2023a).

The research component of this organisation includes the provision of statistics data and a wide range of studies pertaining to the cultural domain. The "Cultural Consumption Barometer" is an annual publication that aims to showcase the preferences of the Romanian population towards its cultural attractions. It is considered the most significant publication in this regard. Both this study and the others are conducted by an interdisciplinary team of specialists from the field of culture, as well as other domains of expertise (INCFC, 2022). From beginning in 2013 until April 2023, the institution has conducted 99 studies and statistical research projects at the institute level, resulting in the publication of 24 volumes (INCFC, 2023b).

Determining the relationship between burnout and satisfaction among employees of the INCFC is the primary goal of the research presented in this article. The overall objective of this study is to measure the level of burnout and employee satisfaction in INCFC, in addition to the determinants that impact these dimensions.

The hypotheses were created based on the research's objectives:

1. If INCFC employees face frequent conflicts at work, then they also face a high level of burnout.
2. Employees at INCFC who earn a monthly income above 3000 lei exhibit a greater degree of satisfaction compared to those earning less than 3000 lei per month.
3. There is a negative relationship between the level of burnout and the level of the satisfaction of INCFC employees.

The current investigation is an applied quantitative study (Chelcea, 2022) that is grounded in the theoretical frameworks proposed by key research concerning employee satisfaction and burnout. Utilising primary data gathered directly by the authors, the sociological survey was employed as the research methodology for this study. The research instrument utilised to address the study's stated objective was a self-administrated opinion questionnaire (Chelcea, 2022) distributed to INCFC employees.

The survey was disseminated to INCFC via the designated channels of communication during the period of March to April 2023, and was organised into three distinct sections: the first part of the questionnaire contains 21 different affirmations (grouped in three main dimensions: emotional exhaustion (7 items), depersonalisation (7 items), and professional efficiency (7 items)), developed by Christina Maslach (1981), regarding the measurement of burnout level, namely the Maslach Burnout Inventory (MBI), measured using a seven-point scale. In order to answer these statements and to know the level of burnout faced by the employees of the institution concerned, the respondents

had to rate the 21 statements on a Likert scale from 0 to 6, where 0 means never, 1 means a few times a year, 2 means once a month, 3 means a few times a month, 4 means once per week, 5 means several times a week, and 6 means every day (Maslach et al., 1996). The scores are aggregated for each employee, over all three aspects, with a maximum possible score of 42 points. Emotional exhaustion is classified as low if the employee's score is 16 or less, average if the score falls between 17 and 26, and high if the overall score exceeds 27 points. With regards to depersonalisation, the severity is considered low if the overall score is 6 or less, moderate if it falls between 7 and 12, and severe if the score is 13 or more. Conversely, job effectiveness is measured differently since the words in this section are phrased positively. Therefore, if an employee's score is 31 or lower, their professional effectiveness is considered to be poor. If the score falls between 32 and 38, it is considered average, and if the score is greater than 39, it is considered high (Maslach et al., 1996).

The second part of the questionnaire contains 36 affirmations, developed by Paul Spector (1985) in order to measure the job satisfaction level. To analyse the level of satisfaction, respondents were asked to rate the statements on a Likert scale from 1 to 6, where 1 means strongly disagree and 6

means strongly agree (Spector, 1994a). The "Job Satisfaction Survey" assesses nine factors that impact employees' satisfaction with their workplace: remuneration, incentives, supplementary benefits, advancement opportunities, supervisory methods, operational protocols, job characteristics, colleagues, and workplace communication practices. Scores on each of the nine subscales can range from 4 to 24, and scores for total job satisfaction, based on the sum of all 36 items, can range from 36 to 216. 19 of the total 36 statements are formulated negatively by the author of the JSS tool, and in calculating the scores of the respondents these statements will have to be scored in reverse so that the level of satisfaction results correctly. Reverse scoring means that if for a negatively worded statement a research participant answered with 1, representing total disagreement, then in calculating the amounts, the answer will be replaced by 6, representing total agreement, in the sense that he totally agrees with the statement without the element of negation (Spector, 1994b). If an employee has obtained a total score between 36 and 108 points, then he is not satisfied with his job, and a score between 108 and 144 points means that he is neither satisfied nor dissatisfied. If, however, the employee obtains a score above 144 points, then it is estimated that he is satisfied with his job. Regarding the scores for each subscale, if an employee scored between 4 and 11 points, it means that they are dissatisfied, and if they scored between 17 and 24 points, then they are satisfied with that aspect. Scores between 12 and 16 points represent ambivalence, meaning that the employee is neither satisfied nor dissatisfied with the factor (Spector, 1994c).

The third part of the questionnaire included eight socio-demographic questions regarding gender, age, level of education, seniority in the institution, income, the children number, marital status and function/ position.

The questionnaires were sent in physical form to all workers in executive roles, namely 26 individuals, as well as to employees in the managerial position of service head, totalling 3 individuals. A total of 29 questionnaires were delivered. A total of 23 employees took part in the survey, indicating a response rate of 79%.

### 3. ANALYSIS AND RESULTS INTERPRETATION

The study's primary conclusions about the degree of work satisfaction and burnout among INCFC employees are presented in the section that follows. The primary features of the sample are outlined in the first subsection. The key findings are highlighted and addressed in the second subsection.

**Table 3. The main socio-demographic characteristics of the sample**

Item	Categories	Percent
Gender	Feminine	22%
	Masculine	78%
Age	20 – 25 years	18%
	26 – 30 years	13%
	31 – 35 years	13%
	36 – 40 years	4%
	41 – 45 years	18%
	46 – 50 years	13%
	51 – 55 years	17%
	56 – 60 years	0%
	Over 60 years	4%
Education	Bachelor's degree	44%
	Master's degree	52%
	Ph.D.	4%
Seniority in the institution	Less than 1 year	30%
	1 – 5 years	22%
	5 – 10 years	21%
	Over 10 years	27%
Hierarchic level	Management level	9%



Item	Categories	Percent
Income	Execution level	91%
	2001 – 3000 lei	39%
	3001 – 4000 lei	57%
	More than 4001 lei	4%
Marital status	Unmarried	52%
	Married	44%
	Divorced	0%
	Widow/widower	4%
Children	Yes	48%
	No	52%

Source: data collected and processed by the authors

The two instruments for measuring the level of burnout and the level of satisfaction of INCFC employees, the Maslach Burnout Inventory (MBI) and the Job Satisfaction Survey (JSS), respectively, as well as the identification questions contained in the research instrument, were intended to contribute to the validation or invalidation of the hypotheses that were formulated at the beginning of this research.

The first hypothesis, stating that if INCFC employees experience significant conflict in their workplace, they will also experience an increased degree of burnout, was confirmed through the assessment of 21 statements in the first section of the questionnaire, which assessed the level of burnout. Additionally, statement 34 in the second section of the questionnaire, designed to measure employee satisfaction, further supported this hypothesis. Based on the responses to the 21 statements of Maslach's burnout measurement test, it was determined that just one employee exhibits a significant level of burnout. This employee encounters high levels of emotional exhaustion and depersonalisation, as well as diminished professional efficiency. Two other employees experience an average level of emotional exhaustion and depersonalisation, as well as an average or low level of professional effectiveness. The rest of the 20 employees, i.e., 87% of the respondents, show low levels of depersonalisation and emotional exhaustion. Regarding statement 34 from the second part of the questionnaire, regarding the existence of arguments and misunderstandings at work, from the answers given, it can be seen that 21% of the employees participating in the research claim that they face such situations, and the rest of the respondents show mild to high disagreement about the existence of such conflicts.

**Table 4. The correlation between burnout and the existence of conflicts within the INCFC**

		Emotional exhaustion	Depersonalisation	Professional efficiency	Burnout level
<b>The existence of conflicts at work</b>	Pearson correlation coefficient	0.713	0.572	0.037	0.569
	Total number of respondents	23			

Source: data collected and processed by the authors

After analysing the correlation using the IBM SPSS Statistics 26 programme, it was found that there is a relationship between the levels of burnout and the agreement or disagreement expressed by respondents regarding the existence of conflicts within the INCFC. Generally, employees with high levels of burnout agreed with the statement, while those with low levels of burnout disagreed. (Table 4). The Pearson correlation coefficient, generated by the SPSS program, can take values between 1 and -1, where 1 means that there is a total and positive relationship between two variables, 0 means that there is no relationship between them, and -1 means that between the two analysed variables there is a total negative relationship. Conversely, a correlation value of 0.7 indicates a significant and

positive relationship; a value of 0.3, on the other hand, indicates a positive correlation that is only marginally significant (Nettleton, 2014).

A positive and statistically significant correlation ( $r = 0.713$ ) is observed between the presence of workplace conflicts and emotional exhaustion, as well as between workplace conflicts and depersonalisation ( $r = 0.572$ ), as shown in Table 4. Additionally, an acceptable and statistically significant positive correlation ( $r = 0.569$ ) has been observed between the occurrence of workplace disputes and the degree of exhaustion. Statement 34 of the JSS was supported by respondents who obtained higher scores in sections A and B of the MBI, whereas this statement was rejected by respondents who obtained lower scores on the exhaustion scale. Conversely, a positive, yet statistically insignificant correlation (approximately 0) exists between the occurrence of workplace disputes and the degree of professional efficiency. This indicates that the factor under consideration has no impact on the professional efficiency of employees at INCFC.

Based on the responses given by each employee, it was determined that the employee exhibiting a significant degree of burnout (as evidenced by increased emotional exhaustion, depersonalisation, and diminished professional efficacy) supports that their interactions with fellow staff at the INCFC come with numerous disputes and misunderstandings. Furthermore, an employee who exhibits average levels of fatigue agrees entirely with the assumption that this aspect exists. Three additional employees who exhibit low levels of exhaustion readily acknowledge the presence of misunderstandings in the workplace. Contrary to that statement are the remaining 17 employees who report low levels of emotional exhaustion and depersonalisation.

Taking into account the results presented previously, the hypothesis is validated as a result of the positive and significant correlations between the level of agreement of the respondents with the statement regarding the existence of conflicts at work and the level of burnout they face.

The second hypothesis, according to which employees with an income of more than 3000 lei have a higher level of satisfaction than employees with an income of less than 3000 lei, was verified by means of the 36 statements of the JSS in the second part of the questionnaire and through question number 6 from the third part of the questionnaire regarding the level of monthly income of INCFC employees.

After employing the JSS instrument, it was determined that 61% of the research participants are content with their place of employment, gathering a total score of over 144 points based on their responses to the 36 statements. Table 5 reveals that 30% of respondents are neither dissatisfied nor satisfied, while the remaining 9% are dissatisfied. Regarding the answers given to question number 6, it was observed that 39% of the respondents have an income between 2100 and 3000 lei, and the remaining 61% of the respondents have an income of more than 3000 lei.

**Table 5. Level of satisfaction of INCFC employees according to income**

	High level of satisfaction at work	Average level of satisfaction at work	Low level of satisfaction at work
Income over 3000 lei (more than 600 euros)	7 Respondents	5 Respondents	2 Respondents
Income below 3000 lei (less than 600 euros)	7 Respondents	2 Respondents	-

Source: data collected and processed by the authors

From the answers analysis, it can be seen that only half of the respondents satisfied with their job earn an income of more than 3000 lei. Also, although there are employees who express themselves as being dissatisfied with their jobs, they have a monthly income of over 3000 lei (Table 5). On the other hand, 70% of all respondents with a monthly salary below 3,000 lei declare themselves to be satisfied with their workplace at INCFC.

**Table 6. Correlation between INCFC employee satisfaction and income**

Level of satisfaction	Income level	
	Pearson correlation coefficient	-0.315
Total number of respondents	23	

Source: data collected and processed by the authors

From the answers' analysis, it was observed that there is a negative and slightly significant relationship between the level of satisfaction of the respondents within the INCFC and the level of income obtained by them, the Pearson correlation coefficient being -0.315 (Table 6). Thus, considering the previously mentioned, the hypothesis is not validated and it can be deduced that the level of income is not a determining factor of the satisfaction of employees within INCFC, as it does not lead to an increase in their satisfaction. Moreover, the negative correlation suggests that a high level of satisfaction does not correspond to a high level of income, as there is an opposition relationship between the two variables. In other words, negative correlation means that if one variable increases, the other decreases.

The third hypothesis, which wanted to identify whether there is a negative relationship between the level of burnout and the level of satisfaction, was verified with the help of the two instruments for measuring the level of burnout and the level of satisfaction of INCFC employees. As stated previously, following the application of the two tools, it was found that most participants have a low level of burnout, but also that approximately 60% of all respondents are satisfied with their workplace at INCFC.

**Table 7. The correlation between the level of burnout and the level of satisfaction of INCFC employees**

Level of satisfaction		Emotional exhaustion	Depersonalisation	Burnout level
		Pearson correlation coefficient	-0.425	-0.341
Total number of respondents	23			

Source: data collected and processed by the authors

From data analysis, a negative correlation between the level of burnout and the level of satisfaction of the employees participating in the research within the INCFC resulted. The Pearson correlation coefficient has a negative value, but quite significant, also for the correlation between the level of satisfaction and the level of emotional exhaustion, which implies that a reduced emotional exhaustion causes a higher satisfaction. Additionally, a negative correlation was found between the level of depersonalisation and the level of satisfaction (Table 7).

In fact, most of the respondents who show low levels of burnout, show high levels of satisfaction. A single employee shows both low burnout and low satisfaction, scoring below 108 points, which means he is dissatisfied. On the other hand, the respondent who faces a high level of burnout, declares himself to be neither satisfied nor dissatisfied with his job. One of the respondents who presents an average level of burnout, declares to be unsatisfied, and the other declares to be satisfied. Therefore, 60% of the research participants either have a low level of burnout and a high level of satisfaction, or a high level of burnout and a low level of satisfaction.

Considering the above, the third hypothesis is validated, since the negative correlation between the level of burnout and the level of satisfaction implies that if one variable decreases, the other increases. Thus, the relationship between the two is negative. In conclusion, as a result of the results' analysis of the correlations, the first and last hypotheses were validated, but the second hypothesis was not validated.

## CONCLUSIONS, LIMITS AND FUTURE RESEARCH DIRECTIONS

Burnout and employee satisfaction are two aspects of organisational behaviour that have received significant attention from researchers. These specialists have examined various factors that contribute to their appearance and the potential impact they can have on both employees and the organisation. Due to the importance of these areas of study, several academics have created instruments to quantify the extent of burnout and the degree of satisfaction among human resources in various domains of work. Thus, the Maslach Burnout Inventory was developed, along with other tools for measuring the level of burnout. In the specialised literature, many tools have been developed and validated for analysing and measuring employee satisfaction levels, such as the Job Satisfaction Survey. These tools were also used among INCFC employees to assess their level of burnout, job satisfaction, and the variables that influence burnout and satisfaction.

Using Maslach's instrument, which consists of 21 items, it was found that only one employee in an executive role experiences a high level of burnout, while two employees in executive roles have moderate levels of burnout. The other research participants exhibit a relatively low level of burnout. One contributing element to the growth in employee burnout is conflicts between colleagues. A positive and substantial relationship has been observed between the level of burnout and the existence of this factor.

However, while utilising the Job Satisfaction Survey instrument, which includes 36 items assessing various areas of satisfaction, it was discovered that a majority of the surveyed employees, namely 61%, expressed contentment with their employment at INCFC. Out of the total number of responses, just 2 individuals, accounting for 9% of the sample, expressed dissatisfaction, while the other respondents neither expressed satisfaction nor dissatisfaction. When examining the aspects that impact the heightened fulfilment of the research participants, it was noted that the monthly money they get does not necessarily play a decisive role in the case of INCFC. Contrary to the results obtained in this research, other researchers (Yaya, 2019; Sousa-Poza & Sousa-Poza, 2000) have identified the fact that the salary level is a factor that determines the satisfaction of human resources, in the case of INCFC a correlation is found negative and slightly significant between the level of satisfaction and the level of income.

The researchers' findings confirm the claim that there is a negative relationship between burnout and satisfaction at the INCFC level. The data processing in the SPSS programme revealed a low level of burnout and a high level of satisfaction, with a significant negative correlation between the two variables. This implies that as one variable increases, the other variable decreases, as supported by previous studies (Kroupis et al., 2017; Smetackova et al., 2019). Overall, employees at INCFC are content with their job responsibilities and do not typically encounter burnout.

However, a limitation of the research is represented by the small number of respondents. The institute where the research took place has a total number of 31 employees, of which 29 were included in the research sample. Among them, only 23 people participated in the research, representing 79% of the total number of targeted employees. Considering that the institution has a small number of employees in office, a larger number of respondents was needed so that the research results could be generalised to other public cultural research and training institutions in other states. Also, as a result of the specificity of the activities of this institute, oriented towards the cultural field, the results cannot be generalised for the other research or training institutes in our country.

Therefore, a future research direction consists in applying the questionnaire among employees from other national research or training institutes in Romania, but from different fields of activity, in order to observe if there are differences between the level of burnout and the level of employee satisfaction, as well as to identify the factors that influence the satisfaction and burnout of human resources from other national institutes.

Another future research direction is represented by extending the application of the questionnaire among the staff of other public cultural institutions in Romania and beyond, for example, museums. INCFC is the only institution of this kind in Romania, and a comparison cannot be made, as there is no other similar institution with the same object of activity. However, one can measure the level of burnout and satisfaction of human resources within museums, libraries, and other public cultural institutions to see if the direct beneficiaries of the services provided by INCFC show different levels of burnout and satisfaction. At the same time, the distribution of the questionnaire among other employees from other cultural institutions will allow one to know the level of burnout and the level of satisfaction specific to the staff working in public organisations in the cultural sector.

Last but not least, another research direction can be represented by pursuing the identification of other factors that influence the low level of burnout and the high level of satisfaction of the INCFC staff by applying another questionnaire through which other determining factors are followed, even by using other tools validated by specialists for analysing burnout and job satisfaction.

### AUTHORS CONTRIBUTIONS

The authors listed have made a substantial, direct, and intellectual contribution to the work, and approved it for publication.

### CONFLICT OF INTEREST STATEMENT

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

### REFERENCES

- Adamopoulos, I. P. & Syrou, N. F. (2022). Associations and correlations of job stress, job satisfaction and burnout in public health sector. *European Journal of Environment and Public Health*, 6(2), em0113.
- Altinkurt, Y. & Yilmaz, K. (2014). Relationship between occupational professionalism of teachers and their job satisfaction. *Sakarya University Journal of Education*, 4(2), 57-71.
- Aziri, B. (2011). Job satisfaction: A literature review. *Management Research & Practice*, 3(4), 77-86.
- Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2002). Validation of the Maslach Burnout Inventory--General Survey: An Internet study. *Anxiety, Stress & Coping: An International Journal*, 15(3), 245-260.
- Budak, O. & Erdal, N. (2022). The mediating role of burnout syndrome in toxic leadership and job satisfaction in organizations. *The South East European Journal of Economics and Business*, 17(2), 1 - 17.
- Bunea, O. (2021). Perceptions of the Factors that Influence the Labour Productivity of Procurement Employees in E-Commerce Companies under Telework Conditions. *Management & Marketing*, XIX (2), 181-193.
- Burisch, M. (2017). The Hamburg Burnout Inventory (HBI). Background and Some Early Results. L'European Institute for Intervention and Research on Burn Out. [Online] Available at: [https://www.burnout-institut.eu/fileadmin/user\\_upload/HBI-REP\\_V2\\_FINAL.pdf](https://www.burnout-institut.eu/fileadmin/user_upload/HBI-REP_V2_FINAL.pdf).
- Chelcea, S. (2022). Metodologia cercetării sociologice. Metode cantitative și calitative, București: Pro Universitaria.
- Chen, W., Zhou, S., Zheng, W. & Wu, S. (2022). Investigating the Relationship between Job Burnout and Job Satisfaction among Chinese Generalist Teachers in Rural Primary Schools: A Serial Mediation Model. *International Journal of Environmental Research and Public Health*, 19(21), 14427.
- Clark, R. R. S. & Lake, E. (2020). Burnout, job dissatisfaction and missed care among maternity nurses. *Journal of Nursing Management*, 28(8), 2001-2006.
- Corboș, R.A., Cristian, D.A., Popescu, R.I., Bunea, O.I. & Scăunașu, R. (2021). Leadership Style, Interpersonal Relationships and the Quality of the Medical Act during the COVID-19 Pandemic within a State Hospital. In Popa, I., Dobrin, C. & Ciocoiu, C.N. (eds.) *Proceedings of the 15th International Management Conference "Managing People and Organizations in a Global Crisis"*, 4th-5th November, Bucharest, 15(1), 792-801.
- Cordes, C. L. & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *Academy of Management Review*, 18(4), 621-656.
- Crawford, E.R., LePine, J.A. & Rich, B.L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95, 834-848.
- D'Amico, A., Geraci, A. & Tarantino, C. (2020). The relationship between perceived emotional intelligence, work engagement, job satisfaction, and burnout in Italian school teachers: An exploratory study. *Psihologijske teme*, 29(1), 63-84.

- Demerouti, E., Bakker, A. B., Vardakou, I. & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment*, 19(1), 12-23.
- Enshassi, A., Al Swaity, E. & Arain, F. (2016). Investigating common causes of burnout in the construction industry. *International Journal of Construction Project Management*, 8(1), 43-56.
- Eurofound (2018), *Burnout in the workplace: A review of data and policy responses in the EU*, Publications Office of the European Union, Luxembourg
- George, J.M. & Jones, G.R. (2012). *Understanding and Managing Organizational behavior*, Sixth Edition, New Jersey: Pearson/Prentice Hall.
- Gomez-Garcia, R., Bayon-Calvo, S. & Lucas-Garcia, J. (2020). The Relationship between Burnout and Job Satisfaction in a Sample of Spanish Social Workers. *British Journal of Social Work*, 51(8), 3115-3134.
- Hanebuth, D., Aydin, D. & Scherf, T. (2012). Burnout and related conditions in managers: a five-year longitudinal study. *Journal Psychologie des Alltagshandelns*. 5(2), 4-39.
- Heinemann, L.V & Heinemann, T. (2017). Burnout Research: Emergence and Scientific Investigation of a Contested Diagnosis. *SAGE Open*, 7(1), 1-12.
- Herzberg, F. (1966) *Work and the Nature of Man*, Cleveland, OH: World.
- Ikonne, C.N., Unegbu, V.E., Soyemi, O.D. & Arinola, A.A. (2019). Correlational analysis of self-efficacy and job satisfaction of librarians in public universities in South-west, Nigeria. *Library Philosophy and Practice*. 2356.
- INCFC: Institutul Național pentru Cercetare și Formare Culturală (2022). *Brosura INCFC 2022*. [Online] Available at: [https://www.culturadata.ro/wp-content/uploads/2022/11/Brosura-INCFC\\_2022.pdf](https://www.culturadata.ro/wp-content/uploads/2022/11/Brosura-INCFC_2022.pdf).
- INCFC: Institutul Național pentru Cercetare și Formare Culturală (2023a). *Raport de activitate 2014 – 2027*. [Online] Available at: <https://www.culturadata.ro/wp-content/uploads/2023/04/RaportMNGCarmenCroitoru2017-2022.pdf>.
- INCFC: Institutul Național pentru Cercetare și Formare Culturală (2023b). *Culturadata - ascuțim minți*. [Online] Available at: <https://www.culturadata.ro/>.
- Jabeen, F. & Isakovic, A. A. (2018). Examining the impact of organizational culture on trust and career satisfaction in the UAE public sector: A competing values perspective. *Employee Relations*, 40(6), 1036-1053.
- Jackson, S.E. & Maslach, C. (1982). After-effects of job-related stress: Families as victims. *Journal of Occupational Behaviour*, 3(1), 63-77.
- Jackson, S. E. & Schuler, R. S. (1983). Preventing employee burnout. *Personnel*, 60(2), 58-68.
- Jaka Lounge (2021). *Burnout-a modern employee disease*. [Online] Available at: <https://jakalounge.com/2021/01/26/burnout-a-modern-employee-disease/>.
- Jiang, H., Ma, L., Gao, C., Li, T., Huang, L. & Huang, W. (2017). Satisfaction, burnout and intention to stay of emergency nurses in Shanghai. *Emergency Medicine Journal*, 34(7), 448-453. *Journal*, 34(7), 448-453
- Judge, T. A. & Klinger, R. (2020). Job satisfaction. In Eid, M. & Larsen, R. J. (ed), *The Science of Subjective Well-Being*, New York: The Guilford Press, 393 - 413.
- Khare, A. & Kamalian, A. (2017). Studying relationship between job satisfaction and burnout (Case study: HSE Managers in Karajroad Industries). *The Journal of Internet Banking and Commerce*, 1-13.
- Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress*, 19, 192–207
- Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress*, 19, 192–207
- Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress*, 19, 192–207
- Kristensen, T. S., Borritz, M., Villadsen, E. & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress*, 19, 192-207.
- Kroupis, I., Kouli, O. & Kourtessis, T. (2019). Physical Education Teacher's Job Satisfaction and Burnout Levels in Relation to School's Sport Facilities. *International Journal of Instruction*, 12(4), 579 - 592.
- Kroupis, I., Kourtessis, T., Kouli, O., Tzetzis, G., Derri, V. & Mavrommatis, G. (2017). Job satisfaction and burnout among Greek PE teachers. A comparison of educational sectors, level and gender. *Cultura, ciencia y deporte*, 12(34), 5-14.
- Leclercq, C., Braeckman, L., Firket, P., Babic, A. & Hansez, I. (2021). Interest of a joint use of two diagnostic tools of burnout: Comparison between the Oldenburg Burnout Inventory and the Early Detection Tool of Burnout Completed by Physicians. *International Journal of Environmental Research and Public Health*. 18(19), 10544.
- Lee, H. J. (2018). How emotional intelligence relates to job satisfaction and burnout in public service jobs. *International Review of Administrative Sciences*, 84(4), 729-745.
- Lingard, H.C., Yip, B., Rowlinson, S. & Kvan, T. (2007). The experience of burnout among future construction professionals: A cross-national study. *Construction Management and Economics*, 25(4), 345-357.
- Liu, C., Cao, J., Zhang, P. & Wu, G. (2020). Investigating the relationship between work-to-family conflict, job burnout, job outcomes, and affective commitment in the construction industry. *International Journal of Environmental Research and Public Health*, 17(16): 5995.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1319-1328). Chicago: Rand McNally.

- Lu, A. C. C., & Gursoy, D. (2016). Impact of job burnout on satisfaction and turnover intention: do generational differences matter?. *Journal of Hospitality & Tourism Research*, 40(2), 210-235.
- Lundgren-Nilsson, Å., Jonsdottir, I. H., Pallant, J. & Ahlberg, G. (2012). Internal construct validity of the Shirom-Melamed burnout questionnaire (SMBQ). *BMC Public Health*. 12(1), 1-8.
- Maghrabi, A.S. (1999). Assessing the Effect of Job Satisfaction on Managers. *International Journal of Value-Based Management*, 12, 1-12.
- Martins, H. & Proença, T. (2012). Minnesota Satisfaction Questionnaire–Psychometric Properties and Validation in a Population of Portuguese Hospital Workers. FEP Working Papers, retrieved from University of Porto website. <http://wps.fep.up.pt/wps/wp471.pdf>.
- Maslach, C. & Jackson, S. E. (1986). *Maslach burnout inventory manual*. Palo Alto, CA: Consulting Psychologists Press.
- Maslach, C., Jackson, S. E. & Leiter, M. P. (1996). *The Maslach burnout inventory* (3rd ed.). Palo Alto, CA: Consulting Psychologists.
- Maslach, C., Jackson, S. E. & Leiter, M. (1997). The Maslach Burnout Inventory Manual. In Zalaquett, C. P. & Wood, R. J. (ed), *Evaluating Stress: A Book of Resources*, The Scarecrow Press, 191-218.
- Maslach, C., Schaufeli, W. B. & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Maslach, C. & Leiter, M.P. (2021). „How to Measure Burnout Accurately and Ethically”. *Harvard Business Review*. [Online] Available at: <https://hbr.org/2021/03/how-to-measure-burnout-accurately-and-ethically>.
- Mathieu, J. E. (1991) Across Level Nonrecursive Model of the Antecedents of Organizational Commitment and Satisfaction. *Journal of Applied Psychology*, 76, 607-18.
- McClelland, D. C. (1961). *The achieving society*. New York: Van Nostrand.
- McNichols, C. W., Stahl, M. J. & Manley, T. R. (1978). A validation of Hoppock's job satisfaction measure. *Academy of Management Journal*, 21(4), 737-742.
- Nettleton, D. (2014). *Commercial Data Mining. Processing, Analysis and Modelling for Predictive Analytics Projects*, 1st Edition, Burlington, MA: Morgan Kaufmann Publishers.
- Nica, E., Sabie, O. M. & Androniceanu, A. (2022). Motivation of Civil Servants within Public Administration Institutions. Pilot Study: Fiscal Administration of Bucharest, District 1. *Applied Research in Administrative Sciences*, 3(3), 10-20.
- Onukwube H.N. (2012). Correlates of job satisfaction among quantity surveyors in consulting firms in Lagos, Nigeria. *Australasian Journal of Construction Economics and Building*, 12(7), 43-54.
- Piperac, P., Todorovic, J., Terzic-Supic, Z., Maksimovic, A., Karic, S., Pilipovic, F. & Soldatovic, I. (2021). The validity and reliability of the Copenhagen Burnout Inventory for examination of burnout among preschool teachers in Serbia. *International Journal of Environmental Research and Public Health*, 18(13), 6805.
- Profiroiou, A.G., Sabie, O.M., Brișcariu, R. & Nastaca, C.C. (2021). Work motivation and satisfaction of civil servants from Romania's senate. *Management Research and Practice*, 13(4), 17-25.
- Raiu, C. & Mina-Raiu, L. (2023). Who Runs Public Administration? A Longitudinal Study of Technocratic Ministerial Appointments in Post-Communist Romania (1991–2021). *Transylvanian Review of Administrative Sciences*, 70E, 109-127.
- Rotenstein, L.S., Torre, M., Ramos, M.A., Rosales, R.C., Guille, C., Sen, S. & Mata, D.A. (2018). Prevalence of Burnout among Physicians: A Systematic Review. *JAMA*. 320(11), 1131-1150.
- Sarabi, S., Han, Q., Romme, A. G. L., de Vries, B., Valkenburg, R. & den Ouden, E. (2020). Uptake and implementation of nature-based solutions: An analysis of barriers using interpretive structural modeling. *Journal of Environmental Management*, 270, 110749. *Management*, 270, 110749
- Sarisik, M., Bogan, E., Zengin, B. & Dedeoglu, B.B. (2019). The impact of burnout on organizational commitment: A study of public sector employees in Turkey. *Journal of global business insights*, 4(2), 106-118.
- Seery, B.L. & Corrigan, E.A. (2009) Emotional Labor: Links to work attitudes and emotional exhaustion. *Journal of Managerial Psychology*, 24(8), 797-813.
- Shirom, A. (2003). Job-related burnout: A review. In: Quick JC, Tetrick LE (eds) *Handbook of Occupational Health Psychology*, Washington, DC: American Psychological Association, 245-264.
- Singh, J.K. & Jain, M. (2013). A Study of employee's job satisfaction and its impact on their performance. *Journal of Indian Research*, 1(4), 105-111.
- Smetackova, I., Viktorova, I., Pavlas Martanova, V., Pachova, A., Francova, V. & Stech, S. (2019). Teachers between job satisfaction and burnout syndrome: What makes difference in Czech elementary schools. *Frontiers in psychology*, 10, Article 2287.
- Soelton, M., Hardianti, D., Kuncoro, S. & Jumadi, J. (2020). Factors affecting burnout in manufacturing industries. In *4th International Conference on Management, Economics and Business (ICMEB 2019)*, Atlantis Press, pp. 46-52.
- Song, X., Xiang, M., Liu, Y., & Yu, C. (2020). Relationship between job satisfaction and burnout based on a structural equation model. *Journal of Occupational and Environmental Medicine*, 62(12), 725-731.
- Sousa-Poza, A. & Sousa-Poza, A.A. (2000). Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction. *Journal of Socio Economics*, 29(6), 517-538.
- Spector P.E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13(6), 693-713.

- Spector, P.E. (1994a). *Job Satisfaction Survey*. [Online] Available at: <https://paulspector.com/assessment-files/jss/jss-english.doc>.
- Spector, P.E. (1994b). *Instructions for Scoring the Job Satisfaction Survey, JSS*. [Online] Available at: <https://paulspector.com/assessment-files/jss/jss-scoring.docx>.
- Spector, P.E. (1994c). *Interpreting Satisfaction Scores with the Job Satisfaction Survey*. [Online] Available at: <https://paulspector.com/assessment-files/jss/jss-interpretation.docx>.
- Srivastava, S., Misra, R. & Madan, P. (2019). The Saviors Are Also Humans: Understanding the Role of Quality of Work Life on Job Burnout and Job Satisfaction Relationship of Indian Doctors. *Journal of Health Management*, 21(2), 210-229.
- Tipa, R. O., Tudose, C. & Pucarea, V. L. (2019). Measuring burnout among psychiatric residents using the Oldenburg burnout inventory (OLBI) instrument. *Journal of Medicine and Life*, 12(4), 354-360.
- Tsigilis, N., Zachopoulou, E. & Grammatikopoulos, V. (2006). Job Satisfaction and Burnout among Greek Early Educators: A Comparison between Public and Private Sector Employees. *Educational Research and Review*, 1(8), 256-261.
- World Health Organization (2019). *Burn-out an "occupational phenomenon": International Classification of Diseases*. [Online] Available at: <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>.
- Wurm, W., Vogel, K., Holl, A., Ebner, C., Bayer, D., Mörkl, S., Szilagyi, I.S., Hotter, E., Kapfhammer, H.P. & Hofmann, P. (2016). Depression-burnout overlap in physicians. *PLoS One*, 11(3), e0149913.
- Yaya, J.A. (2019). Job satisfaction among librarians in Nigerian public universities. *Journal of Library Services and Technologies*, 1(1), 73-92.
- Yorulmaz, Y. I., Çolak, İ. & Altinkurt, Y. (2017). A meta-analysis of the relationship between teachers' job satisfaction and burnout. *Eurasian Journal of Educational Research*, 17(71), 175-192.