Research Article

THE EFFECTS OF VOCATIONAL SATISFACTION ON ORGANIZATIONAL COMMITMENT AND BURNOUT

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ABSTRACT

In this study, it was aimed at determining what kind of effect vocational satisfaction has on the relation between organizational commitment and burnout as well as whether organizational commitment has an indirect effect on the relation between vocational satisfaction and burnout. When preparing the survey conducted on 589 health employees of two different public hospitals in Ankara, Vocational Satisfaction Scale of Kuzgun, Aydemir-Sevim and Hamamcı (1998), Organizational Commitment Scale of Meyer and Allen (1990), Burnout Scale of Maslach and Jackson (1981) were used. According to their Cronbach Alpha coefficients, scales were found to be highly reliable for this sample. Via analysis of factors, they were validated with 2-factor structure of vocational satisfaction, 3-factor structure of organizational commitment and 3-factor structure of burnout. As a result of regression analysis, it was seen that there are significant and positive direct effects in the relationship between vocational satisfaction and organizational commitment and that there is significant and negative direct effects in the relationship between vocational satisfaction and burnout. It was seen that whereas there is a significant and positive direct effects in the relationship burnout and organizational commitment, continuance commitment dimension of organizational commitment has negative direct effect on emotional exhaustion and depersonalization dimensions of burnout. In addition to this, it was seen that organizational commitment has partial indirect effect in the relationship between vocational satisfaction and burnout.

INTRODUCTION

Vocation is an important fact related to that individual reflects him, he respects himself, he is respected in his environment, he establishes social relations and he gains a reputation (Kuzgun, Aydemir-Sevim & Hamamcı, 1998; Kuzgun 2000 Hamamcı, Oskargil, & İnanç 2005). Therefore, one of the most important decisions that individual will give in his life is the one when he gives while choosing his vocation (Yanıkkerem, Altınparmak & Karadeniz 2004). Because the only reason will not be to earn money (Sarikaya & Khorshid, 2009), but to meet expectations from life, to use his skills and to look for the opportunities to realize himself, when this decision is being given, "informed choice" is the point in question. Because possibilities that people are proud of their vocations they chose informedly, they determine career goals and most important of all, they feel exhausted, will be lower, it may not be expected them to suffer from stress related illnesses (Ünalan, 2005).

Because of the requirement that people should be treated and be loyal to their oath, vocations of a doctor and a nurse are those which are chosen informedly on the basis of protecting public health. In such vocations, with the worry of that each wrongdoing will impair the integrity; it is worked as both knowledge and labor-intensively by moving fast. At the same time, because it is worked face-to-face with patients in terms of patient relations and rights, it is a vocational group which should be performed ambitiously and graciously. Otherwise, it is inevitable that there are some who work unwillingly, inefficiently and who resist innovations and who are always thinking of leaving the vocation. Therefore, it is significantly important that those working in health services get the intended satisfaction from their vocations.

In the investigation conducted in the literature, it is seen that "vocational satisfaction" which is the independent variable of the study, has not been studied much, but it is mostly focused on the term of "job satisfaction" and even no distinction has

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been made between them (Cirhinlioğlu, & Demir, 2017; Tosun & Ulusoy, 2017). At this point, Job or Occupation is defined as "the regular work that a person does to earn money; a particular piece of work; something that is your responsibility", however, vocation is defined as "a type of work that you feel you are suited to doing and to which you should give all your time and energy, or the feeling that a type of work suits you in this way" a work, whose rules have been determined, which is performed in order to earn money, which is based on knowledge and skills obtained with a certain education" (Cambridge Dictionary, 2017). It is beneficial to state that this distinction was taken into consideration for the subjects of "Job Satisfaction" and "Vocational Satisfaction". In this study, vocation was evaluated as "practice" (a job or business that involves a lot of skill or training) and job as "experience" (knowledge or skill from doing, seeing, or feeling things) (Cambridge Dictionary, 2017). It is too hard for vocational dissatisfaction to finish whereas job satisfaction finishes.

Employees who do not feel organizationally committed show negative behaviors such as coming to work late or not showing up at all, or leaving the work etc. to a great extent in organizations to which they do not feel they belong or of which they don't believe they are a part (Çetin, 2006). On the contrary, that organizational commitment is high reduces employees' coming to work late or not showing up at all, or leaving the work etc. In addition, it may be stated that they do not experience burnout due to their organizational commitment, they try hard for their organizations and they do not resist innovation because of negative conditions they experience (Derin & Demirel, 2012).

It is seen that because problems resulting from both relations and work experienced in organizations take them to the point of burnout, employees who do not want to continue to perform their vocations lose their goals, they don't care whether their customers are satisfied or not and experience higher stress (Tümkaya, 2000).

Employees suffering from burnout personally display attitudes such as negligence, discontinuance, slacking, alienation, noncompliance, decay, dissatisfaction etc. (Leiter & Maslach, 1988; Izgar, 2003; Budak & Sürgevil, 2005) and such cases result in decrease in accomplishment of tasks, decrease in product and service quality and increase in job accidents (Ergin, 1993; Carmeli & Freund, 2004; Önder & Basım, 2008). In addition, burnout brings some physical and emotional problems along (Maslach, 1982; Maslach *et al*, 2001).

Primarily, because of time they spent for education they got, sense of "waste" will form so they experience certain disappointment and insufficient vocational satisfaction. Besides, it is seen as an unintended process that levels of vocational satisfaction and organizational commitment of doctors and other health care sector employees decrease and that they reach dimension of burnout which is one of organizational problems.

As a result of investigation in the literature, Studies conducted by using comparative analyses related to vocational satisfaction such as mostly those in different age groups, sexes and etc. are found. Apart from these, it is evaluated that vocational satisfaction may have effect on organizational and individual variables. One of the organizational variables whose influence probability of vocational satisfaction is the highest is evaluated to be organizational commitments and burnout of employees.

Within this scope, the purpose of the study is to determine whether vocational satisfaction of health care sector employees (doctors, nurses, caretakers) working in a public hospital has effect on levels of their organizational commitment and burnout, without taking varieties of their duties into consideration. In addition, the second purpose of the study was determined to be investigating whether organizational commitment has an indirect effect on the relation between vocational satisfactions and burnout. It is assumed that results and findings reached as a result of the study will help academicians and executives working in the management of health care institutions and hospital management develop their organization policies.

Conceptual Framework

Vocational Satisfaction

Vocational satisfaction is seen to be one of the important factors in providing job satisfaction and increasing productivity of employees. When determining institutional substructure related to vocational satisfaction, Hierarchy of Needs (Maslow, 1943), and Two-factor Theory (Herzberg, 1957) are the theories which attract attention most (Hamamcı, Oskargil & İnanç, 2005; Yelboğa, 2008). Although Herzberg (1957) accepted the idea of Maslow, he proposed that motivation was affected from satiating two factors, "job content" and "job context". When Herzberg (1957) defined personal factors such as interest and skills of a person in job content, he stated that success, publicity, job content and responsibility are internal and motivating. However, he proposed that job context management, inspection, work conditions and colleague relations were external and protectors (Hamamcı Oskargil & İnanç, 2005). It was accepted that internal factors, that is, those related to personal characteristics in the first group of job content were related to "Vocation" and external factors in the second group, that is, factors of job context were related to term of "Job" (Kuzgun, Aydemir-Sevim & Hamamcı, 1999). In the study they made while Kuzgun, Aydemir-Sevim and Hamamcı (1999) were developing scale of vocational satisfaction, they found a significant and positive relation between vocational competence perceptions of the participants and their job satisfactions. At the same time, vocational satisfactions of those who chose their vocations informedly are higher than those who did not. In addition, it was seen that existence of opportunities that employees would be able to use in order to increase their vocational developments and that employees could use these opportunities would increase vocational satisfaction (Hamamcı Oskargil & İnanç, 2005). In this sense, scale of vocational satisfaction of Kuzgun, Aydemir-Sevim and Hamamcı (1999) measures whether dimensions of "suitability to qualifications" and "desire to develop" are satiated or not. Whereas suitability of a vocation to a person is the subject in question within the scope of "suitability to qualifications", in the dimension of desire to develop, how much it gives opportunity to vocational development.

Whereas job satisfaction is defined as a positive emotional term which corresponds to the meaning that a person loads onto his

job he performs and his workplace (Locke, 1976; Büssing *et al.*, 1999), vocational satisfaction is explained as an emotional condition related to preferences and expectations of employees as well as socio-economic factors of vocation in a way it will involve job satisfaction (Davis, 1982; Başaran, 2000; Lee & Gao, 2005; Chan & Wyatt, 2007; Bilge Sayan & Kabakçı 2009). In addition to this, it is proposed that vocational satisfaction involves satisfaction employee gets not only from his vocation but also from the job he performs (Soylu, 2004; Pongsettakul, 2008). Besides, it is expected that private value judgement and principles of vocation be in harmony (Erdoğan, 1999; Akgöz *et al.*, 2005; Perry & Mankin, 2007; Robbins & Judge, 2012). For example, that a caretaker who does the cleaning thinks that he has a share in patients' recovery as a result of his job he performs and he feels satisfied shows the existence of vocational satisfaction (Eren, 2012: 509).

After remembering some principles met in the literature, in a general definition, vocational satisfaction may be defined as pride which is compatible with personal characteristics, expectations, skills, value judgement of an employee and education he got and which is taken in being a member of a vocation which does not have a bad reputation before public, in a way it will include job satisfaction of employee that he experienced at a certain time.

Organizational Commitment

Organizational commitment was defined as a psychological condition which leads employee to decide to remain in his organization that employee adopts its purposes voluntarily, believing that his individual purposes are met and with which he built an emotional connection and to which he behave unselfishly by identifying with it (Mowday Steers, & Porter, 1979; Angle & Perry, 1981; Meyer & Allen, 1991; Meyer and Herscovitch, 2001; Wasti, 2002; Samadov, 2006). Although there are different dimensions whose existence is mentioned in the models, on which it is worked, related to Organizational commitment, the classification which gained recognition most is the one in three dimensional model of Allen and Meyer (1990), "emotional commitment", "continuance commitment" and "normative commitment".

Emotional Commitment is defined as emotional connection which employees, who want to stay in the same organization with their own will, develop with their organizations (Meyer & Allen, 1997). Those employees feel emotional commitment towards their organizations shows that they have integrated with their organizations (Allen & Meyer, 1996; Chen & Francesco, 2003) and that they have been identified with the goals of the organizations (Huselid & Day, 1991, Balay, 2000). Employees who regard themselves as a part of their organizations consider that the reason for their emotional commitments is related to the meaning and importance they give to their organizations (Allen & Meyer, 1996). Apart from these, it is considered that the main reason for emotional commitment is regarded as a relation of change in order to respond some material and nonmaterial rewards and interests of employees (Mowday, Steers, & Porter, 1979).

Continuance Commitment is that decision of continuing compulsory job is given by predicting that leaving the job may create much more problems, in the comparison made before decisions of continuing working in the organization or leaving the job (Allen & Meyer, 1996; Meyer & Allen, 1997). It is a commitment which forms as a result of labor and effort that employees make, their gains such as title, position and seniority that they reach, during the time they work, with the risk of losing material gains of those if they leave their organizations (Balay, 2000; Chen & Francesco, 2003; Yalçın & İplik, 2005).

Normative Commitment is that employees devote themselves to their organizations believing the necessity of remaining in the organization with the sense of duty based on ethical principles (Meyer & Allen, 1997). Employees believe that it is ethical and correct for them to remain committed to their organizations (Obeng & Ugboro, 2003). When employees decide to leave their jobs, they believe that they have fulfilled an important responsibility and obligation against their organizations (Wasti, 2002). In normative commitment, employees believe that loyalty is important (Yalçın & İplik, 2005).

The common point between three dimensions which are beneficial to explaining reasons of employees who do not want to leave their organizations and who display positive attitudes in this direction is that they have decided to stay in their organizations (Durna & Eren, 2005; Meydan, Basım & Çetin, 2011). However, those which affect these decisions are desire, necessity and obligation respectively (Cohen, 1992; Obeng & Ugboro, 2003).

Burnout

Burnout is a table of illness which often shows up in jobs aimed at service sector (Ardıç & Polatçı, 2008). Burnout is a concept with a mental and emotional quality, which involves not only exhaustion, fatigue and dissatisfaction but also feelings of solutionlessness and hopelessness, and which is the source of negative attitudes (Maslach & Jackson, 1981). In other definitions, Burnout is the table of illness which develops with negative reflection of physical tiredness, long-term exhaustion and hopelessness resulting from excessive and intensive emotional reactions of people that individuals often face in their work environments towards job and life (Leiter & Maslach, 1988).

Common point of vocations in which burnout tables are seen is that especially jobs and duties reflect on the relations between people as tiredness and stress (Önder & Basım, 2008; Singh *et al.*, 1994). Those suffering from burnout cannot fulfill requirements of vocation and job (Arı & Bal, 2008). While employees are suffering from burnout, existence of a number of undesirable factors which would affect efficiency and effectiveness of organization is mentioned (Friesen & Sarros, 1989; Maslach *et al.*, 2001; Ardıç & Polatçı, 2009). Since negative effects of burnout, which is seen with similar symptoms such as energy, power or source depletion, increased stress and lost motivation goals, on employees and organizations attracted attention, it has started to be investigated more (Budak & Sürgevil, 2005). In classifications related to dimensions of burnout, feelings related to stages which are called as emotional exhaustion, depersonalization, and personal accomplishment are taken into consideration as "three-component psychological illness table", which is generally accepted (Maslach & Jackson, 1981; Leiter & Maslach, 1988):

Emotional Exhaustion is that emotional source of individual disappears and his life energy drains (Leiter and Maslach, 1988). It is often seen that employees suffer from vocational burnout experience negative symptoms such as tiredness, low energy, emotional fatigue (Maslach & Jackson, 1981; Friesen & Sarros, 1989; Ergin, 1993). Emotional exhaustion, which is the internal (Ergin, 1993) and the most important dimension of burnout, starts with some emotional indicators and then other dimensions get felt (Sucuoğlu & Kuloğlu, 1996). Employees suffering from emotional burnout cannot concentrate on their works (Maslach *et al*., 2001).

Depersonalization defines negative, insincere and nonserious attitudes of employees that they assume towards the people around and customers (Maslach *et al*., 2001). People suffering from depersonalization disorder display inanimate behaviors towards customers to whom they give service (Leiter & Maslach, 1988; Kurçer, 2005). Those who are at the stage of depersonalization will be in a mood which is inhumane, sarcastic, harsh, humiliating and indifferent (Singh *et al*., 1994). Employees do not feel embarrassed to display an attitude which is indifferent to customers and their organizations (Çimen, 2000).

People suffering from burnout at the stage of personal achievement have the qualities related to depression, enervation, alienation from people, reducing productivity, not resisting pressures, assuming failure, and being distrustful of themselves and those around (Maslach & Jackson, 1981; Özipek, 2006). People, whose sense of personal achievement has decreased think that they lack success while they are performing their works, feel dissatisfied and tend towards other activities apart from their jobs (Leiter & Maslach, 1988). Employees who think that they are responsible for their losing hopes of promotion in the job believe that it is not necessary to make more effort, lose their self-esteem and suffer depression (Maslach, 1982; Maslach *et al*., 2001).

Inter-Variable Relations

Vocational Satisfaction and Organizational Commitment

From pragmatic point of view, the highest level to be reached in vocational satisfaction reflects the most desired organizational atmosphere which will cause employees to remain in their firms and which will provide their organizational commitment and productivity (Back, Lee, & Abbott; 2011). Highness of vocational satisfaction causes organizational commitment to increase; this causes the efficiency to increase, as well and develops positive organizational results such as decrease in the rate of leaving job and absenteeism (Çetinkanat, 2000). Similarly, if organizational commitment cannot develop or cannot be developed by executives, success of employees decreases, their senses, thoughts and attitudes of leaving job increase (Robbins & Judge, 2012). When job satisfaction of employees decreases, their organizational commitments will decrease and they will look for job opportunities outside the organization (Freebom, 2001; Ingersoll *et al*. 2002).

It is told that there is a positive and strong relation between vocational satisfaction and organizational commitment levels of employees of health care sector and quality perceptions of

patients applying to the health institution related to the service they get in the intense work pressure of health care sector (Top, 2012). That relation between vocational satisfaction and organizational commitment levels affects level of success is also in question (Baysal & Paksoy, 1999; Lambert, & Paoline, 2008). Therefore, vocational satisfaction is accepted to be an important part of organizational commitments (Eren, 2012). As long as their vocations or jobs meet personal desires and needs of employees, it causes satisfaction and this causes commitment (Lachman & Aranya, 1986; Lee & Gao, 2005; Demirel, 2009).

Especially, that vocational satisfaction and organizational commitment of health care sector employees decrease or disappear causes the quality of service presented to patients to decrease, loyalty of patients to fall and as a result of this, health institutions to lose income (Top, 2012). In other words, whereas highness of vocational satisfaction and organizational commitment reflects positively on the results of job, lowness reflects negatively (Carmeli & Freund, 2004: 292).

According to Mowday, Porter & Streers, (1982), if factors specific to an individual and organizations have effect on vocational satisfaction, these will have effect on organizational commitment. While vocational satisfaction which is affected negatively from these factors are being developed primarily as an emotional response aimed at job, organizational commitment causes all organizational attitudes and behaviors to shift gradually towards negative in time (Vandenberg & Scarpello, 1994).

While it is being mentioned about vocational satisfaction related to attitude of employee with the quality of emotional reaction in the vocation he performs of which he is happy to be a member, attitudes with the quality of emotional reaction of employee which develop aimed at the organization are being mentioned in organizational commitment (Mowday, Porter & Streers, 1982; Saygun *et al*. 2004; Sığrı, 2007). Therefore, it is assumed that it is inevitable that there are high-level meaningful relations between two variables interactively. In the investigation made in the literature related to both domestic and foreign studies conducted on employees of health care sector, it was found that there are research results related to that higher organizational commitment is in meaningful and positive relation with vocational satisfaction (Freebom, 2001; Ingersoll *et al*. 2002; Saygun *et al*. 2004; Akgöz *et al*. 2005; Durna & Eren, 2005; Tutar, 2007; Pongsettakul, 2008). The first hypothesis which was developed as a result of the explanations above and which will be tested in the study is;

Hypothesis 1: Levels of vocational satisfaction of employees have a meaningful effect on their organizational commitments.

Vocational Satisfaction and Burnout

Vocational satisfaction is really important for executives in terms of its effect on job success and job efficiency because of their attitudes towards their vocations (Leiter & Maslach, 1988). Behaviors resulting from vocational dissatisfaction such as leaving vocation, walkout, shirking, lack of success, decaying mentally and physically and etc. may become permanent (Maslach, 1981). Actually, employee who

experiences lack of vocational satisfaction and fatigue but who cannot talk about it lives burnout which is shaped with alienation from his job, tending towards discontinuance, lack of patience, self-doubt, inappropriate behaviors (Feldman & Arnold, 1983).

Stickel (1991) investigated the relation between burnout and vocational satisfaction. Whereas psychological consultants found that vocational satisfaction is low, they found a negative correlation at mid-level between dimensions of vocational satisfaction and emotional exhaustion and depersonalization. Existence of mid-level positive relations was seen in the relation between dimension of burnout sense of personal achievement and vocational satisfaction.

It was determined that increase in vocational experiences of nurses is beneficial in the struggle between emotional exhaustion and depersonalization and that nurses experience less burnout in vocations which they perform willing fully and that in addition, in cases when there are sufficient number of nurses and required tools, their levels of burnout decrease (Demir, 1999).

For employees who have no vocational satisfaction and who start to experience burnout, some results, which harm the organization such as shattered dreams, loss of hope, alienation from job, a motivation, lower productivity (Ardıç & Baş, 2001), unwillingness to work, leaving the job, lack of success, sense of insufficiency, not establishing cooperation, performing faulty work, giving wrong decision, work slowdown, indiscipline and etc., emerge (Robbins & Judge, 2012). In the researches related to Vocational satisfaction made in the last years, solution proposals and precautions related to all problems have been started to be taken (Top, 2012).

Because employees, who think that vocation does not meet their expectations, and who could not the workplace they desire, experience higher vocational dissatisfaction, it is also mentioned about existence of motivation disorder (Feldman & Arnold, 1983; Leiter & Maslach, 1988 Friesen & Sarros, 1989). In the Research s made in this sense, a strong and negative relation was found between vocational satisfaction and burnout in a way that dissatisfaction is one of the pioneers of burnout (Maslach *et al*., 1981). Depending on the explanations above, second Hypothesis which got formed and to be tested in the study;

Hypothesis 2: Levels of vocational satisfaction of employees have a meaningful and negative effect on their burnout levels.

Organizational Commitment and Burnout

Organizational commitment and burnout have important effects in the life within the organization and regarding that they are related to some organizational results it is also the indicator that their organizational commitments are low (Derin & Demirel, 2012). Common finding of studies intensified on the relation between organizational commitment and burnout and dimensions of depersonalization and sense of personal achievement is that existence of negative relations is determined (Tan & Akhtar, 1998; Çetin *et al*., 2011; Öztürk *et al*., 2011). Burnout of employees, whose organizational commitment has decreased and whose turnover intention has increased, also increases (Leiter & Maslach, 1988). In addition

to this, that sense of belonging of belonging of employees whose organizational commitment has increased and that they have been stabilized reduce effect of work conditions loaded with stress (Koç, 2009).

In the study of Çetin *et al*. (2011), negative and meaningful interaction was found between dimensions of organizational commitment and those of burnout. Besides, it was determined that there are negative relations between emotional commitment dimension of organizational commitment and emotional exhaustion, depersonalization and sense of personal accomplishment, which are burnout dimensions; that negative relation continues in relations between continuance commitment and emotional exhaustion, depersonalization and sense of personal accomplishment. In addition to this, it was determined that there is a skill of prediction on normative commitment and only emotional exhaustion in the relation between normative commitment and dimensions of burnout (Çetin *et al*., 2011).

Different from this research in terms of the way of relation between variables, in the studies related to effect of burnout on organizational commitment, it was seen that people having symptoms of burnout disorder lose the desire to carry out their vocations, they have difficulty in adopting and realizing goals of the organization and their turnover intention increases, and their commitments weaken (Leiter & Maslach, 1988: 298). In these studies, it was determined that burnout increased and organizational commitment decreased (Güneş *et al*., 2009; Tulunay, 2010; Derin & Demirel, 2012). In addition, a negative relation was observed between burnout of employees and their organizational commitments. Golden (2006), it was determined that burnout is the leader in disappearance of turnover intention and organizational commitment and that there are negative relations between burnout and organizational commitment and there are positive relations between burnout and turnover intention. The third hypothesis which was developed after the analysis above and which will be tested in this study;

Hypothesis 3: Levels of organizational commitment of employees have a meaningful and negative effect on levels of burnout.

Indirect Effect of Organizational Commitment on the Relation between Vocational Satisfaction and Burnout

Research results related to that relation between vocational satisfaction and organizational commitment is positive and that relation between Vocational satisfaction and burnout is negative were found. These results show that as vocational satisfaction and organizational commitment decrease, appearance of indicators of employee burnout may increase (Mowday, Steers & Porter, 1979).

As a result of analysis made in the literature up to now, no results of any research made related to indirect effect of organizational commitment on the relation between vocational satisfaction and burnout were found. However, in the studies made by Maslach and Jackson (1984; 1986), it was seen that organizational commitment has a negative effect on the relation between burnout and turnover intention.

Vocational satisfaction is one of the leaders of organizational commitment (Stevens *et al*., 1978; Güleryüz *et al*., 2008). But insufficiency of vocational satisfaction is one of the leaders of

burnout (Derin & Demirel, 2012). Besides, environment of trust that organizational commitment has provided reduces effect of stressful working conditions (Koç, 2009). So, it is found to be valuable to analyze whether organizational commitment has any effect on the relation between vocational satisfaction and burnout. At this point, the fourth Hypothesis which will be tested related to indirect effect of organizational commitment on the relation between vocational satisfaction and burnout;

Hypothesis 4: Organizational commitments of employees play intermediary role in the relation between levels of vocational satisfaction and those of burnout.

METHOD

In the study, the relation between vocational satisfaction and burnout was investigated and whether organizational commitment has an intermediary role was tried to be found. The research was made by analyzing data collected with questionnaire method. Analyses which were made within the scope of the research were made with SPSS 19 program. Information related to scales used in the study and sample of research are below;

Research Model

Research model prepared in accordance with research hypotheses determined as a result of evaluations above is in Figure 1:
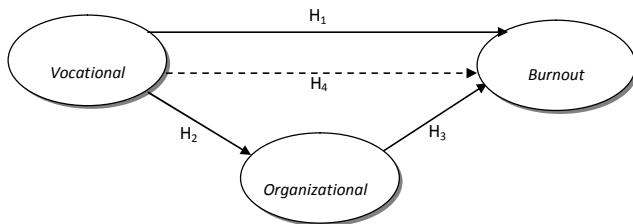

Figure 1 Research Model

Research Sample

Population of the research comprises total of 1054 employees of health care sector who work in two different public hospitals which are active in Ankara.

Web-based Questionnaire which was prepared within the scope of the research was sent to accounts of all employees via intranet web servers of hospitals after permission was taken from top managements of the hospitals.

589 of those participated to the study. Because prepared electronic questionnaire did not allow more than one answer to be given to the same question or questions to be skipped, all data were included in the scope of the study. Size of sample is 55% of size of the population and it represents the population.

Of the participants, 59.6% are women, 67.4% are married, 87.6% have associate degree or higher, 62.3% are 40 or younger, 81.8% have 10-year vocational experience or less, 82.9 % have been working in the same hospital for ten years or less, 74 % are doctors and nurses. Detailed information about the participants is in Table 1.

Measures

Survey which was prepared within the scope of the research comprises 5 sections. In the first section, the purpose of the research was explained and information about filling survey was given. In the second section, there are questions aimed at determining demographic characteristics of participants. In the third section there are statements about vocational satisfaction, in the fourth section about organizational commitment, in the fifth and the last section about burnout. Survey got formed as a web-based one. The participants were prevented from marking more than one options and skipping questions.

Vocational Satisfaction Scale: Employees' Perceptions of workplace vocational satisfaction were determined with the scale which was developed by Kuzgun, Sevim and Hamamcı (1998) and used by Yelboğa (2008) in a different study. The scale comprises two different dimensions, "suitability to qualifications" (12 statements) and "development opportunity" (8 statements), and 20 statements. At which rate the participants agree with the statements, *"Do you find your job you perform important and meaningful?", "Do you think your vocation gives opportunity to your development?", "Do you think your job is suitable for your skills?, "Have there ever been times when you thought to change your vocation?* was determined with Likert scale (1= never, 5= always)

Table 1 Demographic Features

Education	N	%	Age	N	%
Primary or Secondary	16	2.6	18-30 Age	113	19.2
High	58	9.8	31-40 Age	254	43.1
Associate	198	33.7	41-50 Age	182	30.9
License	264	44.9	51-60 Age	40	6.8
Master	53	9			
Vocation	**N**	**%**	**Occupational Experience**	**N**	**%**
Medical Doctor	106	0.18	Less than 1 year	79	13.4
Nurse	335	0.56	1-5 years	147	24.9
Technical Staff	44	0.08	6-10 years	256	43.5
Administrative Staff	40	0.07	11-15 years	61	10.4
Other	64	0.11	More than 15 years	46	7.8
Marital Status	**N**	**%**	**Tenure**	**N**	**%**
Married	397	67.4	Less than 1 year	87	14.7
Single/Divorced	192	32.6	1-5 years	162	27.5
Sex	**N**	**%**	6-10 years	239	40.7
Female	351	59.6	11-15 years	56	9.5
Male	238	40.4	More than 15 years	45	7.6
			Total	**589**	**100**

In order to determine construct validity of the scale, firstly Exploratory Factor Analysis (EFA) was made and as a result of the analysis, it was gathered under two factors according to the original scale. Summary information about EFA results are in Table 2. In addition, Cronbach Alpha coefficients for internal consistency of the scale were calculated as 0.95 for suitability of qualifications and as 0.93 for development opportunity. Cronbach Alpha value calculated for the overall scale is 0.93.

accomplishment (8 statements) and total of 22 statements. At which rate participants agree with statements, *"I feel emotionally alienated from my job.", "I have become stern against people since I started working.", "I tackle problems conveyed to me at work effectively.", "If I believe in the success of a task, I may undertake all kinds of risks.", "After I have worked with employees closely, I feel pleased."* was determined with seven-point Likert scale.

Table 2 Explanatory Factor Analysis Results

Scales	Factors	KMO Resul	Barlett Test	Statements		Factor Loads	Proportion of Variance Explained	
				Fac.	Tot.		Fac.	Scale
Vocational Satisfaction	Suitability to Qualifications	0.945	0.000	12	20	0.61-0.92	40.341	67.696
	Development Opportunity			8		0.72-0.88	27.355	
Organizational Commitment	Emotional Commitment	0.917	0.000	9	21	0.51-0.74	26.764	62.185
	Continuance Commitment			9		0.55-0.77	50.495	
	Normative Commitment			14		0.52-0.75	62.185	
Maslach Burnout Inventory	Emotional Exhaustion	0.908	0.000	9	22	0.60-0.86	21.885	57.732
	Depersonalization			5		0.78-0.85	21.836	
	Personal Accomplishment			8		0.59-0.81	14.010	

When results obtained via analyses made are examined, it may be stated that scale of vocational satisfaction is valid and reliable for this sample group.

Organizational Commitment Scale: when calculating organizational commitment levels of participants, the scale which was developed by Meyer vet Allen (1990) and transcribed into Turkish by Baysal and Paksoy (1999) was used. The scale comprises 3 different dimensions, emotional commitment (9 statements), continuance commitment (9 statements), and normative commitment (14 statements) and total of 32 statements. At which rate the participants agree with the statements*, "Spending rest of my career in this hospital makes me very happy.", "If I decided to leave the hospital now, most of my life would be upside down.", "I don't feel I am emotionally committed to this hospital.", "I adopt the purposes of the Hospital."* was determined with Likert scale (1= never, 5= always).

Firstly, Exploratory Factor Analysis (EFA) was made in order to determine construct validity of the scale. Because values of the common variance are lower than 0.5 as a result of the analysis, 21th and 25th statements from sub-dimension of "continuance commitment", 13th statement from sub-dimension of "normative commitment" were left out of the scope of the study. As a result of EFA, three dimensional construct of the scale was validated in parallel with the results obtained in the previous studies. Besides, Cronbach Alpha coefficients for internal consistence of the scale were calculated as 0.93 for "emotional commitment", 0.74 for "continuance commitment" and 0.95 for normative commitment". Cronbach Alpha value calculated for the overall scale is 0.96.

According to results obtained via analyses made are examined, it may be stated that scale of organizational commitment is valid and reliable for this sample group.

Maslach Burnout Inventory: Maslach Burnout Inventory, which was developed by Maslach and Jackson (1981) and which was transcribed into Turkish by Ergin (1992) was used while measuring burnout. The scale comprises three different dimensions, emotional burnout (9 statements), depersonalization (5 statements) and sense of personal

(1= never, 7= always)

In order to determine construct validity of the scale, Explanatory Factor Analysis (EFA) was made. Because values of common variance as a result of the analysis are lower than 0.5, 14th statement from sub-dimension of exhaustion was left out of the scope of the study. Summary information about EFA results are in Table 2. In addition, Cronbach Alpha coefficients for internal consistency of the scale were found as 0.92 for "emotional exhaustion", 0.82 for "depersonalization" and 0.80 for "personal accomplishment". Cronbach Alpha Value calculated for the overall scale as 0.8.

When results obtained via analyses made were examined, it may be stated that scale of burnout is valid and reliable for this sample group.

Findings

Before starting analyses related to the study, firstly, weighted means of factor scores related to variables of vocational satisfaction, organizational commitment and burnout was taken because they have a construct with more than one factor. Points of vocational satisfaction, organizational commitment and burnout were calculated and these values were used in the analyses.

Means of data obtained related to variables at the first stage of the research, standard deviations and correlation between them were investigated (Table 3).

When the relation between variables were examined, it was seen that emotional exhaustion and depersonalization which are sub dimension of burnout variable have meaningful but negative relations with all other variables and that Continuance commitment which is the sub dimension of organizational commitment variable does not have any meaningful relation with development opportunity which is the sub dimension of vocational satisfaction and personal accomplishment which is the sub dimension of burnout variable. Apart from these relations, all variables have meaningful and positive relations with each other

Table 3 Values of Mean, Standard Deviation and Correlation of Variables

Variables	Mean	SD	1	2	3	4	5	6	7	8
Suitability to Qualifications	2.92	.91	1							
Development Opportunity	3.23	.89	.65**	1						
Emotional Commitment	3.08	.91	.78**	.51**	1					
Continuance Commitment	2.97	.56	.30**	-.06	.56**	1				
Normative Commitment	2.78	.85	.76**	.44**	.92**	.63**	1			
Emotional Exhaustion	4.46	1.29	-.80**	-.52**	-.73**	-.40**	-.75**	1		
Depersonalization	3.27	1.19	-.66**	-.63**	-.57**	-.20**	-.55**	.75**	1	
Personal Accomplishment	5.14	.84	.61**	.66**	.57**	-.02	.50**	-.42**	-.54**	1

*p<.05, **p<.01

At the second stage of the analysis, the intermediary role of Organizational Commitment (OC) in the relation between Vocational Satisfaction (VS) and burnout (BT) was examined. Because of this, three-stage regression analysis, which was suggested by Baron and Kenny (1986), was made.

According to this method, independent variable must have an effect on dependent variable and intermediary variable. When intermediary variable, together with independent variable, is included in regression analysis, meaningful effect of intermediary variable on dependent variable (OC) must continue, while regression coefficient of independent variable (BT) on dependent variable is decreasing.

After independent variable (VS) has been included in intermediary variable (OC) model, in case when its effect on dependent variable (BT) disappears, it may be mentioned about complete intermediate effect, in contrast, in case when its coefficient decreases even if its meaningful effect continues, it may be mentioned about partial intermediate effect (Baron and Kenny, 1986).

In order to determine whether there is a problem of linear multi-collinearity in the model, collinearity was examined. Tolerance and VIF values obtained gave the results which validate that there is multi-collinearity between independent variables (Tolerance> .2, VIF< 10).

In the hierarchic regression analysis which was made in order to test Hypotheses, demographic variables (age, sex, education, vocation, tenure, total hours of work (experience)) were included in the model as control variables, vocational satisfaction (VS) as independent variable, Burnout (BT) as

dependent variable, and organizational commitment (OC) as intermediary variable. Results of the analysis are in Table 4.

As a result of these analyses, it was seen that vocational satisfaction has positive (β= .582, p<0.01) meaningful effects on organizational satisfaction, and negative (β= -.719, p<0.01) meaningful effects on burnout. Hypothesis 1 and Hypothesis 2 were accepted. According to this, increase in employees' levels of vocational satisfaction increase their organizational commitments, in contrast, decreases those of burnout. With these results, it was seen that the first condition of the model proposed by Baron and Kenny (1986) was provided.

As a result of analysis made after adding organizational commitment variable to regression model formed in order to determine effect of vocational satisfaction on burnout; it was seen that meaningful effect of vocational satisfaction on burnout continues (β = - .463, p<0.01), however, that its coefficient has decreased, that variable of organizational commitment has a meaningful and negative effect on burnout (β = - .439, p<0.01) (Hypothesis 3 accepted). According to these results, the third condition of the model proposed by Baron and Kenny (1986) was fulfilled and it was determined that organizational commitment has partial intermediary role in the relation between vocational satisfaction and burnout (Hypothesis 4 accepted).

DISCUSSION AND RESULT

In this study, "what kinds of effects vocational satisfaction have on the relations between burnout and organizational commitment" was determined as the main purpose, and also

Tablo 4. Results of Hierarchic Regression Analysis Related to Intermediary Role of Organizational Commitment in the Effect of Vocational Satisfaction on Burnout

	β				
Test 1		**Test 2**		**Test 3**	
Variables	**Organizational Commitment**	**Variables**	**Burnout**	**Variables**	**Burnout**
Vocation	0.001	Vocation	0.053	Vocation	0.053
Age	- 0.036	Age	- 0.215*	Age	- 0.199**
Sex	- 0.082	Sex	- 0.016	Sex	- 0.052
Education	- 0.054	Education	- 0.006	Education	- 0.029
Tenure	- 0.253**	Tenure	- 0.110*	Tenure	- 0.221**
Occupational Experience	- 0.196*	Occupational Experience	- 0.272**	Occupational Experience	- 0.358**
Vocational Satisfaction	- 0.582**	Vocational Satisfaction	- 0.719**	Vocational Satisfaction	- 0.463**
				Organizational Commitment	- 0.439**
R^2	0.386	R^2	0.509	R^2	0.627
ΔR^2	0.378	ΔR^2	0.503	ΔR^2	0.622
F	15.155**	F	85.917**	F	121.844**

"whether organizational commitment has an intermediary role in the effect of vocational satisfaction on burnout" was determined as the secondary purpose.

According to findings of the research, when relations between variables were examined, it was seen that emotional exhaustion and depersonalization which are the sub dimensions of burnout variable have meaningful but negative relations with all other variables. It was seen that Continuance commitment which is the sub-dimension of organizational commitment has no meaningful relation with development opportunity which is the sub-dimension of vocational satisfaction variable, and personal accomplishment which is the sub dimension of burnout variable. Apart from these relations, all variables have meaningful and positive relations between each other.

As a result; it was determined that increase in the level of vocational satisfaction decreases levels of burnout both directly and, as the levels of organizational commitment increase, indirectly. It is evaluated that this result the study obtained is suitable for the natures of both burnout and commitment. So, it may be said that, thanks to increase in the health care sector employees' levels of vocational satisfaction, their organizational commitments increase, in contrast, their burnout levels decrease. It was seen that the results obtained are similar to results of previous studies (Ashill vet Rod, 2010; Çavuş vet Demir, 2010; Çetin *et al*., 2011; Derin & Demirel, 2012; Cirhinlioğlu, & Demir, 2017; Tosun & Ulusoy, 2017).

According to findings of the study: because health related vocations have difficulty in giving service to patients who is suffering from intensive stress and their relatives, it may be said that it differs from other work environments. In addition to this, insufficiencies in health services, unbalanced distribution of workload and personnel create disappointment and stress among employees. The risk of nurses' developing burnout syndrome is very high because of a number of reasons (Taycan *et al*., 2006).

Under the light of results specified above, it may be said that taking precautions which will reduce burnout levels of employees may reduce formation of behaviors, which affect performance of employees negatively, which are undesirable, which threaten employee-organization harmony such as higher burnout/lower commitment. So, both performances and productivity of employees whose interests towards job and organization increase will increase. The other natural result of this is that commitment becomes strong. Considering these views, it is thought that current findings of the study may have a role in increasing commitments of employees working in health care area and in achieving organizational goals.

Knowing reasons of variables such as burnout, commitment and etc. which arise during the related processes or at the end of those will help executives remove probable negative effects or, at least, reduce them to a minimum or maintain positive effects. Thus, that executives design the job again by considering elements which cause burnout and commitment will not only ease the struggle with problems resulting from sense of burnout but also contribute to maintaining positive situations resulting from sense of commitment.

If employees are given more opportunity to make a choice, to decide, to solve problems and if fair regulations are made for

the subjects such as reducing workload, rewarding, promotion and etc., sense of burnout will decrease and sense of commitment will increase.

When employees lose their positive feelings against the vocations they chose and works they perform, they will also lose other positive feelings of theirs against their organizations. Actually, it is assumed that vocational satisfaction directly affects happiness and general life satisfaction. However, health care sector employees become less happy in their both jobs and private lives when their negative thoughts related to their jobs and organizations reach the level that they start to think they chose a wrong vocation.

According to findings obtained at the end of the study, the more harmonious the efficiencies of employees are with the qualifications they have in their vocations, the higher their commitments towards their organizations for which they work may be. One of the sub dimensions of employees' vocational satisfaction is whether they have opportunities for development. If employees evaluate that their vocations create opportunities for development for them, this condition increases their vocational satisfaction. In cases when search for development opportunities increase, continuance commitments of employees decreases.

In the relation between vocational satisfaction and burnout, that employees think they have qualifications suitable for their vocational efficiencies reduces all levels of their burnout. Similarly, existence of a vocational environment which will meet development desires of employees reduces depersonalization and increases sense of personal accomplishment. Emotional and normative commitments of employees against their organizations reduce their burnouts. In contrast, continuance commitment increases emotional exhaustion and depersonalization and reduces sense of personal accomplishment. It is evaluated that the reason for this is that, in continuance commitment, commitment of people towards organization results mostly from gains obtained in the organization and that this commitment is weaker than emotional and normative commitment.

It was determined that emotional and normative commitment levels of the participants are higher than average and that level of continuance commitment is high. Their levels of emotional exhaustion are high. Their internal satisfaction level and external satisfaction level are low. General vocational satisfaction level of theirs is neutral.

As seen, a situation which enables people to be happy and peaceful is their vocational life. One of the reasons of stress, which is one of the important problems today, is that person doesn't get satisfaction from his vocation, therefore he cannot carry out productivity, he cannot see his secret powers and he cannot make progress. In addition, problems, irregularities that a person experience in his life may create stressful situations. Therefore, the phrase "How do people become happy? If they work fondly,.." clearly expresses how important work and occupational life is for the people.

Studies related to vocational satisfaction in the literature is limited. Mostly, effects of individual variables on vocational satisfaction were investigated. In this study, it is evaluated that contribution is provided to the literature by presenting indirect

effect of primarily the relation between vocational satisfaction and organizational commitment and burnout and then organizational commitment.

Findings obtained in the study are limited within the time period when they were implemented and within the framework of the samples (Health care sector employees in 2 public hospitals in the center of Ankara Province) where data were gathered. The other limitedness is that the study was conducted with cross-sectional data obtained from questionnaire. Within this context, it is crucial for the findings obtained in this study to be evaluated with the findings to be obtained from different sample groups (different vocational groups, sectors and countries etc.) which will differentiate qualitatively and quantitatively and to reach results information which can be generalized more.

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