

Factors Affecting Nurses' Career Development and Its' Relation to Job Burnout

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Abstract

Aim of the study: was to identify factors affecting nurses' career development and its' relation to job burnout. **Subject and method:** A descriptive research design was done to fulfill the aim of this study. **Setting:** the study was conducted at Assiut and Minia University Hospitals. **Subject:** a representative sample 50% from nurses at previous Hospitals (n=938). **Tools of data collection:** two tools were used for collecting data for this study, Career Development Questionnaire and Maslach's Burnout Inventory Scale **Results:** affirmed that the majority of nurses at the Assiut University Hospitals had the highest percentages regarding factors affecting career development, and had the lowest percentage regarding job burnout than the nurses at Minia University Hospital. **Conclusion:** there were negative correlations between factors affecting nurses' career development and job burnout among Assiut nurses. While, there were positive correlations between factors affecting nurses' career development and job burnout among Minia nurses. **Recommendation:** administrative authority should provide support and resources, in-services training programs; opportunities to upgrade career development; and develop effective strategies to improve the nurses' satisfaction and reduce their job burnout.

Keywords: Nurse; Career Development & Job Burnout.

Introduction

The system of health care in Egypt is facing diverse challenges in which the health of individuals should be maintained and ensured. The quality and the delivery of health care effectiveness have been affected by the roles of nurse; so they should continuous developing their career. Also, in the 20th century; reinforcing and developing the hospital staff nurses career development could be the most challenge confront the human resource (Hooley, 2014). This arouse health care organizations and nursing educators to collaborate with staff nurses to fosters their career development activities which in turn will help nurses to provide high and effective quality (Ismail et al., 2013).

Career Development Institute (CDI), (2019) defined the career development as enduring and distinctive process for each person by which they can manage their learning, work, and move forward to enable them share effectively in their community. Career development is crucial issue for each person welling personally and economically, and is important to social mobility.

Mckay, (2018) explored that the work environment had many different factors that affecting on the career development of nurses' and their participation in the activities of career development. The first factors are The personal factors as the behavior of persons, their empowerment, their satisfaction, and the practice of career development for nurses. The second factors are related to job such as supervisory support and autonomy. Finally, factors are related to organization, such as the support of management, the

plans of career development, and persistent professional developments policies. So Mckay, (2018) explained that lifelong learning activities and developing the career in nursing can enhance the job satisfaction and decrease the job burnout.

The burnout phenomenon occurs in every type of occupation. (Khan et al., 2014). Burnout is the state of mind developed among service-oriented professionals. It can reduce effectiveness, as well as declining the motivation and engagements in non-work-related behaviors (Maslach, 2011). While job burnout defined as follows: "psychological syndrome that involves a prolonged response to chronic interpersonal stressors on the job." Also it is a mental state developed over the period in a work environment with continuous stress related to work demands. If this mental-state is prolonged, it can cause physical and emotional distress (Long et al., 2014)

Job burnout has been characterized as a three-dimensional construct, including: emotional exhaustion, depersonalization, and reduction in personal accomplishment.

The emotional exhaustion is the prime factor of the burnout and associated with the overextension of work-related efforts physically and emotionally and leads to the depletion of perceived personal resources. In the end, the individual feels exhausted due to work (Kim, & Yoon, 2018). Depersonalization is the loss of feeling towards work-related issues and behaving in a non-human way.

It moves an individual self away from the work-related issues and so they perform without empathy in the work setting. The loss of interest in job-related matters and responding to work-related issues as non-issues are the depersonalization of the burnout dimension (Van der Heijden et al., 2019).

When an individual experiences emotional exhaustion and depersonalization, they will lose the desire for achievement and competence to perform (Pérez-Fuentes et al., 2019). Therefore, the role of organizations for developing the career is to foster competitive features by embracing and raising the prominence from their human capital. It was revealed from literature evidence that, when employees are armed well with the sufficient knowledge, skills, and abilities; they can manage their career; so they become more secured, less stressful about their career and this progress their satisfaction. Also, the employee satisfaction can enhance the commitment of employees and decrease job burnout in the organization (Nitardy, 2008).

The significance of the study

Nowadays career development becomes very important issue; this is due to the attentions for work life quality and planning for personal life to raise their educational level requirements. Also, job burnout is a serious trend that had an effect on the health care organizations performance and profitability in which the organization needed to have highly practice, and fully involved nursing staff to supply the patient with effective level of care (Hooley, 2014).

Ismaiel et al., (2013) studied the factors affecting nurses' career development at Aswan Hospitals - Egypt, the study results revealed that nurses' personal behaviors and career development practice, satisfaction, autonomy, management support and the career developmental plans affect nurses' career development.

Moreover, Lou et al., (2010) studied done on factors affecting the career development of male nurses: a structural equation model at China, the study results revealed that professional empowerment was directly linked to nursing career development. Another studied conducted at Italian hospital by Galletta et al., (2016) about working and environmental factors on job burnout: A Cross-sectional study among nurses, the study results indicated that the aspects of working life had a significant impact on the three dimensions of burnout.

There were no previous studies linked those two interrelated variables together; factors affecting the career development and job burnout. So The researchers introducing this study to identify the

factors affecting nurses' career development and its' relation to job burnout because it is vital to nursing practice.

Aim of the Study

The aim of the current study was to identify factors affecting nurses' career development and its' relation to job burnout

Research Questions

- What are the factors affecting nurses' career development and job burnout in Assiut and Minia University Hospitals?
- Is there a relation between factors affecting nurses' career development and job burnout in Assiut and Minia University Hospitals?

Subjects & Method

Research Design

A descriptive research design was done to fulfill the aim of this study

Setting

The study was conducted at three Hospitals of both Assiut and Minia University Hospitals. These were (Main; Pediatric; and Gynecology and Obstetrics) Hospitals.

Subjects

Subjects of the present study included a representative sample 50% from nurses at selected Hospitals (n=938), classified as follows

Hospitals	Assiut University Hospitals		Minia University Hospitals	
	No study staff	Total of staff	No study staff	Total of staff
• Main hospital	500	1000	104	208
• Pediatric hospital	160	320	25	49
• Gynecology and obstetric hospital	120	240	29	57
Total	780	1560	158	314

Data Collection Tools

Two tools were used to collect data as follow:

Tool (1): Career Development Questionnaire (CDQ) classified into two parts

Part one; Personal data sheet: It was used to collect data about the personal data characteristics of the study participants. It included items related to age, gender, educational qualification, years of experience, hospitals name, and marital status.

Part two; The Career Development Questionnaire (CDQ): this part was developed by Ismaiel, et al., (2013). It used to collect the data with regard to the factors which could affect nurses' career development. The questionnaire included

three factors measured by (88 items): **personal factors, job factors and organizational factors** with a total of 8 dimensions. It was distributed as:

- **Personal factors** which included (50 items); divided to 4 dimensions as personal behaviors (13 items); empowerment (12 items); satisfaction (13 items); and nurses' career development practice (12 items).
- **Job-related factors** which included (27 items) encompasses of 2 dimensions as: autonomy (14 items); and supervisory support (13 items)
- **The organizational factors** which included (11 items) containing 2 dimensions as: management support (6 items) and career developmental plans (5 items).

Responses for all dimensions of factors were measured on 5-point likert scale ranging from "1" strongly disagree to "5" strongly agree; except satisfaction factor ranging from "1" strongly dissatisfied to "5" strongly satisfied, and nurses' career development practice factor measured by yes (1) or no (0). Scores were planned by summing and averaging the items in each factor.

Scoring system of the tool was as follows

	Low	Moderate	High
Personal factors			
Personal behaviors	13-30	31-47	48-65
Empowerment	12-27	28-44	45-60
Satisfaction	13-30	31-47	48-65
Career development practice	unsatisfactory : equal to or less than 60%	satisfactory: more than 60%	
Job-related factors	Low	Moderate	High
Job autonomy	14-32	33-51	52-70
Supervisory support	13-30	31-47	48-65
The organizational factors	Low	Moderate	High
Management support	6-13	14-21	22-30
Career developmental plans	5-11	12-18	19-25

Tool (2): Maslach's Burnout Inventory scale

This tool was developed by **Maslach & Jackson, (1981)**. It was used to assess the degree of burnout among nurses; and consisted of (22) items. The items were grouped under three theoretical dimensions as emotional exhaustion (8 items), depersonalization (8 items), and personal achievement (6 items). The items were measured by using six-point Likert scale ranged as 0= never, 1 = a few times a year or less, 2 = once a month or less, 3 = A few times a month, 4 = once a week, 5 = a few times a week, and 6 = every day

The scoring system was calculated by summing all items in the scale. The higher score indicated there is a greater burnout in the present setting, regarding the scoring of burnout: it was as following:

- High burnout: -equal to or less than 60%
- Low burnout: more than 60%

Validity of the study tools

The face validity of the current study tools was established by a panel of five experts in the field of Nursing Administration; from Faculty of Nursing, Assiut and Minia Universities. Each expert panel was asked to assess the tools for its content, wording, length, coverage clarity, format and its overall appearance. No modification was done from the Jury panel.

Reliability of the study tools

Reliability test was estimated using the Cronbach's Alpha Coefficient for the study tools. Cronbach's Alpha Coefficient was used to measure the internal consistency of the items composing to each dimension of each factor in the tool. The values of reliability for career development tool were; part (I) personal factors was (0.754), for part (II) job factors was (0.881), and for part (III) organizational factors was (0.880). The Maslach's Burnout Inventory scale reliability was (0.82).

Pilot study

The pilot study was carried out on (10%) of the participants 94 nurses (78 nurses from Assiut and 16 nurses from Minia University Hospitals) to ensure the clarity and applicability of the tools items, and to determine the time required to complete the tools. It was collected in May 2019. The results showed that the time spent in filling the tools was ranged between 20-30 min. Based on the pilot study analysis no modifications were done in the tools. So, number of the pilot study was included in the total number of the study sample.

Procedure

- The permission of the ethical committee and scientific committee of the both faculties were taken.
- Official permission was obtained from the director of Assiut University Hospitals, and Minia University Hospitals after explaining the nature of the work.
- Tools were translated into Arabic.
- The researchers explained the aim, nature and significance of the study for every participant to get better cooperation during the implementation phase of the research.
- Oral consent was obtained from each participant in the study after explaining the purpose of the study.
- During data collection the researchers handled the questionnaire sheets individually to the participant nurses then explained the questionnaire sheets to them asking for their participation.

- The researchers waited until the participants completed the sheets.
- Data was collected for a period nearly two months from beginning of June to the end of July 2019.

Ethical Considerations

Verbal explanation of the nature and the aim of the current study were given to the nurses who included in this study. Nurses were given the right to withdrawal or to participate, and they were promised that their information and data would be confidentially; and will be utilized and used for the study purpose only.

Statistical design

Data entry and statistical analysis were done using computer software, the statistical package for social studies (SPSS), version 21. Suitable descriptive statistics were used such as frequencies, and percentages for qualitative variables, means, and standards deviations for quantitative variables. Correlation coefficient (r) test was used to estimate the closeness association between variables. For all the tests used, statistical significance was considered at p -value <0.05 .

Results

Table (1): Distribution of the nurse's personal data characteristics (n=938).

Characteristics	Assiut University Hospitals N=(780)		Minia University Hospitals N=(158)	
	(N)	(%)	(N)	(%)
Age				
20-30 year	264	33.8	57	36.1
31-41 year	440	56.4	84	53.2
42-52 year	76	9.7	17	10.8
Mean \pmSD	34.45 \pm 6.52		34.56 \pm 6.68	
Gender				
Male	98	12.6	17	10.8
Female	682	87.4	141	89.2
Educational qualification				
Bachelor Degree of Nursing	0	0.0	0	0.0
Technical Institute of Nursing	412	52.8	86	54.4
Secondary School of Nursing	368	47.2	72	45.6
Years of experience				
1-10yrs	266	34.1	57	36.1
11-21yrs	321	41.2	60	38
<22yrs	193	24.7	41	25.9
Hospitals name				
Main	500	64.1	104	65.8
Pediatric	160	20.5	25	15.8
Obstetric	120	15.4	29	18.4
Marital status				
Single	146	18.7	31	19.6
Married	634	81.3	127	80.4

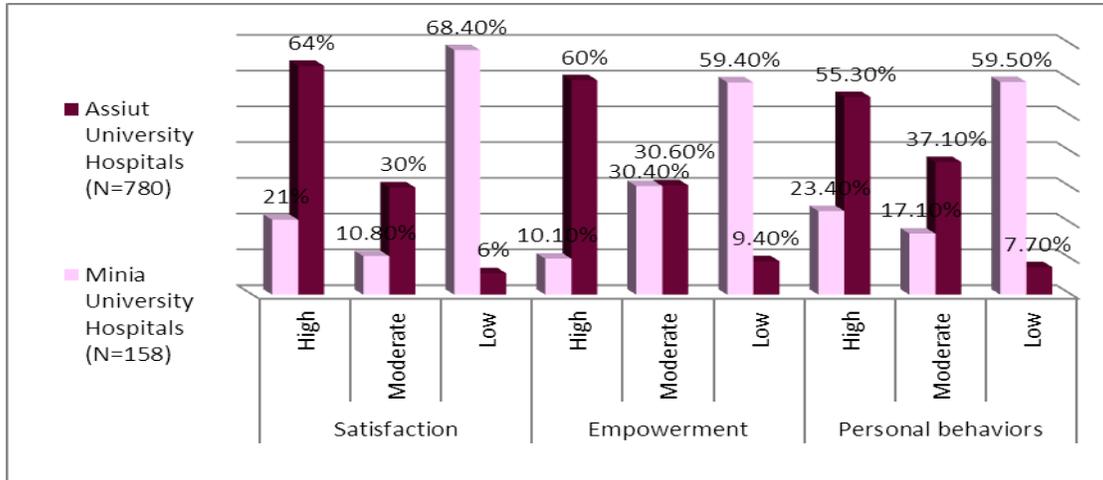


Figure (1): Distribution of nurses' responses regarding personal behaviors, empowerment, and satisfaction dimensions of the personal factors (N=938).

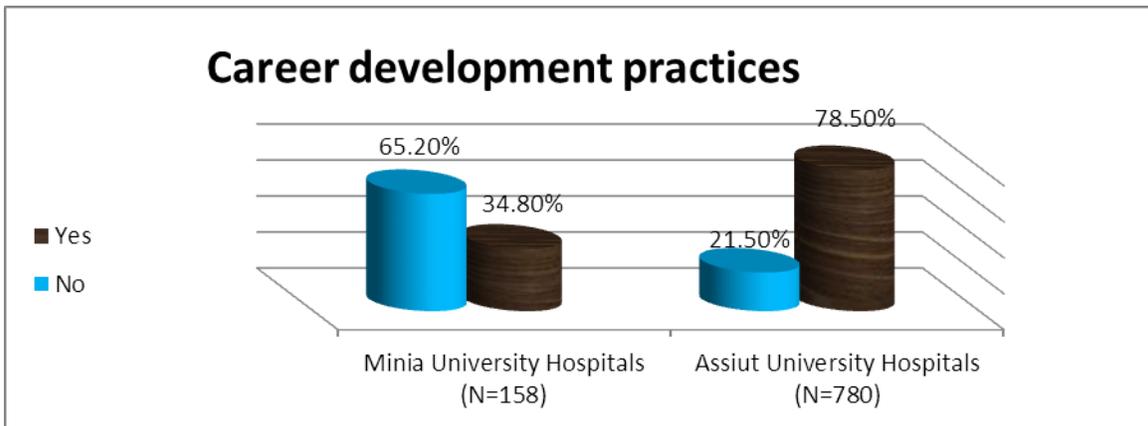


Figure (2): Distribution of nurses' responses regarding career development dimension of the personal factors (N=938).

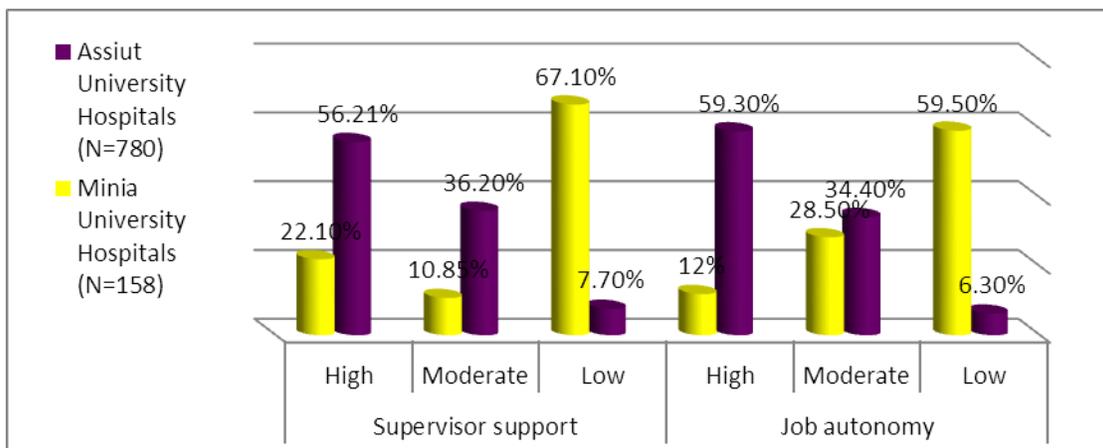


Figure (3): Distribution of nurses' responses level about the job factors (N=938).

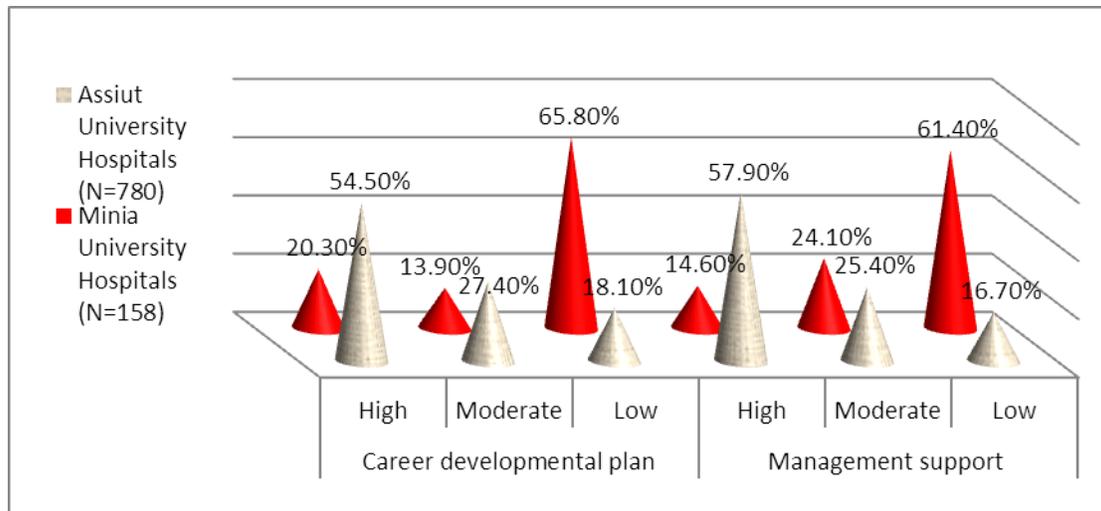


Figure (4): Distribution of nurses' responses level about the organizational factors (N=938)

Table (2): Mean score of the factors affecting nurses' career development in selected Hospitals at the study (n=938).

Variable	Assiut Hospitals (N=780)	Minia Hospitals (N=158)	T	P
	Mean± SD	Mean± SD		
Personal factors				
• Personal behaviors	44.17±8.04	31.40±13.1	16.1	0.000**
• Empowerment	43.40±10.7	25.4±11.9	18.5	0.000**
• Satisfaction	45.41±7.76	29.44±12.6	20.8	0.000**
• Career development practices	7.80±2.60	5.05±3.33	11.4	0.000**
Total personal factor	140.48±21.8	91.3±28.5	24.3	0.000**
Job factors				
• Job autonomy	48.54±8.13	36.8±10.2	16.5	0.000**
• Supervisor support	44.24±8.13	29.6±12.7	18.4	0.000**
Total of job factor	92.78±11.6	66.5±17.2	23.6	0.000**
Organizational factors				
• Management support	17.46±5.53	15.23±5.29	13.8	0.000**
• Career developmental plan	35.21±5.56	37.84±5.16	4.65	0.000**
Total of organizational factor	38.51±8.96	29.34±7.65	12.01	0.000**
Total career development	223.23±27.7	150.34±34.8	28.7	0.000**

*statistically significant difference

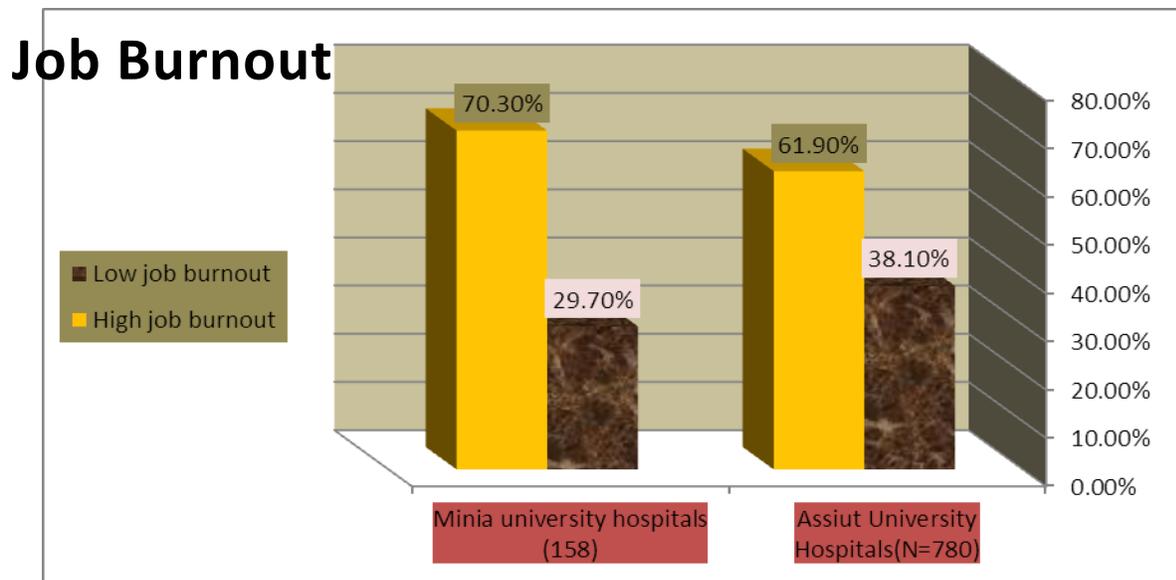


Figure (5): Distribution of nurses' responses level about the job burnout (N=938)

Table (3): Correlation between factors affecting nurses' career development and job burnout among Assiut nurses (n=780).

Variable		Personal factor	Job factor	Organizational factor	Job burnout
Personal factor	R	1	.292**	.175**	.290**
	P		.000	.000	.000
Job factor	R	-	1	.230**	.380-
	P			.000	.292
Organizational factor	R	-	-	1	.470-*
	P				.038
Job burnout	R	-	-	-	1
	P				

*statistically significant difference

Table (4); Correlation between factors affecting nurses' career development and job burnout among Minia nurses (n=158).

Variable		Personal factors	Job factors	Organizational factors	Job burnout
Personal factor	R	1	.160*	.609	.421
	P		.045	.391	.072
Job factor	R	-	1	.119	.590
	P			.135	.234
Organizational factor	R	-	-	1	.800
	P				.029
Job burnout	R	-	-	-	1
	P				

Table (1): Shows that (56.4% and 53.2%) of the study subjects age in Assiut and Minia University Hospitals are between 31-41years respectively; the (87.4% and 89.2%) of them in both University Hospitals are females. Besides, (52.8% and 54.4%) of them have Technical Institute of Nursing followed by (47.2% and 45.6%) have Secondary School of Nursing in both University Hospitals. Also, (41.2%

and 38%) of study sample in both University Hospitals have 11-21 years of experience, in addition (64.1% and 65.8%) of them in both University Hospitals working at Main Hospitals. Finally, as regards to marital status (81.3% and 80.4%) of the them in both University Hospitals are married.

Figures (1, and 2): Display that, high percent of Assiut University Hospitals nurses exhibit "high

“responses toward personal factor dimensions which include “personal behaviors, empowerment, satisfaction (55.3%, 60%, and 64% respectively). Moreover, 78.5% of the nurses are responses “yes” for career development practices dimension. While, at Minia University Hospitals the nurses exhibit “low “responses toward personal factor dimensions which include “personal behaviors, empowerment, satisfaction “by (59.5%,59.4%, and 68.4% respectively). Moreover, (65.2%) of the nurses have responses for “No” regarding career development practices dimension.

Figure (3): Displays that, (59.4% and 56.2%) of Assiut University Hospitals nurses exhibit “high “responses toward job factors dimensions which include “job autonomy and supervisor support respectively “. While, nurses of Minia University Hospitals exhibit low "responses" (59.5% and 67.1%) for job autonomy and supervisor support respectively.

Figure (4): Shows that (57.9% and 54.5%) of Assiut University Hospitals nurses exhibit "high responses" toward organizational factors dimensions which include “management support and career development plan respectively. However, nurses of Minia University Hospitals exhibit "low responses" (61.4% and 65.8%) for management support and career development plan respectively.

Table (2): Explains that there are statically significant differences between all factors affecting nurses' career development in selected Hospitals which (p-value=0.000**). Also, the same table shows that there is statically significant difference of nurses' total career development between selected Hospitals in which the nurses of Assiut University Hospital have higher mean score than nurses of Minia University Hospital (p-value=0.000**).

Figure (5): Shows that, (61.9%) percent of Assiut University Hospitals nurses exhibit “low “responses toward job burnout. While, (70.3%) percent of Minia University Hospitals nurses, exhibit “high “responses toward job burnout.

Table (3): Shows that, there are statistical negative correlation between factors affecting nurses' career development and job burnout among Assiut University Hospitals nurses.

Table (4): Shows that, there are positive correlation between factors affecting nurses' career development and job burnout among Minia University Hospitals nurses.

Discussion

The nurse and their level of experience was highlighted to be an important portion of the health care system which can affect instantly the quality of

provided care. Also, Nursing is one of the human service professions and is specifically vital in the medical and mental health care delivery. Nurses are involved in the various units of the hospital administration as clinical staff and the nature of their work make them highly vulnerable to burnout syndromes (Lin, 2014 & Khamisa et al., 2013). Recent studies suggested that the presence of high nurse burnout may resulted from the overload of the work, prolonged shift hours, role ambiguity, difficulties work relationship, poor salaries and lack of opportunities for career advancement (Ntantana, et al., 2017).

Regarding to the distribution of nurse's members according to their personal data characteristics at Assiut University Hospitals and Minia University Hospitals; it was noted from the current study that more than half of the study sample in Assiut University Hospitals and Minia University Hospitals aged between 31-41 years; the majority of them in both hospitals were females. Besides, more than half of them had technical institute of nursing followed by less than half of them had secondary school of nursing in both hospitals. Also more of one third of study sample in both hospitals had 11-21 years of experience, in addition more than two third of them in both hospitals worked at Main hospitals. Finally regards to marital status the majority of them in both hospitals were married.

As regarded to the personal factors dimensions, it was appeared that Assiut University Hospitals nurse's had high level and high mean score for all dimensions (personal behaviors, empowerment, satisfaction, and career development) than Minia University Hospitals nurses' for career development. The nurses at Assiut University Hospitals are more self-confident, have willingness for learning new practice and knowledge; and have the ability to evaluate their strengths and weaknesses. Moreover, nurses are more empowered and satisfied about what they do, they have mastered the necessary needed skills for their job and they are seeking for the feedback about their performance.

These results might be attributed to the Assiut nurses were involved in many activities and participated in different nursing committee which provide them more opportunities for developing their career, more satisfaction and confident about their job. Moreover, they are looking forward to receive guidance and acceptance from their supervisors. In the opposite line Minia nurses did not accepted to learn new skills and they had not received feedback about their performance; or motivated from their supervisors so they were not satisfying about their job.

These results are consistent with **Chen et al., (2012)** who indicated a positive correlation between nurses' empowerment and their career development practices. Also, **Bahadoriand & Fitzpatrick, (2009)** study findings explored evidence that nurses are skillful, competent, masterful, and seeking performance feedback because they are involved in different activities and participated in nursing committee to develop their career.

In the same line **Aytac, (2005)** stated that the appreciation of nurse in their work is known from their psychological response in which if they are bad in their response, this will cause stress; and this can lead nurses to feel with dissatisfaction and had poor organizational commitment. The same author stated that the career development individuals are responsible for determining their own weaknesses, strengths, and needs for development, and integrating them with current career opportunities.

Concerning the job factors dimension it was found that more than half of Assiut nurses had high level than Minia nurses as regard to the job autonomy and they were performing skills freely, accepting the consequences for their choices which reflects on their self-esteem and self-respect. This result is due to that the Assiut nurses used to work and take decisions independently regarding the work and the patient care because the supervisor encouraging them to act as a team and providing them initial support during the work to accomplish their goal of care. In contrast the nurses at Minia University Hospitals did not receive support during the work from their supervisors; also, the supervisors did not allow them to participate in the decision making.

This result is supported by **Woods & Lynn, (2014)** who concluded that support in work was positively associated with career growth. Work support from supervisors had a significant impact on their employees' career exploration, career goal, and career strategy; as well as provides benefits to overall nurses' career growth and self-fulfillment. Also **Restubog, et al., (2011)** displayed a significant positive correlation between career development for the employee and supervisor support they have. Also, their study highlighted the crucial role that nurse leaders should master for both smoothing professional development and merging new professional uniformity into nursing.

Moreover, the present study finding found that more than half of Assiut nurses had high level than nurses at Minia Hospitals as regard to the organizational factors dimension, it was apparent that nurses are supported from the superiors and supported from the organization. The nurses had more information about training and education opportunities inside the

hospital; as well as the superiors implement innovative evaluation processes or provide constructive feedback about nurses' performance. In addition, there guidance or career counseling is provided.

These finding could be attributed to, nursing managers at Assiut Hospitals had adequate human and material resources as much as possible, clear policy, feedback system, Also the presence of in-service education program as well as continuing education center inside those hospitals. Therefore, nurses get rewards or appropriate attention for their development, interest, innovation or personal goals. On the other hand, nurses at Minia Hospitals suffer from; inadequate human and material resources, unclear polices about the organization and the organization did not provide continuous education process.

These results are consistent with **Zhang, (2013)** who revealed that on the individual level, nurses with a higher level of career growth usually have a more positive working attitude and a higher level of professional skill. Therefore, at the unit level, when enhancing the nurse with the sufficient opportunities for organizational career growth can help nurses to build a better working environment, as well as improve the overall patients care. In the same line **Asegid et al., (2014)** concluded that the integration of work support and organizational career growth at both individual and unit level can increase the sense of achievement in nurses and lead to more job satisfaction, high quality nursing service, decrease burnout and turnover.

Finally, the results of the present study at the two hospitals " Assiut University Hospitals and Minia University Hospitals as regard to the factors affecting on nurses' career development and job burnout, revealed that there was negative correlation between factors affect career development (personal, job and organizational) and job burnout at Assiut University Hospitals. While, the nurses who working at Minia University Hospitals had positive correlation between factors affecting on career development (personal, job and organizational) and job burnout. The interpretation of these findings may be due to that the nurses at Assiut University Hospitals receive continuous education; supervisor supports; motivation from supervisors; encouragement to participate in decision making through using of democratic leadership style; availability of resources and the supervisors helping nurses to overcome the obstacles that facing them in the work; all of these can lead to nurses' job satisfaction and low burnout.

These results are supported by **Cetinkaya, et al., (2017)** who agreed on satisfaction factors affecting

burnout. The same author displayed that when there is higher nurse satisfaction, there will be lower nurse willingness to burnout from their workplace.

On other hand **Ebrahimi, Firoozi, (2015) & Ntantana, (2017)** displayed that burnout is caused by the organization factors such as (organizational culture, organizational characteristics, and relations in the organization), occupation as (stress of work, work overload, financial reward, work environment culture, and employee opportunity to access to authority), as well as the employee factors such as (personal data, demographic, behaviors, and attitudes of employee)

In the same line, **Salvagioni et al., (2017)** stated that job burnout have a relationship related to the occupational factors. Occupational factors can include work affiliates, imbalanced work-life, and too much work that lead to stress. Also, **Hayes & Weathington, (2007)** mentioned that if there is a lot of work overload as well as there is insufficient support; this produce an emotional problems which can lead to stress; and in turn the stress will arouse job burnout among employee.

Conclusion & Recommendations

The findings of the current study affirmed that the majority of nurses at Assiut University Hospitals had the highest percentage regarding their perception toward factors affecting their career development, and had the lowest percentage regarding job burnout. In contrast the majority of the nurses at Minia University Hospitals had the lowest percentage regarding their perception toward factor affecting on career development, and had the highest percentage regarding job burnout.

Also, there were negative correlations between factors affecting nurses' career development and job burnout among Assiut University Hospitals nurses. While, there were positive correlations between factors affecting nurses' career development and job burnout among Minia University Hospitals nurses.

In light of the conclusions of this study, it was recommended that

- Administration support and resources should be provided through, in-services training programs; and opportunities for further education to upgrade the general awareness level of career development strategies.
- Periodically, the administrator of the hospitals should identify the cause of job burnout; and develop effective strategies to improve the nurses' satisfaction and reduce the job burnout.
- Development of the rewards system and recreational service to enhance nurse's motivation.
- The organization should encourage their

supervisors to use effective communication skills and support for nurses, which helps to reduce job burnout.

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