

The Effect Of Burnout And Organizational Trust On Job Satisfaction In Healthcare Workers

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Abstract : *Human resource is the key element of healthcare services in a globalizing world and business is the most important resource in order to provide effective and efficient healthcare services. In the provision of health services, employees in the healthcare enterprise serve patients with physical and mental capacity. This study in Turkey in Istanbul from public health professionals in the province with 380 people was conducted through face to face interviews method. The collected data were analyzed with statistical programs used in social sciences. As a result, a positive significant relationship was observed between organizational trust and job satisfaction and its sub-dimensions. Although there is a moderately negative relationship between emotional exhaustion and job satisfaction and sub-dimensions of burnout, there is no relationship between depersonalization and personal accomplishment and job satisfaction and its sub-dimensions.*

Keywords: *job satisfaction, organizational trust, burnout, health worker.*

I. Introduction

Healthcare services are labor-intensive businesses and differ from many other industries. They are the places where specialization is most common. Hospitals, like other service providers, are organizations that provide services not only in a certain period of time, but every day of the week and every hour. Employees' skills constitute an important competitive factor for organizations. Organizations can provide competitive advantage and competitive advantage by using the skills of their employees .

As in the whole sector, waste, excessive workload, employee dissatisfaction, lack of organizational trust, stress are seen too much in health institutions (Erdal, 2020). In order to overcome all these negative factors, the organizational environment must be adjusted physically and psychologically according to the employee. Organizational trust and burnout in these organizations are the factors that affect job satisfaction the most. When the level of Organizational Trust is high, the employees' belief in organizational practices and the actions of managers increases (Arslan & Esatoğlu, 2017).

It is very important to gain employee trust in healthcare institutions. The individual who trusts the institution he / she works for does his / her best for that institution, adopts the institution and the work he / she does, identifies with the institution, and strives to improve the image of the institution in line with the mission and vision of the institution (Envergil, 2018).

Burnout is more common in people who work face to face and provide services to them. It is a condition that includes physical, mental and emotional exhaustion and is the result of accumulations that do not occur suddenly. The person moves away from his purpose and his interest in the people he provides services decreases (Maslach et al., 2001); (Maslach & Jackson, 1984). Burnout creates a table of depersonalization in business life, feeling emotionally exhausted, decreased personal accomplishment, and feeling inadequate (Maslach & Goldberg, 1989).

Job satisfaction; It is an emotion that ensures that the employees are satisfied with their businesses and their jobs when the employees meet the expectations and requests of the company and the company meets the expectations and wishes of the employees (Canbulat, 2007). Businesses that do not have high job satisfaction cannot be successful. Job satisfaction is the relationship between what a person expects from his job and how much a person actually achieves (Price, 2001). If these expectations are met, they will be satisfied; If not met, they are not satisfied (Lu et al,2005).

Burnout syndrome

Burnout was first introduced in 1974 by Freudenberger as a concept used to describe the physical and psychological exhaustion of healthcare workers. More doctors, nurses, teachers, police officers, etc. It is also seen with professionals working in humanitarian institutions (Ardıç & Polatçı, 2008). Those who are constantly under high stress and cannot cope with this situation experience burnout as a physical, mental and emotional reaction.

(Patrick & Lavery, 2007). It is a syndrome characterized by emotional exhaustion, depersonalization and decreased personal success (Matin et al., 2012). Emotional exhaustion is the beginning of burnout. Expresses feelings of physical strain and psychological fatigue (Lewin & Sager, 2007). Depersonalization includes negative and distant feelings and attitudes towards (colleagues or customers, etc.) and treats them as objects as if they are not human (Naldan et al., 2019). Thus, it becomes insensitive to the environment.

The next stage after emotional exhaustion is the individual's desensitization. Personal failure is the loss of confidence in personal performance and the presence of a negative self-image (Rodríguez-Mantilla & Fernández-Díaz, 2017). Personal failure is the last stage of burnout.

Job Satisfaction

There are many definitions of job satisfaction in the literature. Job satisfaction is defined as the level of positive feelings about the job or job-related events and situations (Adams & Bond 2000). Job satisfaction is generally divided into two dimensions as internal and external satisfaction. It consists of internal satisfaction, success, recognition or appreciation, the job itself, the responsibility of the job, promotion and job change related to the internal nature of the job. External satisfaction, on the other hand, consists of elements pertaining to the environment of the work such as business policy and management, mode of control, relations with managers, employees and subordinates, working conditions, and wages (Köroğlu, 2012). Job satisfaction plays an important role in achieving the goals of the enterprise and the happiness of the employee (Cindiloğlu Demirer, 2018).

Organizational Trust

The majority of researchers stated that trust is important in administrative, economic, social and political behavior as well as in individual and group behavior and cannot be fully defined (Hosmer, 1995). Although trust is expressed as the essence of relationships, it is seen as the social glue factor that holds people together. It is seen as a component of common values, culture, ethics and social networks in organizations (Ülker, 2008); (Chowdhury, 2012). The most important indicator in organizational management is trust (Mishra & Morrissey, 1990). Trust is a situation that cannot be expressed clearly but affects all activities in business. Once trusted, it is easy to maintain, is an indicator of healthy communication and is very important for the future of the organization (Öztürk & Kurtkan, 2020). It positively affects business performance and plays a determining role in organizational effectiveness. It also makes an important contribution to cost reduction (Cummings & Bromiley, 1996). The success of businesses and the constructive relationships of employees and managers are ensured by organizational trust (Önder & Yavuz, 2019). Organizational trust appears in three different dimensions. These; trust in the manager, trust in your colleague and trust in the organization itself (Filiz & Bardakçı, 2020).

Organizational Trust and Job Satisfaction Relationship

Trust is essential for businesses to continue their long-term operations, improve job satisfaction and personal skills. If an atmosphere of trust develops among employees, businesses enter into high-performance groups (Çiçek & Şahin Macit, 2016). Studies have determined that organizational trust leads to the improvement of behavior and performance results (Dirks & Ferrin, 2001) and increases productivity (Bahrami et al., 2012).

H1 = There is a positive relationship between organizational trust and job satisfaction.

H1a = There is a positive relationship between organizational trust and business satisfaction.

H1b = There is a positive relationship between organizational trust and business-related promoted salary

H1c = There is a positive relationship between organizational trust and colleagues

Yücekaya and Gümüş (2020) found that organizational trust has a significant effect on job satisfaction and that organizational identification has a full mediating effect on job satisfaction. Akkoç et al. (2012) in their study with 348 employees of a software company, it was determined that organizational trust affects job satisfaction positively and significantly.

Türe and Akkoç (2020) found in their study with nurses that perceived organizational trust positively and significantly affected job satisfaction. Erdal & Altındağ (2020) examined the relationship between organizational trust and job satisfaction with university hospital employees. The trust in the manager and the trust in the institution and job satisfaction are moderately reliable. In addition, organizational trust was examined as a variable in the relationship between organizational citizenship and job satisfaction, but no significant finding was found.

The Relationship Between Burnout and Job Satisfaction

Work is an essential element of life, and employees spend most of their time at work and with their colleagues for many years. In this context, job satisfaction of the employees is very important in terms of psychological and physical health and various arrangements are made to increase job satisfaction. In addition, the development of employees' skills, knowledge and skills; It affects both business and business life positively (Telman & Ünsal 2004). Various studies have been carried out to reveal the factors in working conditions for the

success of the business, and answers have been sought for the relationship between job satisfaction and burnout. People who have difficulty in coping with stress, under intense and long-term pressure, experience burnout in time, psychological, then physiological and finally behavioral aspects. It may encounter some negative results in individual and organizational dimensions. Job satisfaction, which expresses the happiness of a person at the workplace and the level of satisfaction from the job, is also a concept directly related to burnout (**Çelebi & Kayasandık, 2018**). Job satisfaction, which is accepted as a dynamic phenomenon, refers to the positive feelings and attitudes of employees towards their jobs, according to many researchers (**Faragher et al., 2005**). The feeling of burnout causes the employees to decrease their productivity. If individuals do not reach job satisfaction, they look for different options, they can make job changes, they cannot be successful in the organization. The most important element for businesses is human resources. Employees' commitment to work and their job satisfaction depend on factors that provide satisfaction in the organization (**Boymul & Yaşa Özelkurtay, 2017**). Generally, there is a negative relationship between burnout and job satisfaction.

H2 = There is a negative relationship between burnout and job satisfaction.

H2a = There is a negative relationship between emotional exhaustion and job satisfaction related to the business.

H2b = There is a negative relationship between emotional exhaustion and business-related promoted salary.

H2c = There is a negative relationship between emotional exhaustion and colleagues

H2d = There is a negative relationship between depersonalization and job satisfaction related to the business.

H2e = There is a negative relationship between depersonalization and promoted salary

H2f = There is a negative relationship between depersonalization and colleagues

H2g = There is a negative relationship between personal success and job satisfaction related to the company.

H2h = There is a negative relationship between personal success and promoted salary

H2i = There is a negative relationship between personal success and colleagues.

In this study, which examined the relationship between burnout and job satisfaction in **Çelebi & Kayasandık (2018)**, in their study with bank employees, it was concluded that the emotional burnout and depersonalization dimension had a significant and negative relationship with job satisfaction, and the personal success dimension was significantly positively related. In addition, it was found that the perception of job satisfaction significantly differentiated between groups according to some demographic variables. **Boymul & Özelkurtay (2017)** conducted a study with employees in large-scale industrial organizations that positive developments regarding the nature of work, emotional commitment, wages and benefits negatively affect individuals' emotional exhaustion levels, while the relationship between personal achievements and the nature of their work and their adaptation with colleagues is positive. **Bayerçelik & Hidirözcan (2020)** found a negative relationship between private bank employees and their bank employees, and the effect of work-family balance on job satisfaction was positive for both generation X and generation Y. In addition, it has been observed that the effect of work-family balance is stronger for millennials.

Çetin (2020) found a significant relationship between job satisfaction and emotional exhaustion, depersonalization and personal success in the study with sports trainers. It was also concluded that there were differences in marital status, age, educational status, industry, income, total working time and job satisfaction, and job burnout and service lengths, but there was no difference in gender. **Karaaslan et al. (2020)** found in their study with physical education teachers that their burnout levels were low, their job satisfaction was normal, and their life satisfaction was high. No significant difference was found between emotional exhaustion and other variables determined by burnout, burnout sub-dimensions and job satisfaction, except for the duration of experience. A significant difference was found between the duration of experience and active sports and life satisfaction. The negative and significant relationship between burnout, burnout sub-dimensions, job satisfaction and life satisfaction, and a positive and significant relationship between job satisfaction and life satisfaction was determined. In addition, job satisfaction and life satisfaction and emotional exhaustion; It was found that there is a negative and significant relationship between job satisfaction and depersonalization and personal failure.

II. Data And Methodology

Purpose and Importance of Research

The main purpose of this study is to reveal the effects of burnout and organizational trust perceptions of employees, which are very important for the future of businesses, on their job satisfaction. Healthcare professionals are the most important element of the healthcare industry, they work with many health professionals and face many adversities. In the service sector, burnout is the most common condition and in this case, it affects the trust of the employees in the organization, their colleagues and the manager. The employee whose burnout increases and organizational trust decreases, decreases the efficiency and effectiveness of the organization as there

is no job satisfaction. Successful organizations ensure job satisfaction by reducing the burnout and distrust of employees. The employee with job satisfaction will be productive both in business and private life.

Content and Limits of Research

Research, public university hospital in Turkey in Istanbul was built in 2019 and located in the province participated in study 380 health workers. The scale of demographic characteristics of the employees and the hospital was created by the author using a random survey method. In order to measure organizational trust, 12-question Organizational trust scale, which was created by Nyhan and Marlowe (1997) and developed by Demircan (2003), was used. Maslach Burnout Scale developed by Maslach and Jackson 1981 and adapted to Turkish by Ergin 1992 were used. Job satisfaction scale consists of 20 questions created by Schwepeter (2001) and developed by (Churchill et al., 1974; Comer et al., 1989). The collected data were analyzed with statistical programs used in social sciences.

III. Research Findings

Table: 1. Demographic Information

	Frequency	Percent	Valid Percent	Cumulative Percent
Woman	262	69,1	69,1	69,1
Man	117	30,9	30,9	100,0
Married	243	64,1	64,1	64,1
Single	136	35,9	35,9	100,0
Under 20 years old	5	1,3	1,3	1,3
21-30 years old	82	21,6	21,6	23,0
31-40 years old	167	44,1	44,1	67,0
41-50 years old	106	28,0	28,0	95,0
51 over years old	19	5,0	5,0	100,0
Surgical sciences	133	35,1	35,1	35,1
Internal sciences	65	17,2	17,2	52,2
Technical sciences	40	10,6	10,6	62,8
Basic sciences	65	17,2	17,2	79,9
Administrative sciences	76	20,1	20,1	100,0
1-5 year	52	13,7	13,7	13,7
6-10 year	83	21,9	21,9	35,6
10-15 year	77	20,3	20,3	55,9
16-20 year	74	19,5	19,5	75,5
21-25 year	51	13,5	13,5	88,9
26-30 year	33	8,7	8,7	97,6
31 over year	9	2,4	2,4	100,0
Primary education	88	23,2	23,2	23,2
High school	66	17,4	17,4	40,6
Associate degree	134	35,4	35,4	76,0
License	64	16,9	16,9	92,9
Graduate	27	7,1	7,1	100,0
Total	379	100,0	100,0	

As seen in Table 1, 69.1% of the participants are women and 30.1% are men. The vast majority of them are 64.1% married and 35.9% single. The age range of employees is 44.1% at the most between the ages of 31-40 and at least 20 and below 5%. At most 35.1% surgical department is technical sciences with at least 10.6%. The vast majority of employees, 21.9%, work for 6-10 years. 35.4% of the participants are associate degree graduates.

Table: 2. Reliability Table of Research Scales

Scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of items
Burnout syndrome scale	,827	,816	22
Organizational trust	,981	,981	12
Jop satisfaction scale	,959	,958	20
Total	,923	,916	54

When Table 2 is examined, it is seen that the Cronbach's Alpha value of the questions of the research scale is between ,816 and ,958. The total Cronbach's Alpha value is ,916. These values are well above the equal values.

Table: 3. Reliability Analysis of Research Scales

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Approx. Chi-Square	df	sig
Burnout syndrome scale	,943	7221,149	231	,000
Organizational trust	,938	7356,366	66	,000
Jop satisfaction scale	,928	7144,581	190	,000
Total	,949	23162,184	1431	,000

Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity Approx to measure the suitability of variables for factor analysis. Chi-Square test has been done. As seen in Table 3, the Kaiser-Meyer-Olkin limit value is, 07. All scales and total scale value were found to be quite high. The data are suitable for factor analysis.

Table: 4 Factor Analysis

	Organizational trust	Emotional exhaustion	Desensitization	Job satisfaction with the company	Promoted salary	personal success	Colleagues related job satisfaction
It is the degree of confidence that my manager is technically competent about the critical principles in her/his job	,926						
It is the degree of confidence that the manager is doing her / his job carefully.	,921						
It is the degree of confidence that my manager understands her/ his job at an acceptable level	,908						
It is the degree of confidence that my manager will make the right decisions about her job.	,898						
This is the degree to which I can trust each other in this institution.	,892						
The degree to which the trust level among my colleagues I work with is at the desired basis.	,887						

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is the degree							
The degree of confidence that my manager can do her/ his job properly.	,874						
It is the degree of confidence that my manager will do her/his job smoothly	,869						
It is the degree of confidence that my manager will not leave her post.	,867						
This is the degree to which I trust that I will be treated fairly at the institution.	,859						
This is the degree of trust between managers and employees in this institution.	,838						
It is the degree of confidence that my manager says when she says something to me	,829						
Dealing with all-day people is very exhausting for me		,902					
I recognize that I treat some people I meet as I am not human.		,900					
The return of business I feel my soul exhausted		,860					
I feel cooled from my job		,859					
How my work is understanding what the people I meet feel		,850					
I feel that I have been done from my work		,830,					
I feel that when i stay in the morning I will not be able to remove this job for one more day		,825					
I have hardened against people since I started to work in this business		,787					
I think my job is limiting me		,712					
I feel that I have too much work in my job		,703					
Working directly with people creates a lot of stress		,679					
I fear that this business will submit me		,669					
I feel that the people I meet for my work behave as you created some problems		,630					
I do not care what happens to the people I meet for my business		,588					
I feel that I come to the end of the road		,469					
After a close work with people, I feel alive			,897				
I create a comfortable air between the people I meet for my business			,820				
I create a comfortable air between the people I meet for my business			,796				
I approach emotional problems in my job with coolness			,750				
I am the power to do a lot of things			,700				
Our customers (patients) are loyal ..				,917			
Our customers (patients) are very understanding				,905			
Our customers (our patients) are reliable.				,616			

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The people I work with are really friendly				,535			
The staff of this institution get good support from the management				,499			
My job is satisfactory				,482			
The institution does its job really well				,479			
My work gives a sense of accomplishment				,407			
There are enough good jobs here for those who want to get ahead				,402			
The institution has a fair promotion policy					,821		
There are development opportunities in the institution					,779		
Compared to other companies doing the same job, my salary is higher					,731		
Senior management really does its job well					,722		
Management is open to development					,718		
The manager has always been honest about me.					,699		
Management often tries to get our opinion on issues					,664		
In my opinion, salaries in this company are higher than other companies					,662		
My manager expresses her trust in us for good work and praises					,463		
Thanks to my business, I believe it contributed to the lives of people.						,661	
I find the most suitable solutions for the problems of the people I meet for my business						,630	
I am doing something worth working in my job							,630
Our colleagues are good.							,514
Total Variance Explained	Cumulative % 74,779						

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization. a. Rotation converged in 14 iterations

According to Table 4, factor analysis was made using the Principal Component Analysis method and the values are shown in the table. Dependent variable job satisfaction was examined in three sub-dimensions namely Job satisfaction with the company, Promoted salary and Colleagues related job, the dependent variable organizational trust in one dimension, and the dependent variable in three sub-dimensions: burnout, emotional exhaustion, depersonalization, and personal accomplishment. The total variance value of 74,779% is quite good.

Table: 5. Correlation Table

		Organizational trust	Emotional exhaustion	Desensitization	Job satisfaction with the company	Promoted salary	personal success	Colleagues related job
Organizational trust	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	379						
Emotional exhaustion	Pearson Correlation	-,476**	1					
	Sig. (2-tailed)	,000						
	N	379	379					
Desensitization	Pearson Correlation	-,033	,392**	1				
	Sig. (2-tailed)	,521	,000					
	N	379	379	379				
Job satisfaction with the company	Pearson Correlation	,691**	-,264**	,097	1			
	Sig. (2-tailed)	,000	,000	,060				
	N	379	379	379	379			
Promoted salary	Pearson Correlation	,753**	-,352**	-,008	,719**	1		
	Sig. (2-tailed)	,000	,000	,870	,000			
	N	379	379	379	379	379		
personal success	Pearson Correlation	-,068	,332**	,435**	,014	-,052	1	
	Sig. (2-tailed)	,184	,000	,000	,793	,317		
	N	379	379	379	379	379	379	
Colleagues related job	Pearson Correlation	,671**	-,369**	,036	,784**	,708**	-,040	1
	Sig. (2-tailed)	,000	,000	,489	,000	,000	,436	
	N	379	379	379	379	379	379	379

** . Correlation is significant at the 0.01 level (2-tailed).

According to Table 5, when the correlation table is evaluated, there is no relationship between organizational trust and emotional exhaustion, a high level of relationship between organizational trust and business satisfaction, a high level of organizational trust, a high level of relationship between wage and salary, organizational trust and depersonalization. There was no relationship between organizational trust and personal success.

Moderate correlation between emotional exhaustion and depersonalization, negative low level between emotional exhaustion and business-related job satisfaction, negative moderate relationship between emotional exhaustion and salary and wage, moderate relationship between emotional exhaustion and personal accomplishment, negative moderate relationship between emotional exhaustion and colleagues has been seen. There is no relationship in job satisfaction related to depersonalization and business, job satisfaction related to salary and wages, and job satisfaction related to colleagues. There is a moderate relationship between depersonalization and personal accomplishment,

There is no relationship between business satisfaction and salary and wages and colleagues. There is a high degree of correlation between business satisfaction and personal success. There is no relationship between personal success and colleagues.

Table 6. Regression Table (Job satisfaction with the company)

Model 1	Sum of Squares	Df	Mean Square	F	Sig.
Regression	500,954	4	125,238	90,922	,000 ^b
Residual	515,160	374	1,377		
Total	1016,114	378			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,702 ^a	,493	,488	1,17364	
Model	Unstandardized B	Coefficients Std.error	Standardized Coefficients Beta	t	Sig.
(Constant)	,573	,452		1,269	,205
Organizational trust	,623	,037	,710	16,638	,000
Emotional exhaustion	,050	,076	,031	,660	,510
Desensitization	,215	,088	,106	2,436	,015
personal success	,007	,049	,006	,138	,891
a. Dependent Variable: Job satisfaction with the company					
b. Predictors: (Constant), Organizational trust, Emotional exhaustion, Desensitization, personal success					

When Table 6 is examined, it is seen that there is a direct positive high degree of relationship between organizational trust and Job satisfaction with the company, and a direct low degree of relationship between organizational trust and depersonalization. The explanation rate of the research model is 49.3%.

Table 7. Regression Table (Promoted Salary)

Model 2	Sum of Squares	Df	Mean Square	F	Sig.
Regression	618,195	4	154,549	122,368	,000 ^b

Residual	472,357	374	1,263		
Total	1090,552	378			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
2	,753 ^a	,567	,562	1,12383	
Model 2	Unstandardized B	Coefficients Std.error	Standardized Coefficients Beta	t	Sig.
(Constant)	,672	,433		1,552	,121
Organizational trust	,685	,036	,754	19,111	,000
Emotional exhaustion	,004	,073	,002	,056	,955
Desensitization	,041	,084	,020	,489	,625
personal success	-,011	,047	-,009	-,244	,808
a. Dependent Variable: Promoted salary					
b. Predictors: (Constant), Organizational trust, Emotional exhaustion, Desensitization, personal success					

According to Table 7, a high degree of direct positive correlation was found between organizational trust and Promoted Salary. There was no relationship with other variables. The disclosure rate of the research model is 56.7%.

Table: 8. Regression Table (Colleagues Related Job)

Model 3	Sum of Squares	Df	Mean Square	F	Sig.
Regression	464,838	4	116,209	80,231	,000 ^b
Residual	541,716	374	1,448		
Total	1006,554	378			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
3	,680 ^a	,462	,456	1,20351	
Model 3	Unstandardized B	Coefficients Std.error	Standardized Coefficients Beta	t	Sig.
(Constant)	2,069	,463		4,466	,000
Organizational trust	,542	,038	,621	14,118	,000
Emotional exhaustion	-,179	,078	-,112	-2,305	,022
Desensitization	,207	,090	,102	2,290	,023

personal success	-,006	,050	-,005	-,117	,907
a. Dependent Variable: Colleagues related job					
b. Predictors: (Constant), Organizational trust, Emotional exhaustion, Desensitization, personal success					

According to Table 8, a high level of direct relation between organizational trust and Colleagues related job, direct positive weak relation between depersonalization and Colleagues related job, direct positive weak relation between Emotional exhaustion and Colleagues related job were observed. No relationship was observed with other variables. The rate of explanation of the research model was 46.2%.

Table 9.Hypothesis results

No	Hypothesis	Explanation	Results
H1	There is a positive relationship between organizational trust and job satisfaction	High degree of positive relationship	Acceptance
H1a	There is a positive relationship between organizational trust and business satisfaction.	High degree of positive relationship	Acceptance
H1b	There is a positive relationship between organizational trust and business-related promoted salary	High degree of positive relationship	Acceptance
H1c	There is a positive relationship between organizational trust and colleagues	High degree of positive relationship	Acceptance
H2	There is a negative relationship between burnout and job satisfaction.	Kısmı etki	Partial impact
H2a	There is a negative relationship between emotional exhaustion and job satisfaction related to the business	Moderate negative relationship	Acceptance
H2b	There is a negative relationship between emotional exhaustion and business-related promoted salary.	Moderate negative relationship	Acceptance
H2c	There is a negative relationship between emotional exhaustion and colleagues	Moderate negative relationship	Acceptance
H2d	There is a negative relationship between depersonalization and job satisfaction related to the business.	there is no relationship	rejection
H2e	There is a negative relationship between depersonalization and job satisfaction related to promoted salary	there is no relationship	rejection
H2f	There is a negative relationship between depersonalization and colleagues	there is no relationship	rejection
H2g	There is a negative relationship between personal success and job satisfaction related to the company.	there is no relationship	rejection
H2h	There is a negative relationship between personal success and promoted salary	there is no relationship	rejection
H2i	There is a negative relationship between personal success and colleagues	there is no relationship	rejection

IV. CONCLUSION

It is located within the healthcare service sector and works with many health disciplines. In the health sector, there are patients at the center. Many healthcare professionals serve the patient. Employees want to have confidence in their organization and job satisfaction. Some negativities affect healthcare workers' trust in the organization, the manager, and their colleagues, and this reduces job satisfaction.

According to the first hypothesis in this study, the reason for the high degree of positive correlation between the organizational trust and job satisfaction of healthcare workers is that if the employee feels safe, can trust his team and managers, they work more, protect the interests of the institution, increase their loyalty, and job satisfaction is provided more. Institutions should take this into consideration and eliminate the factors that reduce employee trust, support employees in order to increase organizational commitment, and the interests of the

employees should coincide with the interests of the institution. In this context, the employee will both improve himself and increase the success of the institution.

According to the second hypothesis, while there should be a significant negative relationship between burnout and job satisfaction, only a moderate negative relationship was found between emotional exhaustion and job satisfaction. Job satisfaction decreases as emotional exhaustion increases. Employees should be well identified during this period, the causes that reduce burnout should be eliminated, and employees should be treated against burnout and burnout should be prevented. There was no relationship between depersonalization and personal success, job satisfaction and its sub-dimensions. Although healthcare workers experience burnout, they do not state this against the patient and the institution and do their job in the best way.

Nowadays, if businesses want to work effectively and efficiently, they must give importance to employees, meet their expectations, and provide all kinds of trust.

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