



**ΑΝΟΙΚΤΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΚΥΠΡΟΥ
www.ouc.ac.cy**

PROGRAMME OF STUDY: MBA (ENGLISH)

Master's Dissertation:

Job Satisfaction- Burnout and Turnover in Cypriot Employees

Maria Vasileiou

Supervisor:

Michalis Socratous

ACADEMIC YEAR 2021-2022

Abstract

The present thesis examined and investigated both in theoretical and exploratory level the term of Job satisfaction including burnout and turnover symptoms. The aim of the present thesis was to identify the various aspects of Job dissatisfaction and to contribute to the solution making process.

Specifically, the study sought to answer the following questions:

1. Which factors of job dissatisfaction are related with turnover and burnout?
2. In which degree are Cypriot Employees satisfied by their job?
3. When do Cypriot Employees undergo turnover and burnout?
4. How do employees manage to overcome job dissatisfaction/turnover/burnout?

For the purposes of this thesis, the quantitative method was performed and more specifically the survey research type with a five-point Likert scale, questions reached out a sample of the population of 140 participants who are Cypriot workers. The results were analysed with Microsoft Excel and SPSS.

Results showed that the most important factors for employees to reach Job satisfaction or to feel motivated, is to enjoy a combination of benefits. Those benefits include good work environment, fair promotions procedures, a multi-level support from superiors, colleagues and organization, sufficient recognition, reward boost, sustainable workload and personal life, sufficient salary, job resources, combined interventions on the job matters, a culture of the organization which establishes fairness, have values and to experience fun.

Περίληψη

Η παρούσα διατριβή εξέτασε και διερεύνησε τόσο σε θεωρητικό όσο και σε επίπεδο έρευνας τον όρο ικανοποίησης από την εργασία, περιλαμβανομένων των συμπτωμάτων εργασιακής εξουθένωσης και της πρόθεσης εναλλαγής κύκλου εργασιών. Ο στόχος της παρούσας διατριβής ήταν ο εντοπισμός των διαφόρων πτυχών της δυσαρέσκειας από την εργασία και η συμβολή στη διαδικασία δημιουργίας λύσεων.

Συγκεκριμένα, η μελέτη επιδίωξε να απαντήσει στα ακόλουθα ερευνητικά ερωτήματα:

1. Ποιοι παράγοντες δυσαρέσκειας για την εργασία σχετίζονται με της πρόθεση εναλλαγής κύκλου εργασιών και την εξάντληση;
2. Σε ποιο βαθμό οι Κύπριοι εργαζόμενοι είναι ικανοποιημένοι από τη δουλειά τους;
3. Σε ποιο βαθμό οι Κύπριοι Εργαζόμενοι νοιώθουν την πρόθεση εναλλαγής κύκλου εργασιών και εξουθένωση;
4. Πώς καταφέρνουν οι εργαζόμενοι να ξεπεράσουν την εργασιακή δυσαρέσκεια/ την πρόθεση εναλλαγής κύκλου /την εξάντληση της εργασίας;

Για τους σκοπούς αυτής της διατριβής, πραγματοποιήθηκε η ποσοτική μέθοδος και πιο συγκεκριμένα ο τύπος έρευνας με ένα ερωτηματολόγιο κλίμακας Likert πέντε σημείων προσεγγίζοντας έτσι ένα δείγμα του πληθυσμού των 140 Κυπρίων εργαζομένων συμμετεχόντων και τα αποτελέσματα αναλύθηκαν με το Microsoft Excel και το SPSS.

Ειδικότερα, τα αποτελέσματα έδειξαν ότι οι σημαντικότεροι παράγοντες για να επιτύχουν οι εργαζόμενοι την εργασιακή ικανοποίηση ή να αισθάνονται παρακινημένοι πρέπει να βιώσουν ένα συνδυασμό παροχών, όπως ένα καλό εργασιακό περιβάλλον, δίκαιη διαδικασία προαγωγών, μια πολύ-επίπεδη υποστήριξη από ανωτέρους, συναδέλφους και από τον ίδιο τον οργανισμό, επαρκή αναγνώριση, ενίσχυση ανταμοιβής, βιώσιμο φόρτο εργασίας και προσωπικής ζωής, επαρκή μισθό, πόρους εργασίας, αυτονομία σε θέματα εργασίας, να έχουν το αίσθημα ότι η κουλτούρα του οργανισμού διασφαλίζει δικαιοσύνη, αξίες και τέλος να βιώνουν διασκέδαση στον χώρο εργασίας.

Acknowledgements:

For this amazing, long, challenging and intriguing journey of contracting this thesis, I would like first of all to express my gratitude to my tutor Dr. Michali Socratous for his continuous support and guidance provided to me in order to implement my master's thesis.

Furthermore, I want to thank all the participants for taking their valuable time to answer my survey and of course, I would like also to thank my friends who pursued this questionnaire to reach as more people and make it possible for me to accomplish my goal.

Above all, I would like to dedicate this thesis to my lovely husband and daughter for the precious time that kept me away from them and felt their understanding and allow me to be able to finish my master. Last but not least this thesis is a way to show my daughter that if you really want to succeed something in life is possible by having the patience, persistence and passion to pursuit it.

Table of Contents

Chapter 1	10
The problem	10
1.1 Introduction:	10
1.2 Definition of the Problem:	10
1.3 Purpose of the Research	11
1.4 The main research questions:	12
1.5 Methodology:.....	12
1.6 The importance of the Research:.....	12
1.7 Structure of the Research:	13
1.8 Research Restrictions:	13
Chapter 2	14
Literature Review	14
2.1 Introduction.....	14
2.2 Factors of job dissatisfaction related with turnover and burnout.....	15
2.3 The degree of job satisfaction of Cypriot employees.	17
2.4 When do Cypriot employees undergo turnover and burnout.....	19
2.5 How employees manage to overcome job dissatisfaction/turnover/burnout.....	21
2.6 Conclusion	24
Chapter 3	27
Methodology	27
3.1 Introduction.....	27
3.2 Methodology of Research	27

3.3 Data Collection Method	27
3.4 Population of Research	29
3.5 Statistical Techniques.....	29
3.6 Limitations of Present Research.....	29
Chapter 4	30
Presentation of the Results	30
4.1 Introduction.....	30
4.2 Demonstration of research results	30
4.2.1 Part A: Demographic data	30
4.3 Part B: Evaluation criteria's	37
4.3.1 Factors of job dissatisfaction related with turnover & burnout symptoms.....	37
4.3.2 In which degree are Cypriot Employees satisfied by their job?	43
4.3.3 When do Cypriot Employees undergo turnover and burnout?	45
4.3.4 How do employees manage to overcome job dissatisfaction/turnover/burnout? 47	
Chapter 5	50
Conclusions	50
5.1 Introduction.....	50
5.2 Factors of job dissatisfaction which are related with turnover and burnout.....	51
5.3 In which degree are Cypriot Employees satisfied by their job	52
5.4 When Cypriot Employees undergo turnover and burnout?	52
5.5 How to overcome job dissatisfaction/turnover/burnout	53
5.6 Limitations.....	54
5.7 The Importance of this Research and Suggestions for Future Research	55
References	56
Appendix A	61
Questionnaire provided to the participants	61

Appendix B.....77

Table with research Questions.....77

Chapter 1

The problem

1.1 Introduction:

From the very first stages of human existence, it is known that for people to survive either out of necessity or in order one to fulfill their wishes and desires must have an income adequate to cover their needs. For this reason, people must enter the professional world and work. The professional chosen must drive them by passion and strong will so they can live in the best possible way the life they want. Since that in Cyprus, an average working day is consisted of 8 hours, therefore employees must feel satisfied with the profession have chosen. Job satisfaction of employees is defined by the degree of how able they are to meet the requirements in a profession and whether they are in the position to succeed and maintain ethical fulfilment from their career.

1.2 Definition of the Problem:

Job Dissatisfaction:

Job dissatisfaction is opposite of job satisfaction at that situation employees feels unhappy and frustration at their jobs (Raziq, A., & Maulabakhsh, R., 2015). Job satisfaction is defined as feeling of an individual about their job in different perspectives (Aziri, 2011). Job satisfaction is playing a vital role in performance of organization by providing their employees the best services (Robbins, S. P., & Judge, T., 2003)

Turnover tendency:

Turnover intention indicates an employee's perceived prospect of leaving an organization, or the willingness of an individual to permanently retire from the organization (Hossam, 2014). Turnover intention is a workplace phenomenon that must be restrained as much as possible for it involves impairments. (Abbas & Hollman,2008) asserts that employee turnover intention is a critical affair, particularly within the scope of human resources management as

it can be very costly for an organization. In other words, when an employee leaves an organization, the ability of the remaining employees to complete their duties will likely be affected (Adkin & Coldwell, 2014).

Burnout syndrome:

Burnout is generally considered a response by a subject to chronic work-related stress in an attempt to adapt or protect oneself from it (Montero – Marin et al., 2009). Additionally, Burnout syndrome is considered an important work-related illness in welfare societies (Ruotsalainen et al., 2008). Burnout is often assessed in an occupational setting and most occupations such as civil servants, manual workers and professions such as teachers, caregivers and healthcare workers are reported to be mostly affected (Valente et al., 2011). However, burnout syndrome (BOS) occurs mostly among professionals whose work involves constant demands and intense interactions with people who have physical and emotional needs (Hazarika et al., 2020).

1.3 Purpose of the Research

The aim of the present thesis is to identify different aspects of the topic and to contribute to the solution making process by preventing the original hazardous thought patterns from a risk management perspective. Also, by demonstrating the following consequences of the diptych “turnover tendency” and “burnout syndrome” would be attempted to suggest manners of resolving the above mentioned and predict future failures or difficulties. Therefore, this thesis will approach the matter from an empirical perspective and provide practical and purposeful recommendations focusing in depth on mitigation measures.

Once an individual experiences job dissatisfaction this may lead to phenomena such as burnouts and turnovers. As a consequence, professional distress results in general instability in life and has obvious impact on mental health. This is the main reason for the selection of this subject as a thesis the aim to investigate extensively the real human experience on the matter and at the same time to provide a holistic and multidimensional scope of the factors that cause both phenomena of turnover and burnout. Another aim of the study is to raise a debate to promote a healthy work mindset and as a result, to set good and useful examples as well as best practices for job satisfaction reassurance. At the same time, one of the aims of the present study is to examine whether and to what extend the phenomenon of burnout

and turnover do exist among Cypriot workers and to enhance the existing evidence from other studies already conducted, by giving reachable recommendations on what can be done to eliminate these significant and life changing issues.

1.4 The main research questions:

For the objectives of the current thesis, the following search inquiries will be examined and expounded:

1. Which factors of job dissatisfaction are related with turnover and burnout?
2. In which degree are Cypriot Employees satisfied by their job?
3. When do Cypriot Employees undergo turnover and burnout?
4. How do employees manage to overcome job dissatisfaction/turnover/burnout?

1.5 Methodology:

For the research a questionnaire will approach around one hundred employees from the private sector of Cyprus. The purpose of the questionnaire is to provide accurate results for each one of the main topics. More specifically, the current research is significant due to the questions arising from both individual experiences and general observations. Questions are regarding the relation between employee satisfaction and productivity and relations between the work environment and the impact it has on workforce.

The questionnaire is structured with Likert scale questions that will be given by Google Form to the sample of the research population and the analysis of the results will be extracted through SPSS.

1.6 The importance of the Research:

Although Job dissatisfaction, turnover tendency and burnout syndrome are generated by negative circumstances, the understanding of these parameters can lead to benefits of a business. To be more precise, a company can make crucial changes to maintain their workforce at a desired level or encourage them to reach an even higher level than anticipated.

The literature review, as been explored, has revealed that job satisfaction has been a subject of a thorough study by many acclaimed academics and is mostly concentrated on teachers, bank employees, nurses, and some public and private sector employees. This study at its core will be focused in general on private employees in Cyprus.

1.7 Structure of the Research:

During the next chapters the following will be addressed and presented:

Chapter 2 will present the academic concepts of the research and provide the terminology and theory based on which the research findings will be analysed.

In Chapter 3 the methodology and tools used while conducting the research.

Chapter 4 will present the results of the research and analyse the main different findings as well as explain possible deviations or convergence.

Finally, in Chapter 5 the conclusions from the research and the learning outcomes will be outlined and the impact of the research restrictions on these conclusions will be documented.

The last part of the paper includes the references used. The questionnaire used for the purposes of this research is also included in Appendix.

1.8 Research Restrictions:

The main limitation to this research is concerning the fact that the research sample derive only from a small number of employees and therefore it is not possible to generalize the results of the research for the entire population.

Chapter 2

Literature Review

2.1 Introduction

Burnout is an issue which has caused global concern due to the work-related stress which negatively affect individuals' physical and psychological health and as a result, the organization's effectiveness. Burnout syndrome manifests a number of symptoms which often occur in people without prior history of psychiatric or psychological disorders. This syndrome is caused by the difference between the expectations of the employees and the actual requirements of their position. Burnout can occur in any profession. Nevertheless, it has been reported to occur most among professionals in the caring professions of nursing, medicine, teaching, counselling and social work (Valente et al., 2011).

Dissatisfaction is a negative attitude of individuals who are working for any organization. Job dissatisfaction is measured by basic indicators such as working conditions, compensation and benefits, training, and development opportunities. There are poor working conditions, work overload, low pay, no opportunity for promotion or career development, and a lack of recognition. Despite the fact that it is hard to measure job satisfaction, research has shown that it is a strong predictor of decisions or intentions of employees to quit their job (Souza-Poza, 2007).

The purpose of this study is to identify different aspects of the subject and to contribute to the solution making process by preventing the original hazardous patterns from a risk management perspective. According to the current evidence, the present study is based on the following research questions:

1. Which factors of job dissatisfaction are related with turnover and burnout?
2. In which degree are Cypriot Employees satisfied by their job?
3. To what extent do Cypriot Employees undergo turnover and burnout?
4. How do employees manage to overcome job dissatisfaction/turnover/burnout?

2.2 Factors of job dissatisfaction related with turnover and burnout

There is a great body of research describing the factors of job dissatisfaction which are related with turnover and burnout of workers. The study of Al Sabei et al in 2020 assess predictors of the turnover intention, burnout, and perceived quality of care among nurses working in Oman, and (b) to examine the potential moderating role of job satisfaction on the relationship between work environment and nurse turnover intention. A cross-sectional design was used to collect data from a sample of 207 nurses working in a public hospital in Muscat, Oman. According to this study, the quality of the work environment is the most important factor related to job dissatisfaction. Also, job satisfaction significantly moderated the relationship between work environment and turnover intention. This implies that as nurses' job satisfaction increases, the turnover intention is reduced due to the influence of the work environment (Al Sabei et al., 2020).

Another recent survey conducted by Pandey et al in 2021 aimed to explore factors contributing to job dissatisfaction among frontend retail employees in India. It broadly contributes to the problem of talent retention and employee turnover which is one of the biggest challenges of the Indian retail industry. This qualitative study revealed seven factors of work dissatisfaction: customer aggression, abusive supervision, perceived job image, perceived unethical climate, lack of autonomy, work exhaustion and inter-role conflicts contributing to job dissatisfaction. Findings of quantitative study showed all factors except lack of autonomy were significantly related to job dissatisfaction (Pandey et al., 2021).

Another study by Ahasori et al in 2021 examined the factors which lead to turnover and burnout for hotel workers. According to the findings of this research, psychological distress and job demands mediated the relationship between turnover intention and burnout. Also, workplace ostracism decreased the work engagement of less resilient workers. Finally, the findings did not support the argument that workers with perceived high external employability would have stronger turnover intentions in comparison to these with external employability (Ahasori et al., 2021).

Payne et al (2020) conducted a research to assess the relationship between job satisfaction and burnout of nursing staff of a psychiatric hospital. According to this study, job dissatisfaction is significantly associated with burnout and the major factors, which result in

burnout and turnover, are the demands of patients and their families and the nurses' health and family demands. The results of this study showed no significant correlation between job dissatisfaction or burnout and other demographic factors such as gender, rank or years of experience (Payne et al., 2020).

Anaele's study in 2016 was carried out in two universities in Cyprus assessing the professors' burnout levels. According to this study, the working environment is the most important factor which can lead to burnout. In particular, professors are not satisfied with the way they are treated as impersonal objects. This results in to emotional and physical exhaustion. Apart from the work conditions, the subjects of the study mention that workload, schedule, interpersonal conflict and lack of involvement in decision making, due to lack of support of administration, and low salary are other factors related to burnout. The results of this research did not show any intention of turnover (Anaele, 2016).

Another study recently conducted is this of Chen et al in 2019 investigated the effects of the patients-nurse ratio on nurses' intention to quit their job considering the roles of burnout and job dissatisfaction. The main finding of the present study showed that the increased patient – nurse ratio induced nurses' intention to quit their job. Personal and client related reasons were the major factors of burnout and turnover (Chen et al., 2019).

Roy, van der Weijden and de Vries conducted a research in 2017 so as to investigate the effect of work characteristics and other factors to job dissatisfaction, turnover and burnout of the public and private sector in Bangladesh. An important finding of this study is that doctors in private sector presented higher levels of burnout and job dissatisfaction. The long working hours, the number of patients, managerial support and salary were the most significant factors which influence the doctors' satisfaction and burnout. High levels of burnout were reported only in private sector due to limited managerial support and workload (Roy, van der Weijden and de Vries, 2017).

Mahoney et al in 2020 published a study in order to investigate the determinants of job satisfaction, burnout and turnout intentions based on data derived from a survey of members of the American Association of Nurse Anesthetists. Using structural equation models, the researchers explored the relationships job satisfaction as a part of job characteristics and personality factors. Another relationship explored was this of personality factors and

demographic characteristics and turnover as a function of job satisfaction and burnout (Mahoney et al., 2020).

According to the findings of the present study, job satisfaction was positively associated with the job characteristic autonomy and the personality factors of the employees. Employee burnout was negatively associated with the job characteristics autonomy and skill variety, and with the personality factors, stability, and openness. Also, it was positively associated with hours worked per week. Turnover intentions were negatively associated with job satisfaction and positively associated with burnout (Mahoney et al., 2020).

2.3 The degree of job satisfaction of Cypriot employees.

Job satisfaction is a subject which has been researched as a subject of management and organizational psychology field. It is clear that it is important to achieve job satisfaction so as to improve workers' motivation and increasing their performance at the same time. Despite the fact that a great number of studies have been conducted on job satisfaction, there are many differences on the scales and measurement instruments used to assess job satisfaction. Existing researches were carried out independently and various measurement methods have been used. Thus, in this part of the present study, a number of studies are presented regarding the Cypriot employees' degree job satisfaction.

The study conducted by Sesen and Ertan (2021) investigated the link between job satisfaction and workplace stress. The subjects of the study were 317 nurses from elderly home care centers in Northern Cyprus. The findings point out that nurses workplace stress defines the satisfaction they get from their job. Also, the results indicate that while the motivation for training have an effect on job satisfaction but do not reduce the level of stress which is related to the working conditions and workload (Sesen & Ertan, 2021).

Another study conducted by Kouali et al (2017) aimed to investigate the instructional role of the Cypriot school principals on the teachers' job satisfaction and if the levels of it can be predicted. The results indicated that the levels of teachers' job satisfaction cannot be predicted. Therefore, teachers are reported to be dissatisfied with their job because principals are not able to support them (Kouali et al, 2017).

The research of Petasis and Economides (2020) investigated the relationship between job satisfaction, occupational stress and personality of the 133 police officers in Cyprus police. In this study, job satisfaction appears to be related to stress and personality traits, such as openness to experience and extraversion. In particular, the levels of job satisfaction are reported to be low especially in female police officers.

It is clear then that job stress was the most important factor of low job satisfaction since police officer job is influenced by external and internal factors. Another factor which causes level low level of satisfaction is the financial crisis in Cyprus which led to salary cuts, freezing of promotions and long hours of working (Petasis & Economides, 2020).

The study of Solomou and Paschiardis in 2016 explored the relation between the job satisfaction of head teachers in Cyprus and the work stress taking into account the autonomy of the head teachers to take initiatives. The findings of this study indicate that job satisfaction is closely related to the head teachers' autonomy on decision – making tasks. This means that head teachers wish to be more independent and make decisions on the school issues without their decisions being rejected by governments or ministry. On the contrary, they want to support from the authorities which are not flexible and they do not follow an individualized strategy (Solomou & Paschiardis, 2016).

Another study on teachers' job satisfaction in Cyprus was conducted by Fedai et al in 2017. The present study explored the level of job satisfaction of the physical education teachers who work in secondary school in Northern Cyprus. The data were collected by 49 male and 62 female teachers.

According to the results of this research, the teachers do not seem to be satisfied with their job due to the limited prospects of personal success and emotional exhaustion especially when teachers are married. Age, years of experience and gender are not cited as factors that can be influence the teachers' levels of job satisfaction (Fedai et al., 2017).

Another study on Cypriot teachers was conducted in 2020 by Cek and Eyupoglu. The purpose of this study explored the levels of job satisfaction and organizational citizen behaviour of high school teachers. The findings showed that teachers are satisfied with their job and they display high levels of organizational citizen behaviour. Age, experience and other

demographic factors are not factors that affect job satisfaction of the subjects (Cek & Eyopoglu, 2020).

The study conducted by Andrioti et al in 2017 aimed to explore the job satisfaction levels of 101 nurses in Cyprus in three different sectors of clinical practice: mental health, general nursing and drug addiction, and how demographic, personal and professional variables influence job satisfaction.

The findings indicate that the nursing staff is not satisfied with their job. In particular, job satisfaction is affected by the salary and the workload. The hierarchy seems to positively affect job satisfaction since head nurses are more satisfied with nurses. Also, gender is cited as a factor that influence job satisfaction. Similarly, the marital status is another factor which affects job satisfaction in a positive way because they are eligible to choose shifts.

Also, economic crisis, which plagued the country, resulted in a reduction of employees which made the workload heavier. As a result, nurses are not satisfied with their job because they have to take care of more patients than in the past (Andriotei et al, 2017).

2.4 When do Cypriot employees undergo turnover and burnout.

Burnout syndrome has been extensively investigated during the last decades and it is defined as the physical or/and emotional exhaustion as a result of long-term dissipation or stress. Turnover intention is defined as employees' possibility of leaving their job but it has not been explored in detail through studies and cannot be clearly estimated.

The study of Uldag et al in 2011 examined the impact of job satisfaction on turnover intentions of frontline employees who work in five-star hotels in North Cyprus. The results of the study showed that despite the fact that the employees have to deal with adverse working conditions and they are not satisfied with their job, turnover intentions levels are not high. This means that despite the fact that the employees have to deal with burnout due to lack of training, workload, insufficient salary and work and family conflict, they do not quit their job. It is worth mentioning that burnout lowers the levels of commitment of the employees without increasing the possibility of quitting their job (Uldag et al., 2011).

The study of Karatepe and Uludag in 2007 explored the effects of exhaustion on commitment and turnover intentions of frontline employees in 5-star hotels in Northern Cyprus. Consistent

with other studies, the findings of this study revealed that emotional exhaustion leads to job dissatisfaction and turnover intentions. Additionally, burnout can be the cause of low commitment to work. In contrast, work and family conflict is not positively related to intention to leave their job (Karatepe & Uludag, 2007).

Pavlakis et al conducted a study in 2010 so as to investigate the extent of burnout syndrome and the factors which lead to it in 172 Cypriot physiotherapists in private and public sectors. Almost half of the participants believed that their job is very stressful and the majority of their work in the public sector. However, the workers in the private sector are those who suffer from burnout syndrome. Gender appears to be related to personal accomplishment which, in turn, is associated with job satisfaction. Burnout is also associated with low salary. In general, burnout levels in physiotherapists ranged from low to moderate (Pavlakis et al., 2010).

Another recent study which examined the burnout levels is this by Solomonidou and Katsounari in 2020. The purpose of this research was to investigate the levels of burnout as a result of work stress among social workers who work in non-governmental services in Cyprus. It is a qualitative study on 12 female professional social workers. According to the results of the present research, social workers are confronted with stress at work which is the main cause of burnout syndrome. Heavy workload, working overtime and the demands of multiple challenging case seem to have a great impact on their performance while turnover intentions are not reported. Another significant factor for emotional fatigue is the lack of communication with superiors and colleagues.

It is worth mentioning that burnout levels are higher during the first year of working in combination with personal traits of the social workers such as perfectionism and overinvolvement with clients. In general, burnout levels in social workers seem to be high (Solomonidou & Katsounari, 2020).

The study of Zopiatis et al in 2014 investigates the causal relationships of job satisfaction and turnover intentions in 482 hotel employees in Cyprus. Job satisfaction is positively associated with job commitment. This means that job satisfaction defines the degree of commitment of the employees at work. Additionally, the results of the present study showed the association between turnover intention and job satisfaction. Despite the fact that the degree of turnover intention is high, very few employees quit their job (Zopiatis et al., 2014).

The research carried out in 2012 by Raftopoulos et al investigated the factors associated with the burnout in Cypriot nurses in public and private sectors. The majority of the nurses believed that their job is very stressful especially the female ones. Age and fatigue are cited as the most significant causes of burnout. Female nurses display higher levels of burnout due to their double role as professionals and housekeepers/mothers. Despite the fact that nurses are reported to suffer from burnout syndrome, they do not intend to quit their job (Raftopoulos et al., 2012).

Another study on the frontline employees working on 4-star and 5-star hotels in Cyprus was conducted by Yavas and colleagues in 2013. The aim of this study was to explore the effects of exhaustion on employees' turnover intentions. The study also investigated whether hope can moderate the turnover intention. The 183 employees believed that their job is very stressful and results showed that burnout heightens employees' turnover intentions. In addition, hope, as a personal resource, can be an antidote to intentions to give up their job. Burnout seems to be the most important cause of turnover intentions but the majority of the workers do not quit their job (Yavas et al, 2013).

2.5 How employees manage to overcome job dissatisfaction/turnover/burnout

Since the job dissatisfaction, turnover intentions and burnout continue to be serious problems in the working environment, researchers have conducted several studies on the measures which can be solutions to these problems, yet there is no sufficient body of evidence on the measures which can combat these serious issues.

The study of Hombrados – Mendieta and Cosano – Rivas in 2011 investigated the role of workplace in burnout, job satisfaction among social workers in Spain. According to this study, job dissatisfaction is a result of burnout and it was also concluded that workplace support can lower the levels of the job dissatisfaction decreasing the effects of burnout. Another significant conclusion of the present study is that social support is another factor which can decrease the levels of burnout and protects employees from it. Also, emotional social support not only provides better work commitment but also improves the employees' quality of life.

Another interesting finding is that support from superiors and colleagues enhances competence, autonomy and achievement of their goals. In general, the importance of using multi – level support measures, such as support from superiors and colleagues, normative

and institutional support, is great for employees to deal with burnout and job dissatisfaction (Hombrados- Mendieta & Cosano – Rivas, 2011).

The study of Karl and Peluchette in 2006 examined 142 health care workers attitudes workplace fun as a buffer for burnout and job dissatisfaction. The main finding of the present study is that experiencing fun in the workplace lessens the negative impact of burnout and turnover intentions. Also, the provision of fun in the workplace will help employers enhance their reputation. The fun activities can include casual dress days, recognition and rewards and food and refreshments provided by the company. Some less frequently activities are fun events, fun committees, costume days, outings gift exchanges, games and contests (Karl & Peluchette, 2006).

The study of Zito et al in 2018 investigated the role of job demand on job satisfaction and turnover intentions and how job autonomy and supervisors' support can influence the level of job satisfaction as well. The 318 participants of the study were call center agents in an Italian Telecommunication company. According to this research, job satisfaction is positively related to job demand. Additionally, job autonomy and supervisors' support are also positively related to job satisfaction and they are reported to be indicators of well- being at work and personal life. However, job autonomy is negatively associated with turnover intentions. Similarly, supervisors' support does not define the intention of employees to leave their job. Generally, employees seem to desire autonomy than supervisors' support so as to feel free to decide how to manage their work which could permit a greater control over the relations and the negative emotions that stem from the need to express different emotions and behaviors (Zito et al., 2018).

The study of Maslach in 2017 was conducted so as to examine several solutions to burnout syndrome it is a literature review divided into critical issues: the psychological aspect of burnout, fixing the person versus fixing the job and new ideas about solutions. According to the conclusions of the study, preventing burnout is the best strategy because the cost of burnout, as a problem in an organization, is huge. Building engagement at work is one of the best preventive strategies. Since there is a link between high level of stress and burnout and lack of control. Additionally, sufficient recognition and reward boost employees' confidence and intrinsic satisfaction. Fairness and values can make employees more motivated and as a result employees do not intend to quit their job. Finally, a sustainable workload is necessary

for the well – being of employees in working and personal life. A manageable workload provides opportunities to use and improve existing skills and effectiveness at work (Maslach, 2017).

The study of McHugh et al in 2011 examined the job dissatisfaction levels and turnover intentions of nurses who work in hospitals and reported which factors can improve satisfaction. The sample of the present study (95,499 nurses) was found to be particularly dissatisfied with their health benefits and salary which emphasizes the need for benefits review so as to make nurses' benefits more comparable to these of other white – collar employees. Also, sufficient managerial support is positively associated with nurses' satisfaction at work. In conclusion, nurses support from the superiors will not only increase the levels of job satisfaction but also the patients' satisfaction will be heightened as well (McHugh et al., 2011).

Organizational support is also cited as a solution to turnover intention according to the study of Wang and Wang in 2020. The aim of this study was to examine the effect of organizational support for retail frontline employees who experience burnout and intent to quit their job. In line with other studies, the main finding of this study shows a positive link between organizational support and the decrease of burnout levels. The participants of the study believe that organizational support not only reduce burnout levels and decrease the likelihood of quitting their job but also it can improve their work performance. Job resources and rewards are cited as two supportive solutions. Organizational support should also be implemented as a preventative action for employees' burnout (Wang & Wang, 2020).

A systematic review of the effectiveness of combined interventions to reduce burnout was conducted by Pijpker et al in 2020. The purpose of the study was to assess the effectiveness of combined interventions, organization and person-oriented ones, for employees with burnout on enabling rehabilitation. The main finding of the review shows that job control and social support are able to enhance job satisfaction and commitment. Reducing workload and involvement in decision – making are solutions to burnout. This review includes data from different working settings. Although the findings suggest that combined interventions have positive effect on burnout, they do not necessarily mean that a specific intervention will bring in the same effects in different working contexts (Pijpker et al., 2020).

The findings of the Proctor's study in 2017 are consistent with the majority of the studies on nurses. Engaged supervision, training, competitive salary and bonuses seemed to improve job satisfaction and reduces nurses' turnover. Also, the study underpins that supervisors and business leaders should understand their role in respect to retaining their employees and keeping them satisfied, because when the needs of employees are met, commitment and job satisfaction are positively affected. So, it stands to reason that employers that take steps to address satisfaction of their employees will achieve their retention and ensure the profitability of the organization (Proctor, 2017).

The study of the Basinska and Wilczek - Ruzyczka (2013) aimed to examine the role of demands and individual rewards, and their absence, in burnout of surgical nurses in Poland. Rewards of respect are cited as a promising strategy for eliminating burnout. Job demands and excessive workload are factors which lead to burnout. As a result, reducing workload will be an effective strategy. Another point of note in this study is that job security may increase burnout, specifically, if efforts invested by nurses are obligatory and do not bring the expected profits. Applying good strategies to protect employees' well – being and health, along with efficient organization in the workplace, may help in the human resources management in the sector of health care (Basinska & Wilczek - Ruzyczka, 2013).

2.6 Conclusion

According to the evidence of the present literature review, turnover intentions, burnout and job dissatisfaction are important issues in any working context. Clearly, job dissatisfaction is positively related to turnover intentions and burnout. Factors that lead to job dissatisfaction is the working environment (Saber et al., 2020; Pandey et al., 2021; Anaele, 2016; Chen et al., 2019).

Working conditions which include long hours of work, excessive job demands and the increased ratio of client – employees is another factor that leads to job dissatisfaction (Pandey et al., 2021; Ahasori et al., 2021; Anaele, 2016; Chen et al., 2019; Roy, van der Weijden & de Vries, 2017). Additionally, some other basic features of professions such as salary, lack of managerial support and autonomy appear to be some other additional factors (Pandey et al., 2021; Anaele, 2016; Roy, van der Weijden & de Vries, 2017; Mahoney et al., 2020). Finally,

personality traits, skills variety and family problems are also secondary factors (Ahasore et al., 2021; Mahoney, 2020).

As for the Cypriot context, the findings of the present literature review reveal the degree of job satisfaction can be described from moderate to low. Particularly, stress and lack of support appear to be the main factors of job dissatisfaction, which cannot be easily manageable (Sesen & Ertan, 2021; Kouali et al., 2017).

Female and married employees appear to be present lower levels of job satisfaction (Petasis & Economides, 2020; Andrioti et al., 2017). Similarly, low satisfaction is experienced by employees in lower ranks of hierarchy (Andrioti et al., 2017). However, demographic variables do not seem to play an important role in the level of job dissatisfaction (Fedai et al., 2017; Solomou & Paschiadis, 2016; Cek & Eyopoglu, 2020).

Regarding the extent of burnout and intentions turnover in the Cypriot employees, the present literature review reveals that despite the fact that employees suffer from burnout and intend to quit their job, they do not actually do it. The level of burnout is reported as moderate to high. As the employees do not quit their job different aspects of work are negatively affected such as lack of commitment (Uludag et al., 2011; Karatepe & Uludug, 2007; Zopiatis et al., 2014).

Also, gender, fatigue, age and marital status as factors that play an important role in burnout levels and turnover intentions (Pavalakis et al., 2010; Raftopoulos et al., 2012; Yavas et al., 2013).

Finally, as for the strategies that would help employees manage the problem of job dissatisfaction, burnout and turnover intentions, they can be implemented by employers. Managerial and social support appears to be the most effective strategy (Hombrados – Mendieta & Cesano – Rivas, 2011; Zito et al., 2018; McHugh et al., 2011; Wang & Wang, 2020; Pijpker et al., 2020).

Additionally, rewards such as bonuses and recognition are reported as effective methods by the majority of the studies while the improvement of working conditions and workload will lead to higher levels at job satisfaction (Karl & Peluchette, 2008; McHugh et al, 2011).

Finally, autonomy and engagement in decision making processes will improve employees' sense of achievement and reduce stress (Maslach, 2017; Zito et al., 2018; Proctor, 2017).

Chapter 3

Methodology

3.1 Introduction

The present chapter explores the primary research of Job satisfaction, whether and to what extent the phenomena of burnout and turnover do exist among Cypriot workers. The research aims to answer the following four research questions:

1. Which factors of job dissatisfaction are related with turnover and burnout?
2. In which degree are Cypriot Employees satisfied by their job?
3. When do Cypriot Employees undergo turnover and burnout?
4. How do employees manage to overcome job dissatisfaction/turnover/burnout?

3.2 Methodology of Research

In order to conduct this research, the quantitative method was the one selected and more specifically the survey research type. In quantitative research numerical data are collected which are helpful when it is needed to produce quantitative answers, to quantify opinions and is also appropriate when explaining some phenomena. For those reasons quantitative method was performed in order to gather from the Cypriot employees their opinions related to Job satisfaction and to what extent the phenomena of burnout and turnover do exist.

“Quantitative research is an inquiry into a social problem, explain phenomena by gathering numerical data that are analyzed using mathematically based methods e.g. in particular statistics”. (Aliaga and Gunderson, 2000).

3.3 Data Collection Method

The questionnaire is structured with Likert scale questions given by Google Form and was completed electronically and anonymously through the following link: <https://forms.gle/3yKpLYx6Ehgh7C7D6>, which was distributed through various social media (Facebook, messenger, LinkedIn etc) and reaches out a sample of the population of 140 participants.

The questionnaire is consisted of 51 questions divided into 4 main categories. First section refers to the Demographic data such as gender, age, marital status, children, educational level, service sector, total years of work experience, position in the hierarchy and annual income.

The second section of the questionnaire includes questions regarding their personal beliefs and perceptions in the core of job satisfaction, burnout syndrome and turnover tendency.

In the third section the questions are focusing on their experience level at the current jobs of the participants.

The last segment of the questionnaire has as main feature certain questions on the establishment of the facts and circumstances that leads them to job satisfaction and moreover these questions contribute to the measurements of minimization of burnout and turnover phenomena.

Following this particular method of contracting the survey there are numerous of advantages. One of the most indicative advantages is the fact that is considered to be an inexpensive method where we can have access to a great source of information and it is also a less time consuming procedure as it is possible to share it on social media or/and forward it via email it to individuals.

In addition, this type of method is expedient and provides results in short period and puts forward the extraction of immediate outcomes.

Another privilege of this method is the use of internet which fosters the spreading to anyone from all over the world. Another beneficial factor is the anonymity of the respondents which favors the willingness and eagerness to answer freely without hesitations.

Although the quantitative method has notable advantages one must not ignore that there are prominent disadvantages as well. To begin with the fact that there is a portion of the recipients who will reply before even reading the question or they will answer with glibness. Furthermore, there are critical differences on how people understand a question in the maximum degree. At the same time, some questions are completely neglected or not answered at all. Last but not least, the factor of accessibility can be challenging and a real issue in some cases (e.g. technical difficulties or lack of social media especially in older groups)

3.4 Population of Research

The population for the present research includes all the employees working to Cyprus. According to the Statistical Service of Cyprus which is based on the results of the workforce Survey for the 4th quarter of 2021, the labor population is estimated up to 473.537 people representing the 64,50% of the whole population which is divided from male working force rise to 70,90% and female to 58,50%.

3.5 Statistical Techniques

After completing the task of electronic questionnaire, the analysis of the resulting data followed with Microsoft Excel and SPSS.

The results, presented in the next chapter, were compiled in chart pies, accompanied by verbal wording, to explain the results in a more comprehensible way. Statistical analysis was performed with percentages, means and standard deviations.

3.6 Limitations of Present Research

The questionnaire was completed by 140 Cypriot employees which are derived from family, friends and the work environment of the researcher making the sample convenient but random enough, regardless of gender, age, work experience, educational level, or position in the hierarchy. Due to the small size of the sample compared to the population, the conclusions cannot ensure that the sample and data are statistically significant. In addition, random sampling is required to maintain the process unbiased, and that the entire population is properly represented in the sample.

Chapter 4

Presentation of the Results

4.1 Introduction

This chapter is the display of the results of the open to public questionnaire completed overall by 140 participants.

As already mentioned before, the questionnaire was built in such a way to explore among the Cypriot employees whether they are in fact dealing with burnouts symptoms and turnover tendency using Likert scale with answers between 1 to 5, where 1 represents strongly agree, 2 represents agree, 3 represents Neutral, 4 represents disagree and 5 represents strongly disagree, carrying out through the four research questions:

1. Which factors of job dissatisfaction are related with turnover and burnout?
2. In which degree are Cypriot Employees satisfied by their job?
3. When do Cypriot Employees undergo turnover and burnout?
4. How do employees manage to overcome job dissatisfaction/turnover/burnout?

4.2 Demonstration of research results

4.2.1 Part A: Demographic data

The first part of the questionnaire illustrates the Demographic data of the sample of the participants which are as follows:

1. According to Gender
 - i) 69 male employees representing 49,30% of the participants
 - ii) 71 female employees representing 50,70% of the participants

The questionnaire was completed by 2 more females than males. Therefore, it is considered safe to say that the results will represent equally both women and men.

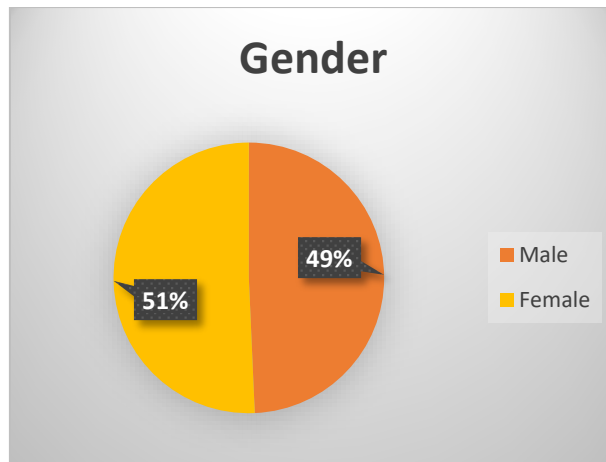


Chart 1: Gender

2. According to Age

- i) 43 are between 18-30 years, representing 30,70% of the participants
- ii) 68 are between 31-40 years, representing 48,60% of the participants
- iii) 23 are between 41-50 years, representing 16,40% of the participants
- iv) 6 are 51 years and above, representing 4,30% of the participants

The main aging group representing this survey is those who are between 31-40 years old following the group who are 18-30 years old, representing in this way the 80% of the survey. Those ages are the ones that are attempting to build a career and will be a direct correlation with the ways in which employees are motivated to help both themselves and organizations and how to provide the right ways of motivation that will eventually lead to better working results, mutually.

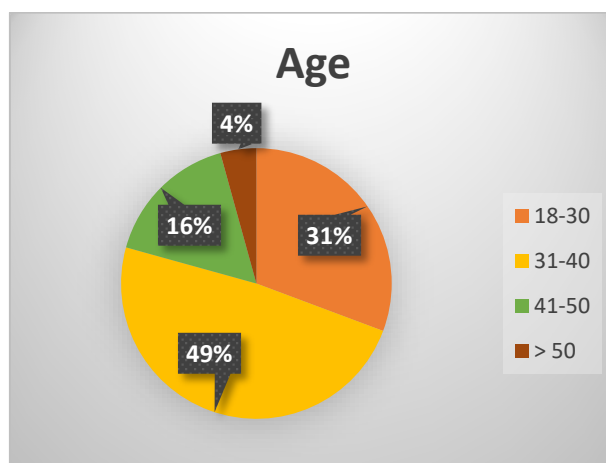


Chart 2: Age

3. Educational level

- i) 13 have completed high school, representing 9,30% of the participants
- ii) 17 have completed Diploma, representing 12,10% of the participants
- iii) 43 have completed Degree, representing 30,70% of the participants
- iv) 63 have completed Master, representing 45% of the participants
- v) 4 have completed PhD, representing 2,90% of the participants

The main educational level of the participants is the one with master's degree, following by the group of having a degree, which consists of the 69% of the survey. This means in general that companies have high educated employees.

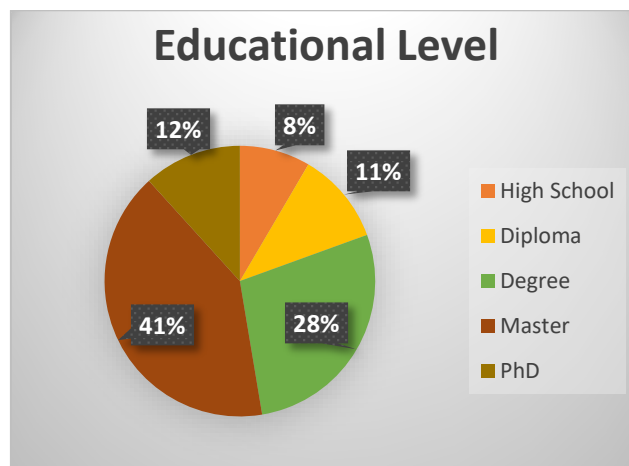


Chart 3: Educational level

4. Marital Status

- i) 79 were married, representing 56,40% of the participants
- ii) 61 were single, representing 43,60% of the participants

The difference between the number of married and single participants is 6% percent. The division of the participants according to their marital status is considered immaterial to the results of the survey.

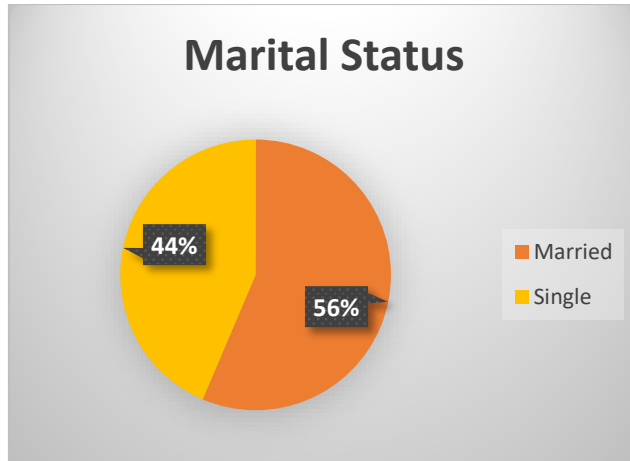


Chart 4: Marital Status

5. Children

- i) 88 don't have a child, representing 62,90% of the participants
- ii) 16 have one child, representing 11,40% of the participants
- iii) 30 have two children, representing 21.40% of the participants
- iv) 6 have three children, representing 4.30% of the participants

Most of the participants don't have children, amount to be the 63% of the survey and followed by the group of having 2 children which constitutes the 22% of the survey. In the light of this question the factor examined here is whether having children affects the employees' decision making. For instance, Cypriot employees' top priority is their family and their needs above all. In this unit, it seems that due to the fact that the majority of the participants don't have children that would produce honest answers that are not altered by the factor of the family status.

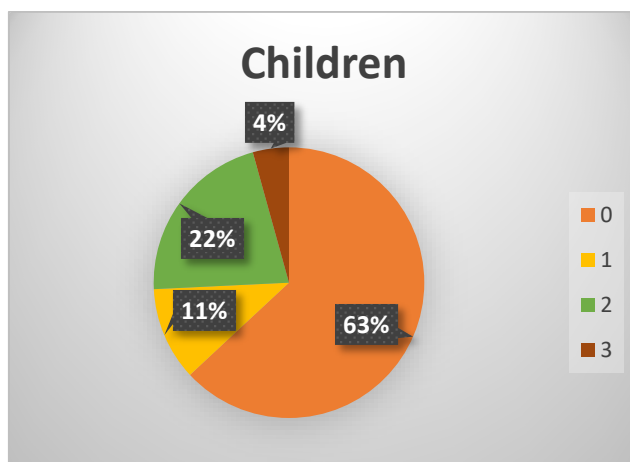


Chart 5: Children

6. Service Sector

- i) 115 are working to the private sector, representing 82,10% of the participants
- ii) 25 are supervisors, representing 17,90% of the participants

The majority of the participants are working in the private sector, representing the 82% of the participants of the survey. However, the result will be more representative more for the private sector.

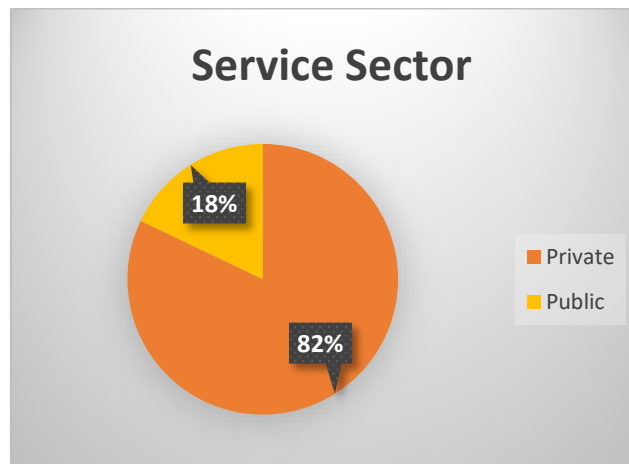


Chart 6: Service Sector

7. Total years of Work experience

- i) 29 have less than 5 years, representing 20,70% of the participants
- ii) 48 have 5 to 9 years, representing 34,30% of the participants
- iii) 33 have 10 to 15 years, representing 23,60% of the participants
- iv) 12 have 16 to 20 years, representing 8,60% of the participants
- v) 18 have above 20 years, representing 12,90% of the participants

The major work experience of the participants is divided between the groups of less than 5 years and up to 15 years. This provides the opportunity to check the job satisfaction into the beginning of work experience of a person until having enough experience.

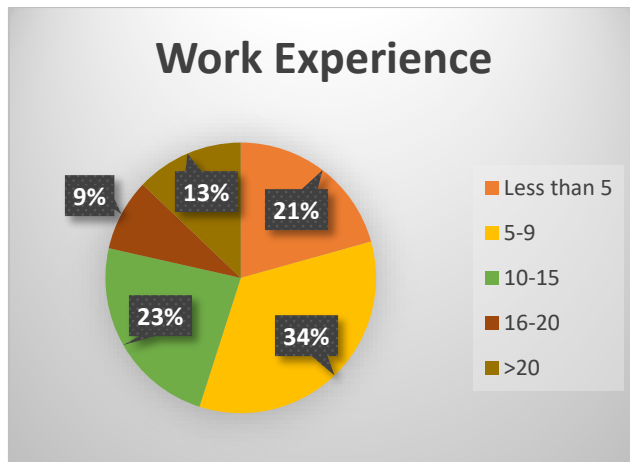


Chart 7: Work Experience

8. Position in the Hierarchy

- i) 83 are simple employees, representing 59,30% of the participants
- ii) 24 are supervisors, representing 17,10% of the participants
- iii) 33 are managers, representing 23.60% of the participants

Most of the participants are simple employees, which shows that competent and young people in Cyprus are in low positions in the hierarchy.

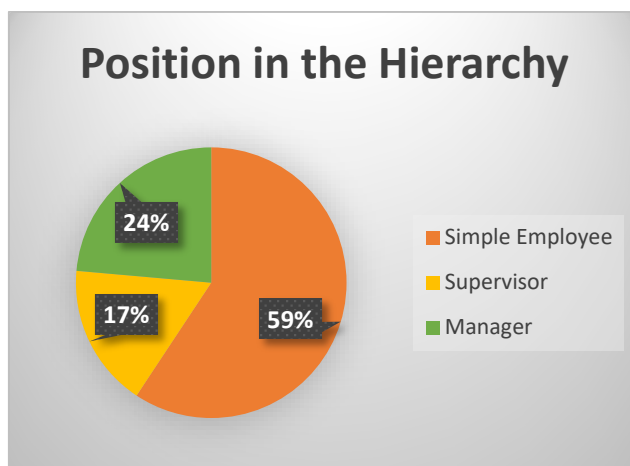


Chart 8: Position in the Hierarchy

9. Annual Income

- i) 63 are paid under 20.000 euros per year, representing 45% of the participants
- ii) 37 are paid between 20.001 and 30.000 euros per year, representing 26,40% of the participants

- iii) 21 are paid between 30.001 and 40.000 euros per year, representing 15% of the participants
- iv) 10 are paid between 40.001 and 50.000 euros per year, representing 7,10% of the participants
- v) 9 are paid over 50.000 euros per year, representing 6,50% of the participants

Most of the employees of the participants receive €20.000 annually or below which is quite a low salary comparing to their educational level as well as their years of experience.

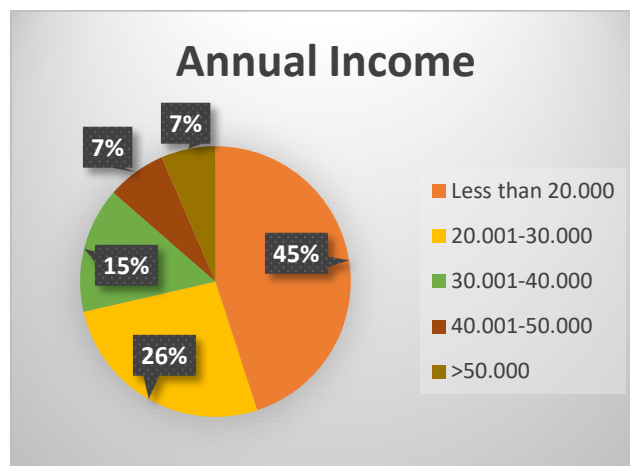


Chart 9: Annual Income

4.3 Part B: Evaluation criteria's

This second part of the presentation of the results will analyse the findings of the 4 main research questions emerged from the survey given out to 140 participants.

4.3.1 Factors of job dissatisfaction related with turnover & burnout symptoms

Below is the Table 1 which refers to the questions 10 to 23 of the survey, connected to the first out of four main research questions. The table 1 demonstrates that almost all the participants agree that the below factors influence their feelings towards to Job Dissatisfaction and in relation with burnouts symptoms and turnover tendency. More precisely, those factors are: work environment (Burnout M=1.68 with SD=0.71 and Turnover M=1.66 with S.D=0.71), customers aggression (Burnout M=2.04 with SD=0.76 and Turnover M=2.17 with S.D=0.78) , abusive supervision (Burnout M=1.45 with SD=0.66 and Turnover M=1.47 with S.D=0.70), Perceived job image(Burnout M=2.33 with SD=0.90 and Turnover M=2.24 with S.D=0.80), unethical climate (Burnout M=1.74 with SD=0.80 and Turnover M=1.66 with S.D=0.80), work exhaustion (Burnout M=1.54 with SD=0.76 and Turnover M=1.77 with S.D=0.78), inter-role conflicts (Burnout M=1.93 with SD=0.78 and Turnover M=1.82 with S.D=0.71), lack of support of administration (Burnout M=1.84 with SD=0.81 and Turnover M=1.91 with S.D=0.76), low salary (Burnout M=1.81 with SD=0.96 and Turnover M=1.38 with S.D=0.65), increase of workflow (Burnout M=2.04 with SD=1.05 and Turnover M=2.30 with S.D=1.04), long working hours (Burnout M=1.56 with SD=0.76 and Turnover M=1.56 with S.D=0.76) , managerial support (Burnout M=1.94 with SD=0.82 and Turnover M=1.99 with S.D=0.86), job characteristics (Burnout M=2.22 with SD=0.82 and Turnover M=2.11 with S.D=0.85) and personality factors (Burnout M=2.10 with SD=0.78 and Turnover M=2.01 with S.D=0.78).

The table below depicts some of the factors contributing to job dissatisfaction which are in alliance with the findings of Pandey et al., 2021 with factors such as customer aggression, abusive supervision, perceived job image, perceived unethical climate, lack of autonomy, work exhaustion and inter-role conflicts, Al Sabei et al., 2020 with the quality of the work environment, Anaele, 2016 with workload, schedule, interpersonal conflict and lack of involvement in decision making, due to lack of support of administration, and low salary and Mahoney et al., 2020 with the job characteristic autonomy and the personality factors of the employees.

Table 1 QUESTIONS CONCERNING FACTORS OF JOB DISSADISFACTION

Questions	1	2	3	4	5	Mean	S.D
10. Work environment is an important factor of job dissatisfaction related with: [Burnout]	45.00	43.57	10.00	1.43	0.00	1.68	0.71
10. Work environment is an important factor of job dissatisfaction related with: [Turnover]	47.14	40.71	11.43	0.71	0.00	1.66	0.71
11. Customer's aggression is an important factor of job dissatisfaction related with: [Burnout]	23.57	52.86	20.00	3.57	0.00	2.04	0.76
11. Customer's aggression is an important factor of job dissatisfaction related with: [Turnover]	18.57	50.00	27.14	4.29	0.00	2.17	0.78
12. Abusive supervision is an important factor of job dissatisfaction related with [Burnout]	62.86	30.71	5.00	1.43	0.00	1.45	0.66
12. Abusive supervision is an important factor of job dissatisfaction related with [Turnover]	62.14	30.71	5.71	0.71	0.71	1.47	0.70
13. Perceived job image is an important factor	18.57	40.00	32.14	8.57	0.71	2.33	0.90

of job dissatisfaction related with [Burnout]							
13. Perceived job image is an important factor of job dissatisfaction related with [Turnover]	17.14	47.86	29.29	5.71	0.00	2.24	0.80
14. Perceived unethical climate is an important factor of job dissatisfaction related with [Burnout]	45.71	37.86	13.57	2.86	0.00	1.74	0.80
14. Perceived unethical climate is an important factor of job dissatisfaction related with [Turnover]	51.43	32.86	14.29	0.71	0.71	1.66	0.80
15. Work exhaustion is an important factor of job dissatisfaction related with [Burnout]	58.57	31.43	7.86	1.43	0.71	1.54	0.76
15. Work exhaustion is an important factor of job dissatisfaction related with [Turnover]	41.43	42.86	12.86	2.86	0.00	1.77	0.78
16. Inter-role conflicts is an important factor of job dissatisfaction related with [Burnout]	32.14	45.00	20.71	2.14	0.00	1.93	0.78
16. Inter-role conflicts is an important factor of	35.00	48.57	15.71	0.71	0.00	1.82	0.71

job dissatisfaction related with [Turnover]							
17. Lack of support of administration is an important factor of job dissatisfaction related [Burnout]	38.57	41.43	17.14	2.86	0.00	1.84	0.81
17. Lack of support of administration is an important factor of job dissatisfaction related [Turnover]	32.14	45.71	20.71	1.43	0.00	1.91	0.76
18. Low salary is an important factor of job dissatisfaction related with [Burnout]	47.86	30.71	14.29	6.43	0.71	1.81	0.96
18. Low salary is an important factor of job dissatisfaction related with [Turnover]	70.71	21.43	7.14	0.71	0.00	1.38	0.65
19. Increase workflow is an important factor of job dissatisfaction related with [Burnout]	35.71	38.57	15.71	6.43	3.57	2.04	1.05
19. Increase workflow is an important factor of job dissatisfaction related with [Turnover]	24.29	37.14	26.43	8.57	3.57	2.30	1.04
20. Long working hours is an important factor	58.57	29.29	10.00	2.14	0.00	1.56	0.76

of job dissatisfaction related with [Burnout]							
20. Long working hours is an important factor of job dissatisfaction related with [Turnover]	45.00	37.14	15.00	2.86	0.00	1.76	0.81
21. Managerial support is an important factor of job dissatisfaction related with [Burnout]	32.14	46.43	17.86	2.86	0.71	1.94	0.82
21. Managerial support is an important factor of job dissatisfaction related with [Turnover]	31.43	44.29	19.29	4.29	0.71	1.99	0.86
22. Job characteristics is an important factor of job dissatisfaction related with [Burnout]	17.86	48.57	27.86	5.00	0.71	2.22	0.82
22. Job characteristics is an important factor of job dissatisfaction related with [Turnover]	25.71	42.14	27.14	5.00	0.00	2.11	0.85
23. Personality factors is an important factor of job dissatisfaction related with [Burnout]	23.57	45.00	29.29	2.14	0.00	2.10	0.78
23. Personality factors is an important factor of job dissatisfaction related with [Turnover]	28.57	43.57	26.43	1.43	0.00	2.01	0.78

The below charts give the most important indications of responses to relevant questions:

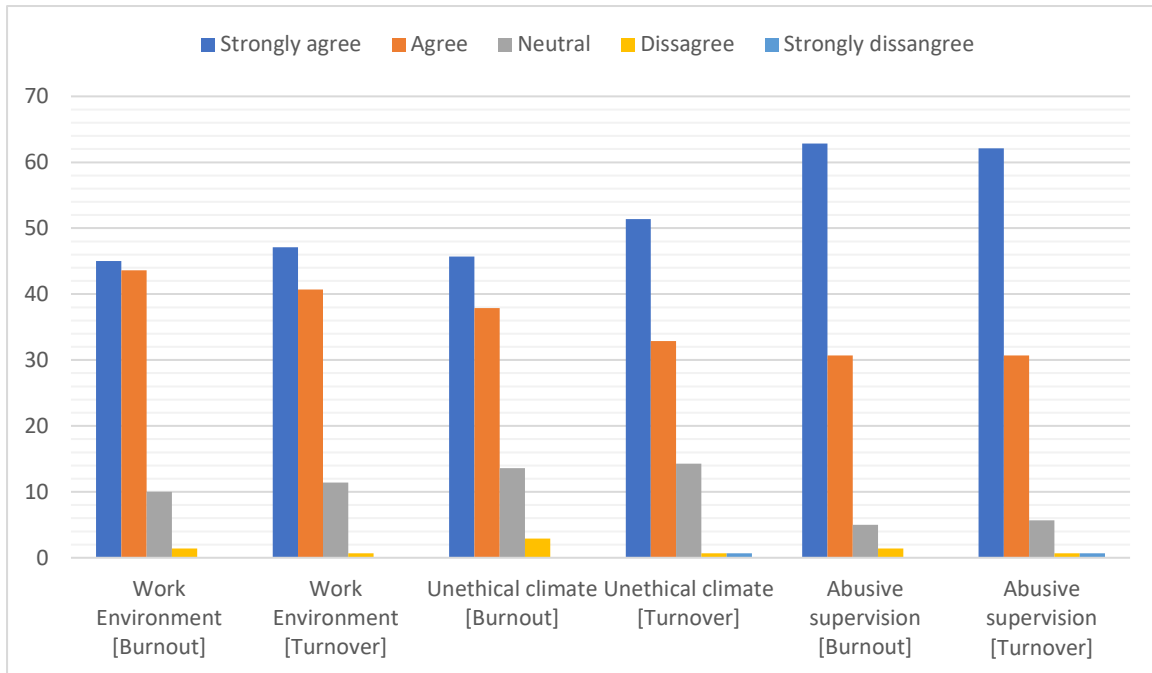


Chart 10: Work Environment, Unethical climate and Abusive supervision in relation to Burnout and turnover Symptoms.

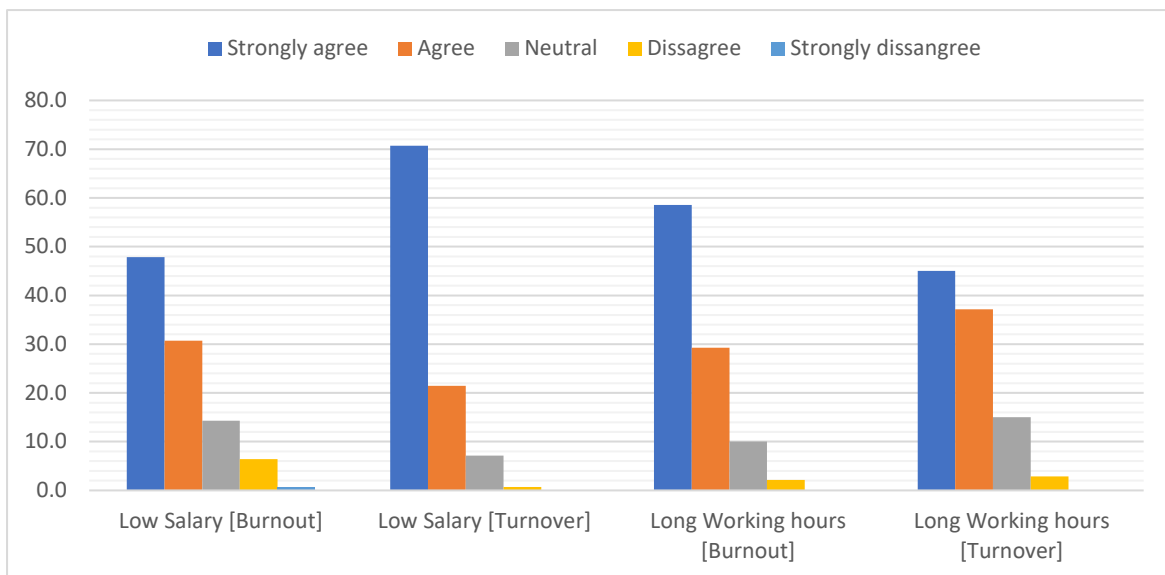


Chart 11: Low salary and long working hours in relation to Burnout and turnover Symptoms.

4.3.2 In which degree are Cypriot Employees satisfied by their job?

Below is the Table 2 which refers to the questions 23 to 35 of the survey connected to the second out of four main research questions. The table 2 demonstrates the participants' general feelings about their current job. The results below manifest those participants agreed with preference to neutral according to their feelings to if they feel work stress (M=1.98 with SD=0.78), motivated when their employers offering trainings (M=1.96 with SD=0.86), lack of support from their supervisors (M=2.81 with SD=1.08), lack of communication with colleagues (M=2.99 with SD=1.13), if employers limit their personality traits (M=2.86 with SD=1.12), salary sufficiency (M=2.86 with SD=1.14), believes of their employers follow fair promotion procedures (M=2.83 with SD=1.12), long working hours (M=2.70 with SD=1.15), autonomy on decision task (M=2.52 with SD=0,93), limited prospects of personal success (M=2.86 with SD=1.00), emotional exhaustion (M=2.37 with SD=1.05), and about gender interiority the majority of the participants disagree (M=3.51 with SD=1.13).

The degree of job satisfaction of Cypriot employees through other studies on the subject shows that job satisfaction could be defined by workplace stress, motivation for training (Sesen & Ertan, 2021), superiors support (Kouali G 2017), personality traits, feeling of gender inferiority, salary cut, freezing of promotions, long working hours (Petasis, A & Economides, O,2020), autonomy on decision/making tasks (Nicolaidou Solomou, Galatia; Pashiardis, Petros, 2016) and limited prospects of personal success (Fedai L, 2017)

Table 2 QUESTIONS CONCERNING EMPLOYEES SATISFACTION IN THE CURRENT JOB

Questions	1	2	3	4	5	Mean	S.D
24. Do you face work stress?	26.43	53.57	16.43	2.86	0.71	1.98	0.78
25. Do you feel motivated when your employer offers a training?	32.14	46.43	15.71	5.00	0.71	1.96	0.86
26. Do you feel the lack of support from your superiors?	11.43	30.00	28.57	25.71	4.29	2.81	1.08
27. Do you feel the lack of communication with colleagues?	11.43	23.57	25.71	32.86	6.43	2.99	1.13
28. Do you believe that your employer limits your personality traits?	12.14	27.86	28.57	25.00	6.43	2.86	1.12
29. Do you have the feeling of gender inferiority?	3.57	20.00	20.00	35.00	21.43	3.51	1.14
30. Do you have a sufficient salary?	5.71	42.14	23.57	17.14	11.43	2.86	1.13
31. Does your employer follow fair promotion procedures?	11.43	30.00	30.71	20.00	7.86	2.83	1.12
32. Do you have long working hours?	14.29	34.29	27.14	15.71	8.57	2.70	1.15
33. Do you have autonomy on decision/making tasks?	9.29	47.14	29.29	10.71	3.57	2.52	0.93
34. Do you have limited prospects of personal success?	6.43	32.86	33.57	22.14	5.00	2.86	1.00
35. Do you experience emotional exhaustion?	24.29	31.43	29.29	12.86	2.14	2.37	1.05

The below charts give the most important indications of responses to relevant questions:

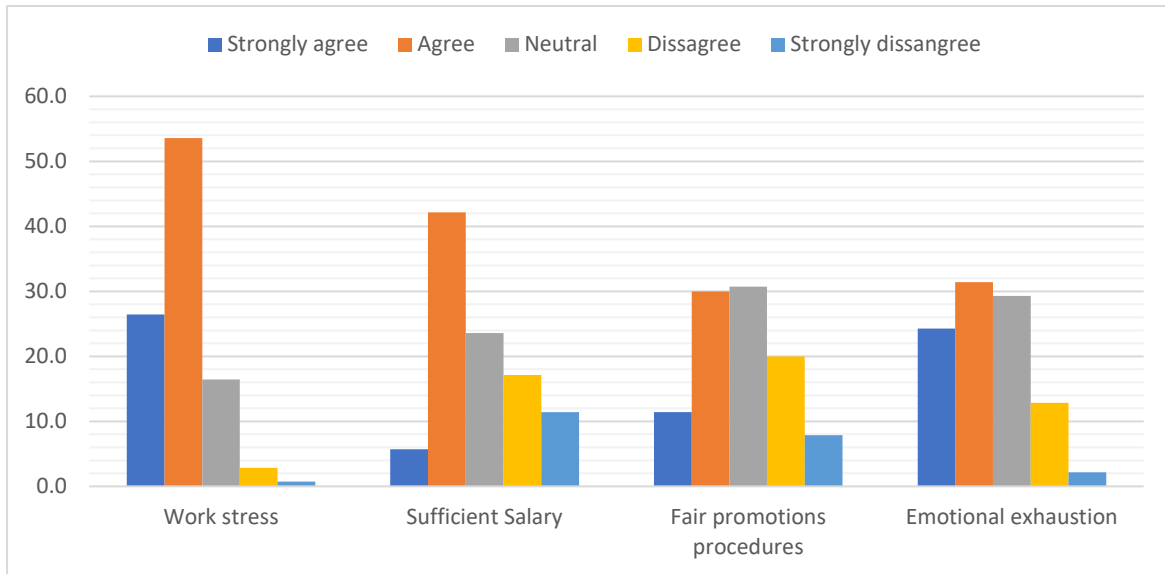


Chart 12: Work stress, Sufficient salary, Fair promotions and Emotional exhaustion.

4.3.3 When do Cypriot Employees undergo turnover and burnout?

Below is the Table 3 which refers to the questions 36 to 40 of the survey connected to the third out of four main research questions. The table 3 indicates that almost all the participants agree that they are experiencing the challenges of burnout and turnover phenomena in their occupational lives. Results below express those participants who agree that commitment is decreasing when experiencing [Burnout] (M=1.89 with SD=0.84), commitment are decreasing when experiencing [Turnover] (M=2.00 with SD=0.86), Personal traits (for example being a perfectionist) increases the symptoms of [Burnout] (M=1.89 with SD=0.85), Personal traits (for example being a perfectionist) increases the symptoms of [Turnover] (M=2.36 with SD=0.92), the double role of professionals and housekeepers/parent increases the levels of [Burnout] (M=1.71 with SD=0.72), the double role of professionals and housekeepers/parent increases the levels of [Turnover] (M=2.07 with SD=0.87), Age is significant cause of burnout (M=2.44 with SD=0.98), fatigue is significant cause of burnout (M=1.91 with SD=0.74).

Studies implemented in Cyprus also present that Cypriot employees are dealing with lack of training, workload, insufficient salary and family conflict (Uldag et al., 2011), emotional exhaustion (Karatepe & Uludag, 2007), stress at work, long working hours, the lack of

communication with superiors and colleagues and personal traits (Solomonidou & Katsounari, 2020).

Table 3 QUESTIONS CONCERNING IF EMPLOYEES UNDERGO TURNOVER AND BURNOUT

Questions	1	2	3	4	5	Mean	S.D
36. Do you believe that the levels of commitment are decreasing when experiencing [Burnout]	37.14	40.00	19.29	3.57	0.00	1.89	0.84
36. Do you believe that the levels of commitment are decreasing when experiencing [Turnover]	31.43	42.86	20.00	5.71	0.00	2.00	0.86
37. Personal traits (for example being a perfectionist) increases the symptoms of [Burnout]	37.14	41.43	17.86	2.86	0.71	1.89	0.85
37. Personal traits (for example being a perfectionist) increases the symptoms of [Turnover]	15.00	46.43	27.86	8.57	2.14	2.36	0.92
38. Does the double role of professionals and housekeepers/parent increases the levels of [Burnout]	44.29	40.00	15.71	0.00	0.00	1.71	0.72
38. Does the double role of professionals and housekeepers/parent increases the levels of [Turnover]	27.14	44.29	24.29	2.86	1.43	2.07	0.87
39. Do you believe Age is significant cause of burnout?	15.00	43.57	27.14	11.43	2.86	2.44	0.98
40. Do you believe fatigue is significant cause of burnout?	30.00	50.00	19.29	0.71	0.00	1.91	0.74

The below charts give the most important indications of responses to relevant questions:

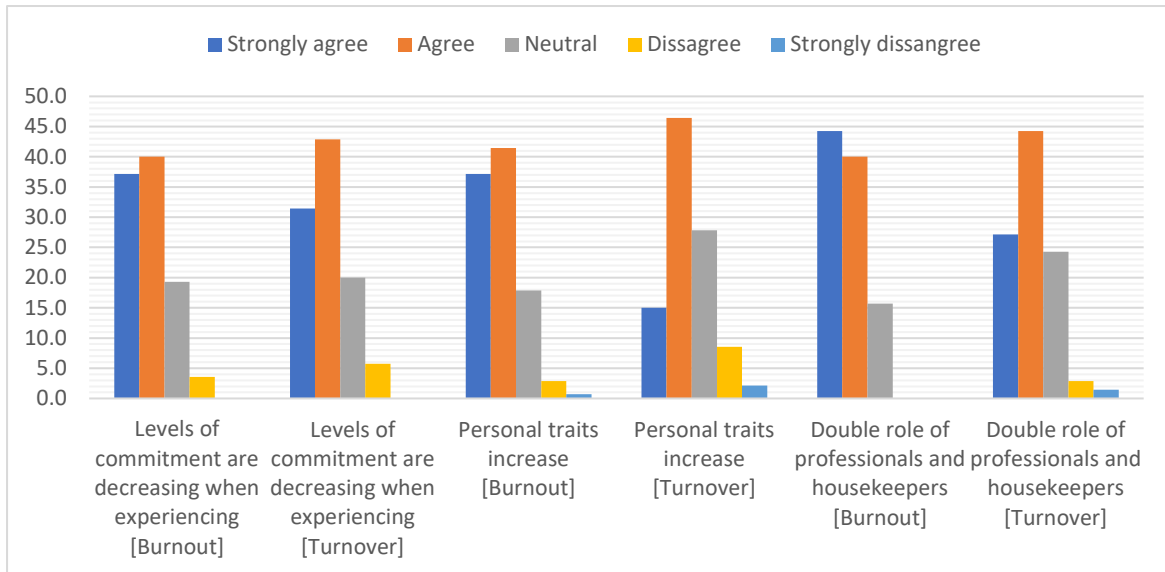


Chart 13: Levels of commitment, personal traits and double role of professionals and housekeepers in relation to Burnout and turnover Symptoms.

4.3.4 How do employees manage to overcome job dissatisfaction/turnover/burnout?

Below is the Table 4 which refers to the questions 41 to 51 of the survey connected to the fourth out of four main research questions. The table 4 demonstrates that almost all the participants agree that increase of job satisfaction is accomplished with multi – level support measures, such as support from superiors and colleagues, normative and institutional support (M=1.69 with SD=0.70), fun in the workplace (M=1.56 with SD=0.68), Sufficient recognition and reward (M=1.38 with SD=0.64), Fairness and values (M=1.44 with SD=0.64), sustainable workload in working and personal life (M=1.69 with SD=0.73), health benefits (M=2.37 with SD=0.86), sufficient managerial support (M=1.74 with SD=0.65), sufficient salary (M=1.81 with SD=0.88), Organizational support (M=1.76 with SD=0.64), Job resources and rewards (M=1.66 with SD=0.65) and combined interventions of the employee on the job matters (M=2.00 with SD=0.69).

To overcome job dissatisfaction, turnover and burnout some factors are multilevel support (Hombrados- Mendieta & Cosano – Rivas, 2011), experiencing fun in the workplace (Karl & Peluchette, 2006), sufficient recognition, reward fairness and values (Maslach, 2017), health benefits, salary and sufficient managerial (McHugh et al., 2011).

Table 4 QUESTIONS CONCERNING EMPLOYEES OVERCOME JOB DISSATISFACTION/TURNOVER/BURNOUT

Questions	1	2	3	4	5	1.69	S.D
41. Experiencing multi – level support measures, such as support from superiors and colleagues, normative and institutional support can increase job satisfaction?	42.86	46.43	9.29	1.43	0.00	1.69	0.70
42. Experiencing fun in the workplace would increase job satisfaction?	51.43	42.86	4.29	0.71	0.71	1.56	0.68
43. Sufficient recognition and reward boost increase job satisfaction	70.00	22.86	6.43	0.71	0.00	1.38	0.64
44. Fairness and values can make you more motivated	62.86	30.71	5.71	0.71	0.00	1.44	0.64
45. A sustainable workload in working and personal life increase job satisfaction	45.71	40.00	13.57	0.71	0.00	1.69	0.73
46. Can health benefits contribute to not quitting your job?	16.43	38.57	36.43	8.57	0.00	2.37	0.86
47. A sufficient managerial support increase job satisfaction	37.14	52.86	9.29	0.71	0.00	1.74	0.65
48. Having a sufficient salary decrease the turnover decision	44.29	36.43	13.57	5.71	0.00	1.81	0.88
49. Organizational support increase job satisfaction	35.00	55.00	9.29	0.71	0.00	1.76	0.64
50. Job resources and rewards increase job satisfaction	44.29	45.71	10.00	0.00	0.00	1.66	0.65

51. A combined interventions of the employee on the job matters increase Job satisfaction	22.86	55.00	21.43	0.71	0.00	2.00	0.69
--	-------	-------	-------	------	------	-------------	-------------

The below charts give the most important indications of responses to relevant questions:

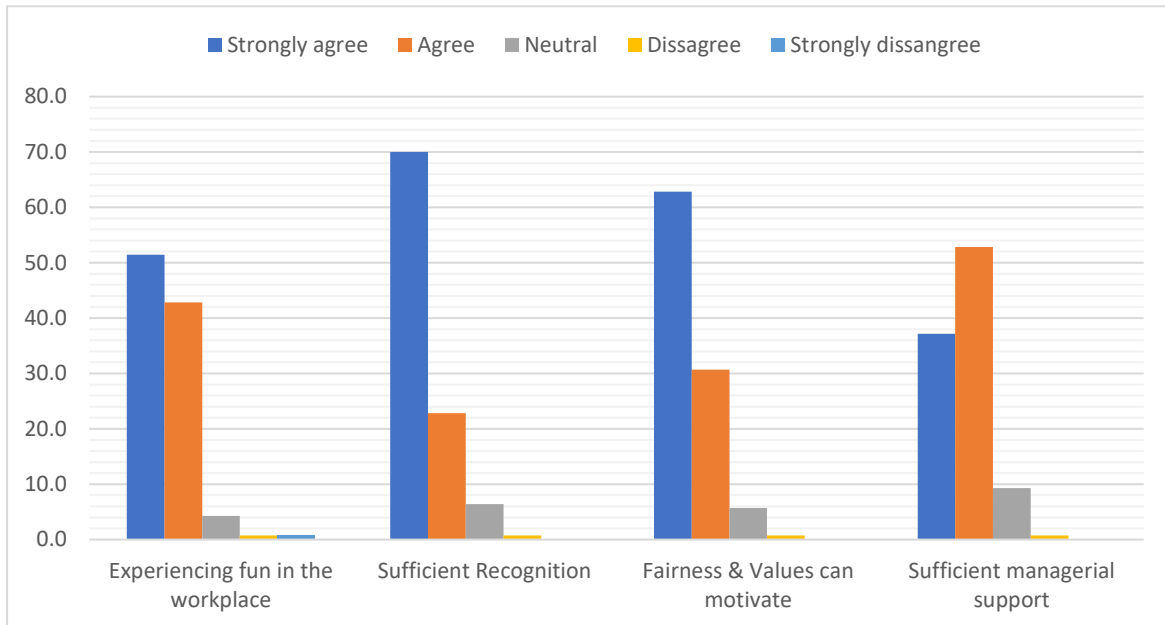


Chart 14: Experiencing fun in the workplace, Sufficient recognition, fairness and values if can motivate and Sufficient managerial support in relation to Burnout and turnover Symptoms.

Chapter 5

Conclusions

5.1 Introduction

The present thesis examined and investigated both in theoretical and exploratory level the term of Job satisfaction including burnout and turnover symptoms. More specific the aim of the present thesis was to identify the various aspects of Job dissatisfaction and to contribute to the solution making process.

In the examination stage, regarding the existing bibliography was observed that there is a huge variety of articles on Job satisfaction by many authors who approach the issue either as a whole notion or focusing on a single part of the aspect. The review of the different theories revealed factors that motivate the employees personally and professionally.

Investigation at the same time, conducted in the general population of Cyprus employees in order to have a more precise image about the Cypriot reality on Job satisfaction. In particular, the questionnaire given out to the participants, investigated what causes Job dissatisfaction in relation with Burnout and Turnover, what is their current state of job satisfaction, what are their beliefs on Job satisfaction in general and what factors provided to the participants are evaluated as significant to their job satisfaction.

This research is focused on the following 4 main questions:

1. Which factors of job dissatisfaction are related with turnover and burnout?
2. In which degree are Cypriot Employees satisfied by their job?
3. When do Cypriot Employees undergo turnover and burnout?
4. How do employees manage to overcome job dissatisfaction/turnover/burnout?

The outcomes of the research showed that the majority of the participants is from 18 to 40 years old (79%), the educational level is degree or master (76%), regardless if they are married (50%) with no children (63%), working mostly in the private sector (82%), their work

experience is from 1 to 15 years (78%), are simple employees (59%) and their annual income is under or equal 20.000 euros (45%).

5.2 Factors of job dissatisfaction which are related with turnover and burnout

Results showed that the most important factors of Job dissatisfaction in relation with Burnout and turnover for the participants are work environment, abusive supervision, unethical climate, low salary and long working hours/exhaustion. Those findings support the literature review.

A positive working environment could play a significant role for workplace culture and the employees' perception towards their job. It changes everything from stress levels and mental wellbeing to productivity and performance. The building of a positive work environment, that boosts productivity and improves a mindset of growth and self-development.

The promotion of ethical behaviors in the workplace is also crucial as it can encourage and inspire employees to join in and work as a team, importing a beneficial mindset to the job. This can be reached by good business communication between employees and management, by setting a business value that unites the employees, values that are not just words but drawn into actions and to give people the sense that the organization is working towards a common goal.

Moreover, it is of great substance, to set into priority the employee's wellbeing, and genuinely care about their needs like gym memberships, flexible working hours, free workplace counseling, free meals etc. The creation of physical workplace right to be comfortable and productive. The adaption of a healthy work life balance is also a good practice by giving vacation time and let employees know that their job is not going to left behind or lose their job by taking their time to relax.

The creation within the context of the organization of an environment where employees feel comfortable to ask help if needed in order to manage stress and avoid burnout, would make a substantial difference. In addition to that, it would be advantageous, if the employees experience fun and pleasure at work and engage employees to a job by team building activities, like organizing events for rewarding them every month.

5.3 In which degree are Cypriot Employees satisfied by their job

Results about if Cypriots are currently feeling satisfied by their job showed that they are experiencing work stress and emotional exhaustion. The questions examined if they are experiencing lack of support from their superiors, lack of communication with colleagues, if employer limits personality traits, if they have a sufficient salary, if employer is following fair promotion procedures, showed that they don't provide a solid answer. This is a sign of weakness and something that employers need to work effectively, in order to give employees what really deserve.

A suggested way to minimize the work-related stress issues could be first of all to clarify the job's goals and to prioritize each one of these goals, while setting deadlines could make employees more organized to meet the deadlines and have a time schedule. Another step towards the right direction would be the division of labor, meaning in essence each employee to be focus on "two or three maximum" tasks to execute within the week, a condition that will have the biggest impact on their goals. A great deal of mutual benefits would be obvious if employees feel the encouragement from their managers on daily communications.

Another requirement to mitigate phenomena of dissatisfaction is for the employers to inspire and maintain the sense of purpose to the employees, the feeling that their job really matters, it is appreciated and gives meaning to them. A good practice of "leading by example" can also contribute to ensure satisfaction, to embrace a good spirit and discourage negativity and disapprove behaviors of anger for instance.

5.4 When Cypriot Employees undergo turnover and burnout?

Results concerning Cypriots and in what circumstances they undergo Burnout and Turnover symptoms showed that if the level of commitment is decreasing, having personal traits for example perfectionism, the double role of professionals and housekeepers/parenting, age and fatigue could lead to those Symptoms.

In order to prevent certain symptoms like turnover tendencies it will be wise to hire more people instead of overloading the existing staff in the organization and more importantly to hire right people for the right job (quality of work system rather than quantity).

One of the most vital assets for an employee is to be provided with competitive salary and feel that the effort they put is paid appropriately, as well as the acquisition of a package of rewards and recognition.

An additional suggested measure will be to trace and monitor toxic employers or colleagues in order to avoid future incidents within the work environment. At the same time the work framework should offer opportunities of constant learning, growth and development to the career path of the employee. To prevent burnout symptoms, a healthy employment could help by offering a quiet work room for employees either to relax for a few minutes when team members need to concentrate either to take a break to think if they face a personal situation and just need a moment away and to allow short break times into the workday, is a basic human right so they can recharge and continue.

Also, fair work treatment must assure that no favoritism policy is acceptable as well as to standardize performance reviews in order for employees to have guidance on how are well they are doing and what else is expected from them.

In addition with the concession of autonomy to employees which gives measure of control over their work and asking for opinions on how to get the job better and faster or share other ideas that may have. This may lead to the feeling that they matter and their opinion is valuable to the organization.

Furthermore, the encouragement of engaging in social activities could also be a good tool of coping burnout and will be more difficult for employees to leave from the organization.

What is also very important is well-trained managers and supervisors who should know how to treat employees with respect and keep employees active and motivated.

[5.5 How to overcome job dissatisfaction/turnover/burnout](#)

Results showed that in order to succeed Job satisfaction to employees and to not experience any of the burdens from symptoms of burnout and turnover they need to experience a combination of benefits such as a multi-level support from superiors, colleagues and organization, sufficient recognition, reward boost, sustainable workload and personal life, sufficient salary, job resources, combined interventions on the job matters, feel that the

culture of the organization establishes fairness, have values and to experience fun. Those findings support literature review.

Succeeding and maintaining job satisfaction reflects a good investment, both for the organization and the employees. Good employees not only increase overall work output but help have the best quality of output that can be done and resultingly good employers attract talented employees who will stay loyal longtermly. On the other hand, happy employees don't search for other job opportunities if they are treated with respect and have opportunities to grow personally and professionally.

Many authors have researched Job satisfaction and nearly all conclusions are similar, that in order for employees to reach job Satisfaction must have a combination of benefits, is not only about money. It is a lot more than that, is about to do something they love and enjoy it at the same time. To achieve this level of job satisfaction the research is not limited only to make general conclusions but furthermore to share some suggestions that if followed an employee could become a Happy one.

5.6 Limitations

The main limitation of this research is concerning the fact that the research sample derive only from a small number of employees and therefore it is not possible to generalize the results of the research for the entire population. That does not confute the fact that useful results emerged. Also, the questionnaire could be bigger and more in depth, but the aim was not to tire the participant and not complete the task of answering the questionnaire.

5.7 The Importance of this Research and Suggestions for Future Research

The results of this research reveal the reasons that lead to Job dissatisfaction, burnout and turnover symptoms and it assists in finding ways to avoid such incidents. More specifically, it helps to bring the issue of job satisfaction back into the discussion and makes it more relevant than ever especially nowadays due to the fact that people suffer from stress and also because in the field of work which is very competitive in a society that is constantly evolving rapidly as the needs of individuals grow. This research highlights the importance of a healthy work environment and focuses on the human side of the issue which is complex.

Therefore, this research together with many other researches from various authors assists in understanding what people's needs are and such information publish and made available to the organizations can help them build an environment with happy and content employees which would rarely want to leave their job and search for something else.

Future research could be carried out in a much larger time frame so that a bigger and at the same time random sample can be collected, with a combination of methods like Participant Observation with regards their work, Surveys, Interviews, Experiments so the results will be more accurate as they will be more representative of the entire population of Cyprus and not just a small sample.

“Pleasure in the job puts perfection in the work.” – Aristotle

References

- Aziri, B. (2011). Job satisfaction: A literature review. *Management Research and Practice*,3,.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*.
- Robbins, S. P., & Judge, T. (2003). *Essentials of organizational behavior*. Upper Saddle River, NJ: Prentice Hall,7.
- Hossam, M (2014) Leader-member exchange and intent to turnover: testing a mediated-effects model in a high turnover work environment. *Management research review*. Vol. 37, 2, p. 110-129
- Abbas, S. M., & Hollman, K. W. (2008). Turnover turned over: An expanded and positive perspective. *Academy of Management Review*, 41(23).
- Adkin & Coldwell. (2014). Turnover: The real bottom line. *Public Personnel Management*, 2(3).
- Montero-Marín J, García-Campayo J , Mosquera Mera, D & López del Hoyo, Y (2009) A new definition of burnout syndrome based on Farber's proposal, *Journal of Occupational Medicine and Toxicology*, 4:31
- Ruotsalainen J, Serra C, Marine A, Verbeek J: (2008) Systematic review of interventions for reducing occupational stress in health care workers. *Scand J Work Environ Health*, 34:169-78.
- Valente LE, Truzzi A, Souza WF, Alves GS, Alves CE, Sudo FK, et al. (2011) Health self-perception by dementia family caregivers: sociodemographic and clinical factors. *Arq Neuropsiquiatr*.69(5):739-44.
- Hazarika P, et al., Burnout Syndrome (2020): A Disease of Modern Era. *Indian Journal of Clinical Practice*, Vol. 31, No. 4.
- Al Sabei, S et al., (2020) Nursing Work Environment, Turnover Intention, Job Burnout, and Quality of Care: The Moderating Role of Job Satisfaction. *Journal of Nursing Scholarship*; 52:1, 95–1
- Anaele E (2016) Burnout And Work-Life Balance Among University Teachers In North Cyprus: A Case Study. Institute of Science and Technology, Girne American University.

Anasori, E. Bayighomog, E Glauco De Vita, Levent Altinay, (2021) *The mediating role of psychological distress between ostracism, work engagement, and turnover intentions: An analysis in the Cypriot hospitality context*, *International Journal of Hospitality Management*, Volume 94.

Andrioti, D., Skitsou, A., Eklund Karlsson, L., Pandouris, C., Krassias, A., & Charalambous, G. (2017). Job satisfaction of nurses in various clinical practices. *International Journal of Caring Sciences*, 10(1), 76-87.

Aliaga, M., & Gunderson, B. (2000). *Interactive Statistics*. Saddle River, p3-15

Basińska, B And Wilczek-Rużyczka, E (2013) The Role of Rewards and Demands in Burnout Among Surgical Nurses. *International Journal of Occupational Medicine and Environmental Health*;26(4):593 – 604

Cek, K & Eyupoglu S (2020) Does a job satisfaction and organisational citizenship behaviour relationship exist among teachers?. *South African Journal of Education*, Volume 40, Supplement 2,

Chen Y et al (2019) Patient–Nurse Ratio is Related to Nurses’ Intention to Leave Their Job through Mediating Factors of Burnout and Job Dissatisfaction. *Int. J. Environ. Res. Public Health*, 16, 4801; doi:10.3390/ijerph16234801.

Fedai L, et al (2017) Occupational Burnout and Job Satisfaction: Evidence from Secondary Schools in Northern Cyprus. *International Journal of Economic Perspectives*, Volume 11, Issue 1, 782-794.

Hombrados – Mendieta, I & Cosano – Rivas, F (2011) Burnout, workplace support, job satisfaction and life satisfaction among social workers in Spain: A structural equation model. *International Social Work*, 56(2), 228-246

Karatepe O & Uludag., O (2007) Conflict, exhaustion, and motivation: A study of frontline employees in Northern Cyprus hotels. *Hospitality Management* 26., 645–665

Karl, K & Peluchette, J (2006) Does Workplace Fun Buffer the Impact of Emotional Exhaustion on Job Dissatisfaction? A Study of Health Care Workers. *Institute of Behavioral and Applied Management*, 2006.

Kouali, G (2017) The instructional practice of school principals and its effect on teachers' job satisfaction. *International Journal of Educational Management.*, ISSN: 0951-354X

Mahoney C et al (2020) Turnover, Burnout, and Job Satisfaction of Certified Registered Nurse Anesthetists in the United States: Role of Job Characteristics and Personality. *AANA Journal* Vol. 88, No. 1.

Maslach, C (2017) Finding Solutions to The Problem of Burnout. *Consulting Psychology Journal: Practice and Research*, Vol. 69, No. 2, 143–152.

McHugh M et al (2011) Nurses' Widespread Job Dissatisfaction, Burnout, And Frustration with Health Benefits Signal Problems for Patient Care. *Health Aff (Millwood)*; 30(2): 202–210. doi:10.1377/hlthaff.2010.0100.

Pandey, S., Singh, S & Pathak, P (2021) *An exploratory study on factors contributing to job dissatisfaction of retail employees in India.* Journal of Retailing and Consumer Services Volume 61, 102571a

Pavlakis A, Raftopoulos V , Theodorou, M (2010) Burnout syndrome in Cypriot physiotherapists: a national survey. *Health Services Research*, 10:63

Payne A, Koen L, Niehaus DJH, Smit I-M. (2020) *Burnout and job satisfaction of nursing staff in a South African acute mental health setting.* S Afr J Psychiat.;26(0), a1454. [https:// doi.org/ 10.4102/sajpsychiatry.v26i0.145](https://doi.org/10.4102/sajpsychiatry.v26i0.145).

Petasis, A & Economides, O (2020) The Big Five Personality Traits, Occupational Stress and Job Satisfaction. *EJ BMR European Journal of Business and Management Research*. Vol. 5, No. 4.

Pijpker, R, Vaandrager, L, Veen, E and Koelen, M (2020) Combined Interventions to Reduce Burnout Complaints and Promote Return to Work: A Systematic Review of Effectiveness and Mediators of Change. *Int. J. Environ. Res. Public Health*, 17, 55.

Proctor, S (2017) Strategies to Improve Job Satisfaction and Reduce Voluntary Employee Turnover of Nurses. Walden Dissertations and Doctoral Studies.

Raftopoulos, V, Charalambous, A, & Talias, M (2012) The factors associated with the burnout

syndrome and fatigue in Cypriot nurses: a census report. *BMC Public Health*, 12:457

Roy, A., van der Weijden T. & de Vries N (2017) Relationships of work characteristics to job satisfaction, turnover intention, and burnout among doctors in the district public-private mixed health system of Bangladesh. *BMC Health Services Research.*, 17:421

Scanlan J & Still M (2019) Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service. *BMC Health Services Research*, 19:62

Sesen, H. and Ertan, S.S. (2021), "The effect of the employee perceived training on job satisfaction: the mediating role of workplace stress", *European Journal of Training and Development*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/EJTD-01-2021-0014>

Solomonidou A & Katsoulari I (2020) Experiences of social workers in nongovernmental services in Cyprus leading to occupational stress and burnout. *International Social Work*, 1– 15.

Nicolaidou Solomou, Galatia; Pashiardis, Petros (2016), *An Effective School Autonomy Model: Examining Headteachers' Job Satisfaction and Work-Related Stress. International Journal of Educational Management*, v30 n5 p718-734

Souza-Poza, A., 2007. *The effect of job satisfaction on labour turnover by gender: an analysis for Switzerland.* The Journal of Socio-Economics, 36, 895-913.

Ulndag, Orhan; Khan, Sonia; and Guden, Nafiya (2011) "The Effects of Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior on Turnover Intentions," *Hospitality Review*: Vol. 29 : Iss. 2 , Article 1.

Valente LE, Truzzi A, Souza WF, Alves GS, Alves CE, Sudo FK, et al. (2011) Health self-perception by dementia family caregivers: sociodemographic and clinical factors. *Arq Neuropsiquiatr*;69(5):739-44.

Wang H et al (2020) Job satisfaction, burnout, and turnover intention among primary care providers in rural China: results from structural equation modeling. *BMC Family Practice*, 21:12

Wang, Q & Wang, C (2020) Reducing turnover intention: perceived organizational support for frontline employees. *Frontiers of Business Research in China*, 14:6

Yavas, U, Karatepe, O & Babakus, E (2013) Does hope buffer the impacts of stress and exhaustion on frontline hotel employees' turnover intentions? *Tourism*, Vol. 61, No. 1, 29 - 39

Zito M, Emanuel F, Molino M, Cortese CG, Ghislieri C, Colombo L (2018) Turnover intentions in a call center: The role of emotional dissonance, job resources, and job satisfaction. *PLoS ONE* 13 (2): e0192126.

Zopiatis, A, Constanti, P & Theocharous, A (2014) Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management* 41, 129e140

Statistical Service of Cyprus website: <https://www.cystat.gov.cy/en/PressRelease?id=65253>

Questionnaire provided to the participants

Part A: Demographic Questions

1. Gender:

1. Male
2. Female

2. Age:

1. 18-30
2. 31-40
3. 41-50
4. 51-60

3. Education:

2. High School
3. Diploma
4. Degree
5. Master
6. PhD

4. Marital status:

1. Married
2. Single

5. Children:

1. 0
2. 1
3. 2
4. 3
5. 4

6. Service Sector:

1. private sector
2. public sector
3. semi-governmental sector

7. Total years of work experience:

1. < 5
2. 5-9
3. 10-15
4. 16-20
5. > 20

8. Position in the hierarchy:

1. Employee
2. Supervisor
3. Manager

9. Annual Income:

1. ≤ 20.000
2. 20.001 - 30.000
3. 30.001 - 40.000
4. 40.001 - 50.000
5. > 50.000

Part B: Research Questions

10. Work environment is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

10. Work environment is an important factor of job dissatisfaction related with burnout.

6. Strongly disagree
7. Disagree
8. Neither agree nor disagree

9. Agree
10. Strongly agree

11. Customer's aggression is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

11. Customer's aggression is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

12. Abusive supervision is an important factor of job dissatisfaction related with turnover

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

12. Abusive supervision is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree

5. Strongly agree

13. Perceived job image is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

13. Perceived job image is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

14. Perceived unethical climate is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

14. Perceived unethical climate is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

15. Work exhaustion is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

15. Work exhaustion is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

16. Inter-role conflicts is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

16. Inter-role conflicts is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

17. Lack of support of administration is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

17. Lack of support of administration is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

18. Low salary is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

18. Low salary is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree

2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

19. Increase workflow is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

19. Increase workflow is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

20. Long working hours is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

20. Long working hours is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

21. Managerial support is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

21. Managerial support is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

22. Job characteristics is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

22. Job characteristics is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

23. Personality factors is an important factor of job dissatisfaction related with turnover.

1. Strongly disagree
2. Disagree

3. Neither agree nor disagree
4. Agree
5. Strongly agree

23. Personality factors is an important factor of job dissatisfaction related with burnout.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

24. Do you face work stress?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

25. Do you feel motivated when your employer offer training?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

26. Do you feel the lack of support from your superiors?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

27. Do you believe that your employer limits your personality traits?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree

4. Agree
 5. Strongly agree
28. Do you have the feeling of gender inferiority?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
29. Do you have a sufficient salary?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
30. Does your employer follow fair promotion procedures?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
31. Do you have long working hours?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
32. Do you have autonomy on decision/making tasks?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree

4. Agree
5. Strongly agree

33. Do you have limited prospects of personal success?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

34. Do you experience emotional exhaustion?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

35. If you experience burnout syndrome, do you believe that lowers the levels of commitment?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

36. Do you feel the lack of communication with colleagues?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

37. Personal traits (for example being a perfectionist) increases the symptom of burnout?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

37. Personal traits (for example being a perfectionist) increases the symptom of Turnover?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

38. Do you believe Age is significant cause of burnout?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

39. Do you believe fatigue is significant cause of burnout?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

40. Does the double role of professionals and housekeepers/mothers increase the levels of burnout?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

40. Does the double role of professionals and housekeepers/mothers increase the levels of turnover?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

41. Experiencing multi – level support measures, such as support from superiors and colleagues, normative and institutional support can increase job satisfaction?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

42. Experiencing fun in the workplace would increase job satisfaction?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

43. Sufficient recognition and reward boost increase job satisfaction?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

44. Fairness and values can make you more motivated?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree

5. Strongly agree
45. A sustainable workload in working and personal life increase job satisfaction?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
46. Can health benefits contribute to not quitting your job?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
47. A sufficient managerial support increase job satisfaction?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
48. Having a sufficient salary decrease the turnover decision?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
49. Organizational support increase job satisfaction?
1. Strongly disagree
 2. Disagree
 3. Neither agree nor disagree
 4. Agree
 5. Strongly agree
50. Job resources and rewards increase job satisfaction?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

51. A combined interventions of the employee on the job matters increase Job satisfaction?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

Table with research Questions

Table in which the research questions of the postgraduate dissertation relate to the bibliographic review and the questions of the questionnaire.

Main Research Questions	Bibliographic References	Question arises
1. Factors of job dissatisfaction related with turnover & burnout	1 Al Sabei, S et al., (2020) Nursing Work Environment, Turnover Intention, Job Burnout, and Quality of Care: The Moderating Role of Job Satisfaction.	<u>Factors of work dissatisfaction:</u> -Quality of work environment
	2 Pandey, S., Singh, S & Pathak, P (2021) An exploratory study on factors contributing to job dissatisfaction of retail employees in India.	-customers aggression, -abusive supervision, -perceived job image, -Perceived unethical climate, - work exhaustion, - inter-role conflicts
	3 Anaele E (2016) Burnout and Work-Life Balance Among University	-lack of support of administration -low salary

	<p>Teachers In North Cyprus</p> <p>4 Chen Y et al (2019) Patient–Nurse Ratio is Related to Nurses’ Intention to Leave Their Job through Mediating Factors of Burnout and Job Dissatisfaction.</p> <p>5 Roy, A., van der Weijden T. & de Vries N (2017) Relationships of work characteristics to job satisfaction, turnover intention, and burnout among doctors in the district public-private mixed health system of Bangladesh.</p> <p>6 Mahoney C et al (2020) Turnover, Burnout, and Job Satisfaction of Certified</p>	<p>-increase workflow</p> <p>-Long working hours -Managerial support</p> <p>-job characteristics, -personality factors</p>
--	--	--

	Registered Nurse Anesthetists in the United States: Role of Job Characteristics and Personality.	
2. The degree of job satisfaction of Cypriot employees	<ol style="list-style-type: none"> 1. Sesen, H. and Ertan, S.S. (2021), The effect of the employee perceived training on job satisfaction: the mediating role of workplace stress. 2. Kouali, G (2017) The instructional practice of school principals and its effect on teachers' job satisfaction. 3. Petasis, A & Economides, O (2020) The Big Five Personality Traits, Occupational Stress and Job Satisfaction. 4. Nicolaidou Solomou, Galatia; 	<ul style="list-style-type: none"> - workplace stress - motivation for training -luck of support from superiors - personality traits - feeling of gender inferiority - salary cuts - freezing of promotions - long working hours - autonomy on decision/making tasks

	<p>Pashiardis, Petros (2016), An Effective School Autonomy Model: Examining Headteachers' Job Satisfaction and Work-Related Stress.</p> <p>5. Fedai L, et al (2017) Occupational Burnout and Job Satisfaction: Evidence from Secondary Schools in Northern Cyprus.</p>	<p>- limited prospects of personal success</p> <p>- emotional exhaustion</p>
<p>3. The extent of turnover and burnout of Cypriot employees</p>	<p>1. Ulndag, Orhan; Khan, Sonia; and Guden, Nafiya (2011) The Effects of Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior on Turnover Intentions</p> <p>2. Solomonidou A & Katsoulari I (2020)</p>	<p>- burnout lowers the levels of commitment</p> <p>- the lack of communication with</p>

	<p>Experiences of social workers in nongovernmental services in Cyprus leading to occupational stress and burnout.</p> <p>3. Zopiatis, A, Constanti, P & Theocharous, A (2014) Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus</p> <p>4. Raftopoulos, V, Charalambous, A, & Talias, M (2012) The factors associated with the burnout syndrome and fatigue in Cypriot nurses: a census report.</p>	<p>superiors and colleagues</p> <ul style="list-style-type: none"> -working overtime - burnout levels are higher with personal traits such as perfectionism and overinvolvement with clients <p>- turnover intention is high, very few employees quit their job</p> <ul style="list-style-type: none"> - Age and fatigue are cited as the most significant causes of burnout. - higher levels of burnout due to their double role as professionals and housekeepers/mothers
--	---	---

<p>4. How employees manage to overcome job dissatisfaction/turnover/burnout</p>	<p>1. Hombrados – Mendieta, I & Cosano – Rivas, F (2011) Burnout, workplace support, job satisfaction and life satisfaction among social workers in Spain: A structural equation model.</p> <p>2. Karl, K & Peluchette, J (2006) Does Workplace Fun Buffer the Impact of Emotional Exhaustion on Job Dissatisfaction? A Study of Health Care Workers.</p> <p>3. Maslach, C (2017) Finding Solutions to The Problem of Burnout.</p> <p>4. McHugh M et al (2011) Nurses’</p>	<p>- using multi – level support measures, such as support from superiors and colleagues, normative and institutional support, is great for employees to deal with burnout and job dissatisfaction</p> <p>-experiencing fun in the workplace lessens the negative impact of burnout and turnover intentions. Also, the provision of fun in the workplace will help employers enhance their reputation.</p> <p>- sufficient recognition and reward boost employees’ confidence and intrinsic satisfaction</p> <p>- Fairness and values can make employees more motivated</p> <p>- a sustainable workload is necessary for the well – being of employees in</p>
--	--	---

	<p>Widespread Job Dissatisfaction, Burnout, And Frustration with Health Benefits Signal Problems for Patient Care.</p> <p>5. Wang, Q & Wang, C (2020) Reducing turnover intention: perceived organizational support for frontline employees.</p> <p>6. Pijpker, R, Vaandrager, L. Veen, E and Koelen, M (2020) Combined Interventions to Reduce Burnout Complaints and Promote Return to Work: A Systematic Review of Effectiveness and Mediators of Change</p>	<p>working and personal life</p> <ul style="list-style-type: none"> - health benefits - salary - sufficient managerial support <ul style="list-style-type: none"> - Organizational support - Job resources and rewards are cited as two supportive solutions <ul style="list-style-type: none"> - combined interventions have positive effect on burnout
--	---	--

