

The Effect of Anxiety and Burnout On Job Satisfaction: The Covid-19 Period

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ABSTRACT : The Covid-19 pandemic has not only physiological effects on individuals around the world, but also psychological effects. It is observed that the perception of anxiety and burnout increases during the pandemic process and this is known to affect job satisfaction. This study Covid -19 pandemic in the process of Turkey's impact on the individual's work to the satisfaction of the anxiety t and burnout were investigated. As a result of the analysis; A moderately significant negative correlation was found between emotional exhaustion (burnout) and the structure of the job (job satisfaction) and firm policy (job satisfaction). It is evaluated that as emotional exhaustion increases, job satisfaction will decrease and anxiety will increase. It has been determined that there is a moderate positive relationship between personal achievement (burnout) and job satisfaction (job satisfaction at a moderate level, and a low level in negative direction with anxiety. It has been found that job satisfaction will increase and anxiety will decrease as personal success increases. A statistically significant negative correlation was determined between the manager, firm policy, customers, and friends.

KEYWORDS - Anxiety, burnout, covid -19 pandemic, individuals, job satisfaction

I. INTRODUCTION

After the COVID-19 disease has spread around the world and turned into a kind of pandemic, we see that despite sociocultural, population, economic and political differences, the expected ethical dilemmas and consequences in many countries (1) Today, it is a very psychological problem due to stressful living conditions. Problems such as feeling of failure, low energy, and feeling tired and exhausted of the individual arise. In case of progression of the syndrome, the disease can become unbearable and unbearable for people, and may lead to consequences such as unintentionally losing their job and moving away from their social environment. Organizationally, there is a fair management in the organization, the right personnel selection, business enrichment, delegation of authority, in-service and orientation training, increasing cooperation and coordination, enriching social support (2)-(56).

Burnout is closely related to work stress. The risk of burnout also increases in situations where work stress is intense, such as long working hours, heavy workload, role confusion, and negative interpersonal relationships (3). In addition, individual perfectionists and idealists also burnout associated with excessive dedication to their work and the sacrifices they make high risk (4). Burnout is more common especially among those working in the service sector (5). When the feeling of burnout is accompanied by depressions, it causes job dissatisfaction. When the studies revealing the relationship between burnout and job satisfaction were examined, it was reported that there was a positive relationship between the two variables. For example, Özyurt et al. (2006) found in their study with Turkish physicians that emotional exhaustion is inversely related to job satisfaction (6). Öztürk (2020) found that there is a relationship between perceived mobbing, emotional burnout and job satisfaction variables, and emotional burnout has a partial mediating effect on the effect of mobbing perception on job satisfaction. Emotional burnout levels of academicians who perceive mobbing in the workplace increase and their job satisfaction levels decrease with increasing emotional burnout (7). Regarding this issue, researchers have introduced different approaches while examining the relationship between job satisfaction and burnout, but they found that burnout changes depending on job satisfaction (8). Atabay (2020) found a weak and negatively significant relationship between burnout and job satisfaction in his thesis with kindergarten teachers. While burnout increases in teachers, job satisfaction decreases. It is seen that there are significant differences in burnout according to the age of kindergarten teachers. As the age of kindergarten teacher's increases, their burnout levels increase. As the working hours of the kindergarten teachers increase, the "desensitization" of the teacher's decreases. It is seen that there is a significant difference in "External Satisfaction" according to the income satisfaction of kindergarten teachers. Exogenous Satisfaction is higher for kindergarten teachers who are satisfied with their income compared to those who are not (59). In a study conducted on healthcare professionals in Hungary, it was determined that job satisfaction was strongly associated with burnout

sub-dimensions; It was determined that while job satisfaction decreased, emotional exhaustion and depersonalization, which are sub-dimensions of burnout, increased (9). Job satisfaction is the happiness an employee gets from working with his / her colleagues, whom he enjoys working with, with the financial benefits he / she derives from his / her job. It is the happiness provided by creating an artwork. If the employee can see the work he has created as a result of his work, he will be a source of pride and a source of weight for him (51). Research on job satisfaction started to increase at the beginning of the 19th century. Researchers have tried to determine the extent of job satisfaction by doing many studies on employees' attitudes and behaviors. Karadağ Ak & Diken (2020) investigated the mediating role of job satisfaction in the relationship between state and trait anxiety and intention to quit with the bootstrapping method in their study with bank employees. According to the results of the research; state anxiety and trait anxiety were moderately negative with job satisfaction and moderate positive with intention to quit; job satisfaction was found to be moderately negatively correlated with the intention to quit (10).

Individuals may have a fear of getting sick and death about Covid-19. The fear that occurs due to this makes itself felt in social and business life (11). It increases the burnout and anxiety of individuals and makes it difficult for them to be job satisfaction. Besides, pandemics leave psychological effects as well as physical effects. Psychological effects improve more difficult than detective effects (12). In this study, the effect of the worldwide pandemic affecting Covid -19 anxiety job satisfaction and burnout of individuals in Turkey There have been many changes in people's lives due to the pandemic, and these changes have been reflected positively or negatively. In this study, it is aimed to reveal these effects, increase the positive effects and reduce the negative effects, and contribute to the private and business lives of the employees.

II. LİTERATÜR

ANXIETY : Although anxiety is defined in various ways, it is known as the negative emotion that an individual feels in situations that threaten his / her life and future or are perceived as externally or internally (52)-(57). Anxiety can be defined as the perceived danger, tension and fear when an unwanted situation is encountered by the individual, and it can be defined as an emotion that usually results in an angry behavior. According to Barlow (2000), anxiety generally stems from concerns about the future (13). Symptoms of anxiety in general, lack of concentration, changes in neural processes (such as the amygdala and hippocampus), sleep disturbance, having bad thoughts, feeling anxious, poor coping with stress and problem solving skills, emotional instability, pessimism, emotional or physical abuse, factors such as exposure to trauma, cultural norms, threat perception, and close environment (14). In individuals; Depression, stress and anxiety-related mood disorders are very important in terms of both health expenditures of countries and job inefficiency in businesses (15).

BURNOUT

The concept of exhaustion was revealed in General Adaptation Syndrome in 1936 and divided the tree phases that the body gave in stressful situations into three phases as alarm response, resistance and exhaustion (52). Burnout started to be used in stress related research in 1970s (58). With the Understanding That burnout is a social problem, it has become one of the research topics of interest (16). Burnout is generally a negative situation caused by work-related stress (Maslach and Jackson examined burnout in three dimensions (17)- 60). These:

Emotional Exhaustion: This stage is considered the beginning of burnout and is key. Emotional exhaustion is characterized as the stress dimension of burnout and is expressed as the most important dimension of burnout as it is seen as the beginning and center of burnout (18).

Depersonalization: As a result of the individual depression, the individual enters the depersonalization phase. While working, he starts treating the people they serve as objects, not people (19).

Personal Achievement Dimension: People understand the difference between their previous positive attitudes and their current attitudes. He thinks that his current distant attitudes have reduced his contributions to the organization and society and feels inadequate. Self-negative evaluation is examined in this dimension (20). Burnout is most common in working life. However, it reveals burnout not only in working life but in individual characteristics (21). It usually develops in a long time due to the stress that occurs in auxiliary professions (22). Workload, limited time, working outside daytime, Psycho-social risk factors such as overtime increases burnout (23).

JOB SATISFACTION: Job satisfaction occurs as a result of the evaluation of work or work experiences with a positive emotional state of happiness or satisfaction (24). In other words, job satisfaction is the emotional state formed in the mind of the employee as a result of evaluating the working conditions and the characteristics of his job.

According to another definition, job satisfaction is the emotional state that emerges as a result of the employee's expectation from the job and the evaluation of the opportunities offered by the workplace. Accordingly, if the workplace meets the expectations of the employee, job satisfaction occurs, otherwise job dissatisfaction occurs (25). It started to become popular in the 1930s (26). It was first described by Hoppock (1935), and it consists of psychological, physiological and environmental factors that enable a person to say "I am satisfied with my job in general." (27) The expectations of the employees of the organization are as important as their contributions. If the employee's expectations are met, he will be very willing to his job and increase his success (28) There is no assessment that is valid for all employees in IT. However, having good relations with employees in the workplace, getting a sufficient wage, suitability of working conditions, career opportunities facilitate job satisfaction (29).

Anxiety and Job Satisfaction Relationship

Job satisfaction constitutes all of the positive or negative behaviors of employees towards their working conditions or professions. (54). In addition, job satisfaction is related to what employees expect from their organizations and how much of these expectations are met. At the same time, job satisfaction indicates to what extent employees' gains from their job affect their intrinsic motivation (30). Job satisfaction is a concept that directly affects the behaviors of employees in the workplace and is one of the most important factors that should be addressed for the effectiveness and efficiency of organizations. Although anxiety is a common situation in the daily life of individuals, it has various types and degrees. If people focus on anxiety, they cannot continue their normal life and behavioral disorders occur (55). Situations that increase anxiety in business life are stressfulness of the profession, role ambiguity, role conflict, role loading or lowering, lack of responsibility and participation towards people (61).

H1 = There is a direct negative relationship between anxiety and job satisfaction.

H1a = There is a direct negative relationship between anxiety and the nature of the work.

H1b = There is a direct negative relationship between anxiety and promotion.

H1c = There is a direct negative relationship between anxiety and wages.

H1d = There is a direct negative relationship between anxiety and customers.

H1e = There is a direct negative relationship between anxiety and firm policy.

H1f = There is a direct negative relationship between anxiety and managers.

A wide variety of studies have been conducted on anxiety and job satisfaction. Demir found that psychological capital negatively affected anxiety level, psychological capital partially had a positive effect on teachers' job satisfaction in a study conducted with teachers in 2018. A high level of significant negative relationship was found between the level of internal job satisfaction. As the scores from internal job satisfaction decrease, the scores obtained from the anxiety scale increase significantly (31). Ak Karadağ and Diken (2020) examined the mediating role of job satisfaction in the relationship between state and trait anxiety and intention to quit state anxiety and trait anxiety were moderate negative with job satisfaction and moderate positive with intention to quit; On the other hand, job satisfaction was found to be moderately negatively related to the intention to quit (32). Öztürk et al 2020 As a result of the hypotheses formed, they revealed that there is a negative relationship between burnout and job satisfaction of healthcare workers (33).

Wongtongkam et al. (2017) examined the positive effects of mindfulness meditation on job satisfaction, mindfulness and anxiety levels in their study with university staff. Consequently, mindfulness meditation should be encouraged in academic settings to increase job performance and satisfaction and reduce work-related stress (34). Blake et al. (2018) found no negative correlation with depression, stress and anxiety when job satisfaction was controlled in their study. In a significant study, it has a moderating effect on job satisfaction, stress and anxiety (35). Park and Seo, (2019) found a negative correlation between terminal stress and job satisfaction, and a positive correlation between death anxiety and terminal care stress. There was a moderately significant correlation between efficacy, trait anxiety and cognitive flexibility. It was concluded that counseling self-efficacy and trait anxiety each are important predictors for job satisfaction (36).

Burnout Syndrome and Job Satisfaction Relationship : Burnout syndrome, which is a physical, emotional and mental-dimensional syndrome that includes physical exhaustion, exhaustion, long-lasting feelings of fatigue, helplessness and hopelessness, the development of negative self-concept, negative attitudes towards legislation and other people, causes effects at individual and organizational levels Nevzat (2009)Job satisfaction, which has an important place in working life, is important both in the private life of the individual and in the work life because employees who experience job dissatisfaction will have negative feelings and attitudes towards the company they work (37).

Many studies have been conducted in the field of burnout in our country (38; 39). These studies generally consist of studies on physicians, healthcare professionals, teachers and academicians who are in intensive contact with people (40). Organizational level commitment and job satisfaction are the leading issues associated with burnout syndrome. (Demir) 2009 study examined the explanatory effect of burnout dimensions on commitment dimensions and internal and external job satisfaction. As a result of the study, it was revealed that burnout dimensions "Emotional Exhaustion" and "Depersonalization" have an explanatory effect on organizational commitment dimensions and external job satisfaction (37). The study of Atmaca et al., (2020) significantly predicts teachers' job satisfaction, emotional, burnout and job satisfaction, joy and affection dimensions are positively correlated with work, love and fear dimensions, moderate effect and job satisfaction (41).

The dimensions of love, sadness and fear significantly predicted teachers' burnout with a moderate effect.

H2 = There is a direct negative relationship between emotional exhaustion and job satisfaction.

H2a = There is a direct negative relationship between emotional exhaustion and the nature of the job.

H2b = There is a direct negative relationship between emotional exhaustion and promotion

H2c = There is a direct negative relationship between emotional exhaustion and wages

H2d = There is a direct negative relationship between emotional exhaustion and customers

H2e = There is a direct negative correlation between emotional exhaustion and firm policy

H2f = There is a direct negative relationship between emotional exhaustion and managers

H3 = There is a direct negative relationship between depersonalization and job satisfaction.

H3a = There is a direct negative relationship between desensitization and the structure of the work.

H3b = There is a direct negative relationship between desensitization and promotion.

H3c = There is a direct negative relationship between desensitization and wages

H3d = There is a direct negative relationship between desensitization and customers

H3e = There is a direct negative relationship between desensitization and firm policy

H3f = There is a direct negative relationship between desensitization and managers

H4 = There is a direct negative relationship between personal success and job satisfaction.

H4a = There is a direct negative relationship between personal success and job structure.

H4b = There is a direct negative relationship between personal success and promotion.

H4c = There is a direct negative relationship between personal success and wages.

H4d = There is a direct negative relationship between personal success and customers.

H4e = There is a direct negative relationship between personal success and firm policy

In the study of Göğercin (2017) conducted with physical education teachers, it was determined that their job satisfaction level was 70% and their professional burnout was 33%. In addition, internal satisfaction 76%, external satisfaction 63%, emotional exhaustion 34%; depersonalization is 26% and personal failure is 39%. In addition, the job satisfaction levels of physical education teachers do not differ significantly according to gender, type of school and marital status. However, there are various differences according to the total working year and weekly working hours. In addition, they revealed that there is a "negative" relationship at the level between job satisfaction and professional burnout levels (62). Ateş, 2018, it was determined that there is a significant and negative relationship between emotional exhaustion - depersonalization and job satisfaction. There was no significant correlation between extrinsic personal achievement and extrinsic satisfaction. A significant and positive relationship was found between intrinsic personal success and job satisfaction. a significant difference was found between extrinsic personal achievement and monthly income (63).

The Relationship To Anxiety And Burnout

Anxiety or anxiety is one of the concepts that are widely used in the field of mental health and many researches have been made on it. Vigilance is one of the most basic emotions inherent in human beings, such as happiness, sadness and fear (42) although anxiety is a normal emotion that every person can experience, it can sometimes experience anxiety at a level that exceeds the normal level. As a result, it can lead to consequences that may affect social and business life. The pandemics that threaten the world and cause the death and illness of many people have increased anxiety. In a study conducted by Erdal (43) in the service sector, the state anxiety of all employees was found to be low and their trait anxiety high. When symptoms of anxiety are experienced for a long time or intensely, people may feel tired, depressed, tired and exhausted. In this context, it can be thought that there is a positive correlation between anxiety and burnout, and it can be considered to explain the findings that anxiety predicts burnout. Also, there are findings in some studies that anxiety is a variable that predicts burnout. When the data obtained as a result of the literature review are examined, it is seen that the researches and the findings obtained from this study are consistent (42). When the relationship between anxiety and burnout was examined, Gökmen (2013) found that in his study with nurses in Erzurum, among the anxiety and burnout levels of the participants; found a positive and significant

relationship. When the data in the literature are examined, it is seen that there is a significant negative relationship between anxiety and burnout (65).

H5= There is a direct negative relationship between anxiety and emotional exhaustion

H6= There is a direct negative relationship between anxiety and depersonalization.

H7= There is a direct negative relationship between anxiety and personal accomplishment

Tunç and Özkardaş's (2020) study with mothers of children with autism stated that as the level of social support perceived increased, their anxiety and burnout levels decreased (44). Akova et al., (2019) found that the sub-dimensions of burnout were emotional exhaustion (41.7%), depersonalization (62.2%) and personal coping (40.2%). has been found. Moderate and high burnout rates were higher for physicians. (Depression, Anxiety, Stress) were mostly normal / mild in all occupational groups (70.2-84.7%) and there was no difference between the sub-dimensions in terms of occupational groups. In terms of success sub-dimension, it was determined that they experienced high levels of burnout and high levels of anxiety. It was found to be 14.7 ± 4.3 for emotional exhaustion, 9.6 ± 3.3 for depersonalization, and 19.5 ± 4.4 for personal accomplishment subscale (64).

III. DATA AND METHODOLOGY

Purpose and Importance of Research: The aim of this study was -19 pandemic period Covid Turkey by living individuals to reveal the impact of job satisfaction and burnout anxiety. Pandemics cause radical changes in individuals' lives. These profound changes affect individuals deeply and leave deep marks in their lives. During pandemic periods, the social and business lives of individuals change completely. This new life creates a sense of anxiety and burnout in them, which reduces their success at work. This study aims to reveal the underlying causes of employees' behavior and correct them for the benefit of the individual and the organization. This information will be useful in increasing the productivity and efficiency of businesses. In addition, when the employees anticipate what they can do, resource planning will be done in a healthier way and resources will be used in the best way. Anxiety and burnout do not occur suddenly, it is also very important to treat individuals who have a high sense of anxiety and burnout and prevent the reasons that increase them.

Content and Limits of Research: This work dates between May 2020 -range 2020 online survey was conducted by the method in Turkey. 500 people participated in the study and the data of 483 people were found appropriate.

Research Method and Research Scales : The research scales consist of 4 parts. In the first part, information about demographic and pandemic is included. The questions of this section were created by the author. In the second part, the Maslach Burnout scale consisting of 22 questions in total, which was developed by Maslach and Jackson 1981 (17).and adapted to Turkish by Ergin 1992, was used. In the third chapter, Churchill et al., 1974; (44) Comer et al., 1989) (45) and Schewpter (50); A job satisfaction scale with 20 questions was used. In the fourth part, it is a self-assessment scale developed by Beck et al. (1988) (47).to determine the frequency of anxiety symptoms experienced by individuals. It is a Likert-type scale with 21 items scored between 0 and 3. The reliability and validity in Turkey Ulusoy and colleagues (1998) conducted (48).

V. DATA ANALYSIS AND FINDINGS

Table 1. Demographic Data of the Participants on the Pandemic Process

	Frequency (n)	Percent (%)
Female	341	70,6
Male	142	29,4
Married	265	54,9
Single	218	45,1
Primary school	15	3,1
High school	77	15,9
Undergraduate	80	16,6
License	183	37,9
Postgraduate	128	36,5
Age (20-70)	483	100
Public sector	203	42,2
Private sector	280	57,8
Low income	120	24,9

Income is medium		258	53,4
High income		105	21,7
working at work	Never	140	29,0
	Once In A Month	18	3,7
	Once A Week	33	6,8
	Twice A Week	94	19,5
	Everyday	198	41,0
covid 19 encounter	Yes	124	25,7
	No	359	74,3
compliance with quarantine	Yes	192	39,8
	No	291	60,2
work experience in the pandemic	I am not working in the decline / pandemic process	109	22,6
	My working time did not change, but I was forced to work even though my health allowed it.	26	5,4
	My working time and difficulties have increased.	196	40,6
	Not changed	126	26,1
	I was taken on free leave	26	5,4
Total		483	100,0

As can be seen in Table 1, the information of 483 participants is included. The majority of the participants were 341 females' 70.6% and 142 males 29.4%. Married 265 people (54.9%), single ones 218 (45.1%). It is a primary school with undergraduate students (37.9%) and at least 15 people (3.1%). The youngest of the participants are 20 years old and the oldest 70 years old. The highest number is 280 people (57.8%) in the private sector and 203 people (42.3%) in the public sector. Income status is 120 people (24.9%) low, 258 people (53.4%) middle and 105 people (21.7%) high income people. During the pandemic period, 198 people (41.0%) who work everyday, 140 people who never go to work, 29.0%. Those who met Covid -19 were 124 (25.7%) and 359 (74.3%) did not. There were 192 people (39.2%) who adapted to the carintina and 291 people (60.2%) who did not. During the pandemic period, 196 people stated that they had difficulties in the working environment.

Table. 2 Reliability Analysis of Scales Used in the Study

Scale	Cronbach' s Alpha	n
Burnout Scale	,827	22
Job Satisfaction Scale	,930	20
Beck Anxiety Scale	,946	21

As seen in Table 2, the reliability of the scales used in the study was evaluated with the Cronbach's Alpha cascade. It is seen that the sub-dimensions of the questions that make up the research scale have a reliability value between

0.890 and 0.946. In Social Sciences, when the Cronbach's Alpha value is 0.700 and above, the scale / scales are considered reliable (49). In this framework, all sub-dimensions are well above the threshold reliability values.

Table 3. Normality Analysis of Scales and Sub-Dimensions Used in the Study

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Emotional Exhaustion	,066	483	,000	,986	483	,000
Personal Success	,100	483	,000	,962	483	,000
Desensitization	,117	483	,000	,968	483	,000
Structure of the Work	,087	483	,000	,982	483	,000
Promotion	,090	483	,000	,971	483	,000
Wages	,174	483	,000	,912	483	,000
Manager	,120	483	,000	,959	483	,000
Company Policy	,105	483	,000	,972	483	,000
Customers	,150	483	,000	,966	483	,000
Work friends	,195	483	,000	,935	483	,000
Anxiety	,108	483	,000	,929	483	,000

As seen in Table 3, Significance tests were applied to determine whether the scale and sub-dimensions differ according to the variables. It was measured that variables do not have normal distribution by Kolmogorov Smirnov and Shapiro-wilk tests. The data that does not have a normal distribution; Mann-Whitney U test for paired comparisons, for comparison of two or more variables; Kruskal-Wallis H test was applied. In order to determine which groups had a difference in analyzes that were significant, Mann-Whitney U test was applied sequentially between them. Spearman correlation test was used to determine the relationship between scales.

Table 4. Assessment of Average Scores of the Sub-Dimensions of the Scales Used in the Study (n = 483)

	Sub- Dimensions	Average	Standard Deviation
Burnout Scale	Emotional Exhaustion	1,8769	,90907
	Personal Success	2,5717	,61833
	Desensitization	1,3193	,73492
Job Satisfaction Scale	Structure of the Work	3,2780	,81671
	Promotion	2,6453	,97301
	Wages	2,1739	,96343
	Manager	2,9531	1,03070
	Company Policy	2,8737	,95371
	Customers	2,7861	,81946
	Work friends	3,5807	,92325
Beck Anxiety Scale	Anxiety	16,7805	13,17176

As seen in Table 4, the scales and sub-dimension average scores used in the research are evaluated. The highest average personal success dimension in the burnout scale and the promotion dimension in the job satisfaction scale are the sub-dimensions with the highest average. When the average anxiety score was evaluated, a moderate level of anxiety was found.

Table 5. Assessing the Relationship between Burnout, Job Satisfaction and Anxiety

	Emotional Exhaustion	Personal Success	Desensitization	Structure of the Work	Promotion	Wages	Manager	Company Policy	Customer	Work friends	Anxiety
Emotional Exhaustion	1,000	-,169**	,614**	-,429**	-,393**	-,384**	-,358**	-,420**	-,331**	-,176**	,498**

Personal Success	-,169**	1,000	-,213**	,504**	,200**	,002	,235**	,233**	,267**	,344**	-,105*
Desensitization	,614**	-,213**	1,000	-,360**	-,315**	-,211**	-,345**	-,330**	-,264**	-,225**	,381**
Structure of the Work	-,429**	,504**	-,360**	1,000	,622**	,324**	,637**	,666**	,562**	,467**	-,233**
Promotion	-,393**	,200**	-,315**	,622**	1,000	,508**	,646**	,784**	,484**	,260**	-,227**
Wages	-,384**	,002	-,211**	,324**	,508**	1,000	,352**	,451**	,310**	,108*	-,212**
Manager	-,358**	,235**	-,345**	,637**	,646**	,352**	1,000	,720**	,431**	,402**	-,210**
Company Policy	-,420**	,233**	-,330**	,666**	,784**	,451**	,720**	1,000	,490**	,316**	-,228**
Customer	-,331**	,267**	-,264**	,562**	,484**	,310**	,431**	,490**	1,000	,342**	-,233**
Work friends	-,176**	,344**	-,225**	,467**	,260**	,108*	,402**	,316**	,342**	1,000	-,214**
Anxiety	,498**	-,105*	,381**	-,233**	-,227**	-,212**	-,210**	-,228**	-,233**	-,214**	1,000

*p<0.05 **p<0.01

When the relationship between burnout, job satisfaction sub-dimensions and anxiety during pandemic period is evaluated; A moderately significant negative correlation was determined between emotional exhaustion (burnout) and the structure of the job (job satisfaction) ($r = -0.429$) and firm policy ($r = -0.420$) (job satisfaction). A moderately significant positive correlation was found with anxiety. It is assessed that as emotional exhaustion increases, job satisfaction will decrease and anxiety will increase.

A moderate positive correlation was found between personal accomplishment (burnout) and job structure (job satisfaction) ($r = 0.504$), and a low level significant correlation was found with anxiety ($r = -0.105$). It is evaluated that as personal success increases, job satisfaction will increase and anxiety will decrease.

Job satisfaction with anxiety sub-dimension structure of the job ($r = -0.233$), promotion ($r = -0.227$), wage ($r = -0.212$), manager ($r = -0.210$), firm policy ($r = -0.228$), customers (A statistically significant negative correlation was determined between ($r = -0.233$) and colleagues ($r = -0.214$) ($p < 0.01$).

It is considered that when the level of anxiety increases, job satisfaction and its sub-dimensions will decrease.

Table 6. Hypothesis Results

No	Hypothesis	Explanation	Result
H1	There is a direct negative relationship between anxiety and job satisfaction	Poor negative relationship	Acceptance
H1a	There is a direct negative relationship between anxiety and the nature of the work.	Poor negative relationship	Acceptance
H1b	There is a direct negative relationship between anxiety and promotion	Poor negative relationship	Acceptance
H1c	There is a direct negative relationship between anxiety and wages	Poor negative relationship	Acceptance
H1d	There is a direct negative relationship between anxiety and customers	Poor negative relationship	Acceptance
H1e	There is a direct negative relationship between anxiety and firm policy	Poor negative relationship	Acceptance
H1f	There is a direct negative relationship between anxiety and managers	Poor negative relationship	Acceptance
H2	There is a direct negative relationship between emotional exhaustion and job satisfaction.	Poor negative relationship	Acceptance
H2a	There is a direct negative relationship between emotional exhaustion and the nature of the job	Negative medium relationship	Acceptance
H2b	There is a direct negative relationship between emotional exhaustion and promotion	Poor negative relationship	Acceptance
H2c	There is a direct negative relationship between	Poor negative relationship	Acceptance

	emotional exhaustion and wages		
H2d	There is a direct negative relationship between emotional exhaustion and customers	Poor negative relationship	Acceptance
H2e	There was a direct negative correlation between emotional exhaustion and firm policy	Negative medium relationship	Acceptance
H2f	There is a direct negative relationship between emotional exhaustion and managers	Poor negative relationship	Acceptance
H3	There is a direct negative relationship between depersonalization and job satisfaction.	Poor negative relationship	Acceptance
H3a	There is a direct negative relationship between desensitization and the structure of the work	Poor negative relationship	Acceptance
H3b	There is a direct negative relationship between desensitization and promotion	Poor negative relationship	Acceptance
H3c	There is a direct negative relationship between desensitization and wage	Poor negative relationship	Acceptance
H3d	There is a direct negative relationship between desensitization and customers	Poor negative relationship	Acceptance
H3e	There is a direct negative relationship between desensitization and firm policy	Poor negative relationship	Acceptance
H3f	There is a direct negative relationship between desensitization and managers	Poor negative relationship	Acceptance
H4	There is a direct negative relationship between personal success and job satisfaction.	Poor negative relationship	Acceptance
H4a	There is a direct negative relationship between personal success and job structure.	Positive medium relationship	Acceptance
H4b	There is a direct negative relationship between personal success and promotion	Poor positive relationship	Acceptance
H4c	There is a direct negative relationship between personal success and wages.	No relationship	Rejection
H4d	There is a direct negative relationship between personal success and customers	Poor positive relationship	Rejection
H4e	There is a direct negative relationship between personal success and firm policy.	Poor positive relationship	Rejection
H4f	There is a direct negative relationship between personal success and managers.	Poor positive relationship	Rejection
H5	There is a direct negative relationship between anxiety and emotional exhaustion.	Positive medium relationship	Rejection
H6	There is a direct negative relationship between anxiety and depersonalization	very weak negative relationship	Acceptance
H7	There is a direct negative relationship between anxiety and personal accomplishment.	Positive medium relationship	Rejection

VI. CONCLUSION

Increasing competition, technological developments, working conditions, increasing responsibility in private and business life, economic difficulties throughout the country, and Covid-19 pandemic, which deeply affects our country and the world, have increased negative feelings such as stress, anxiety and burnout. These negativities caused irreversible physical and mental disorders in individuals. These physical and mental illnesses have affected the job satisfaction of the employees, their performance has decreased and their efficiency and productivity have decreased in their enterprises. Pandemic period in Turkey made this work burnout, anxiety and job satisfaction dimensions were determined, and the relationship between the incelenmiştir.tükenmişlik with lower size of emotional burnout job satisfaction subscale structure of the business between the firm policy of the reason for the relationship to be significantly negative aspects of the pandemic working conditions completely working under the capacity of most workplaces, stopping production in some sectors, fear of illness and death, affecting the way the work is done, working hours and working order. Employees were greatly affected by this negative situation, suffered economic damage, their social life was restricted, and as a result of these savings, they started to be emotionally exhausted. If this situation is not prevented, individuals may have to lose their jobs completely, and their success may decrease in

their businesses. Businesses should take this into account and try to regain employees by reducing stress and anxiety. There is a moderate positive relationship between emotional exhaustion and anxiety. As burnout increases, anxiety will increase and job satisfaction will decrease.

In the relationship between depersonalization and job satisfaction, which is the second phase of burnout, there is a moderate relationship with the structure of the job, seniority, firm policy, managers, and a low negative relationship with customers, wages and colleagues. There was a moderate positive relationship with anxiety, which is due to the changing working conditions due to the pandemic, economic and psychological depressions, the uncertainty created by the pandemic, the fear of the future, and the anxiety increased. A moderate positive correlation was found between personal success and job satisfaction, and a very low negative correlation was found between anxiety and job satisfaction. There is a significant relationship between personal success and the sub-dimension of the job structure. Personal success depends on the nature of the job. Success will increase when employees suitable for the nature of the job are recruited or when employees are developed according to the structure of the job. Enterprises should support employees by taking this into account. The negligible negative relationship between personal accomplishment and anxiety may be the result of the pandemic. The anxiety caused by the pandemic has affected almost all individuals.

The negative effects of the pandemic should not be evaluated in the short term, but it is known that it will create negative effects in the long term. In this context, these psychological disorders should be treated. Significant differences emerging in line with the findings of the research should be minimized, and by increasing job satisfaction, it is necessary to reduce burnout and anxiety. Businesses should take measures to reduce anxiety and burnout of employees, create occupational health and safety, safe working environment, opportunities to improve themselves and their skills, and support employees economically and psychologically. Overcoming this difficult period with the least damage will provide employees with success both in their private and business lives. This study was done with online method pandemic period in Turkey. If they do such researches on their own employees in businesses, they can take measures against the negativities that cause burnout, anxiety, job dissatisfaction, and they can be among successful businesses when they make various arrangements.

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