

Research Article

WORK ENVIRONMENT AND JOB BURNOUT AMONG THE PSYCHIATRIC NURSES

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Abstract

Work environment issue is an increasingly important phenomenon in Asian countries; aim of this study was to analyze the relationship between work environment, and job burnout among psychiatric nurses in Punjab, Pakistan. A survey method was utilized and information was gathered by distributing questionnaire to psychiatric nurses. A total of 305 respondents participated in this study via simple random sampling. Work environment were measured by using the Work Environment Scale (WES), while job burnout was measured by using the Maslach Burnout Inventory Scale (MBIS). Descriptive and inferential statistical analyses were used to analyze the data. Results indicated that with regards to work environment, there was a significant relationship with job burnout among the psychiatric nurses. This study recommends that future researchers should examine the impact of job burnout job burnout as a one-dimensional. This study contributes socially and economically.

Keywords: Work environment, Job burnout, psychiatric nurses.

1. Introduction

1.1 Background of the Study

The primary job of nurses in health care center is to take care of patients and to provide the best possible support to the ailing people. Those nurses who work in psychiatric healthcare centers should have sound mental health so that they will be able to provide mental relief to others. It is often observed that they themselves are suffering from depression, work load, anxiety, shortage of sleep and some other issues. Nurses at old age, cannot live independently in their houses and have to adjust themselves with the other members of family. To provide the best quality of services to

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a nurse, a good environment is required for them [1]. Because of several reasons, the shortage and intention to quit exists among nurses worldwide.

Different factors contribute to nurse's intention to quit such as poor work environment and lack of organizational commitment. It was found that nurses working in hospitals had the second rate of the lowest satisfaction because of the poor work environment [2]. It is considered that when a person has job stress, he/she cannot pay proper attention to the job which can lead to poor performance at the workplace. According to [3], due to the high turnover rate of nurses worldwide, many developing countries faces shortages of nurses.

In Japan, nurses wanted to give up their jobs, especially young nurses as they were dissatisfied with the environment of their workplace, having low professional skills and low commitment. In a survey in 1999, twenty-eight percent of nurses were not satisfied with their jobs due to the overload of work and insufficient income. Fifty one percent were merely satisfied and only twenty-one percent were fully satisfied[4]. Suhaimi, [5] also found intention to quit among nurses working in private and government hospitals in Malaysia. [6] Highlighted that, there is an association between job satisfactions, job-related stress and intention to quit. However that relationship also depends on the organizational retention strategies. A variety of work environment factors can affect employees and organizational productivity variables, for example, organizational commitment, absenteeism, turnover, satisfaction and job performance.

As far as organizational management is concerned, different organizations in the world are providing a proper work environment with attractive packages in order to sustain the reliability of the nursing staff but still there are many challenges [7]. In a wider perspective, poor work environment not only puts a negative impact on the mind of the nursing staff, but also on the organization where these nurses work. Obviously, different cultures, languages and states have different reasons for burnout [8]. Voluntary turnover on behalf of nurses seems useful to know about the relations between organizational macro strategies and the individual behavior of employee in the organization. When organizations realize the voluntary turnover, they are in better position to link individual experiences within organizational practices of success [9].

1.2 Problem statement

Some studies have revealed that work environment also influences job burnout in the hospitals among nurses in Pakistan. [10] Suggested that, private healthcare sectors of Pakistan are well established and more organized with appropriate working conditions as compared to the public healthcare sectors. Contrary to this, they also evaluated that the employees in the public healthcare sector face certain issues related to work environment and challenges which affect their job satisfaction and dissatisfaction level that ultimately results in job burnout.

The most important issue responsible for the job burnout among nurses is the shortage of nurses which affects the work environment. Because of this, the available nurses need to work for extra hours which increases the workload of nurses in the hospitals. It was found that a nurse required to attend ten general patients' beds according to the international standards, whereas in Pakistan the nurses needs to attend much more patient's beds comparatively. For instance, in Abbasi Shaheed Hospital the nurses requires to attend thirty beds, thus increasing their workload with a heavy responsibility. Therefore, they do not get enough time for rest. A good and healthy work

environment leads to retention of nurses but unfortunately they are deprived of such work environment [11].

In Pakistan, the shortage of nurses in the hospitals and health-care centers has got worse in the recent years. According to World Health Report of 2006 and report of Joint Learning Initiatives of 2004 based on 57 countries, Pakistan is facing critical workforce deficiencies although there are around forty-four thousand registered nurses in Pakistan, and there are one hundred and nine nursing schools and colleges. The problem of the shortage of nurses has become a serious issue in Pakistan since comparatively low ratio of nurses to population is found; 1:3,043 as compared to 4:1,000 worldwide [12] Pakistan is concerned, different factors like work environment, and job burnout affects .

In addition, [13] highlighted that work environment is associated with job burnout that can lead to turnover. The causes of job burnout and turnover in the organizations can be evaluated easily by the dynamics of the work environment, particularly to diagnose hurdles, appreciate and prioritize in the management of human resource system, for example: in health settings [14].

1.3 Significance of the Study

The primary goal of the current research is to investigate the relationship between work environment, and job burnout in psychiatric hospitals of Pakistan. The research is believed to have both theoretical and practical significance. In other words, the study is expected to contribute to the whole body of research in the field of hospitals and health care centers.

Simultaneously, the study is also expected to contribute to the Pakistani psychiatric hospitals, as the study is expected to generate some recommendations that can be taken into consideration by these hospitals. The following sections address the theoretical and practical significance of the present research. The research literature surveyed through many articles identified that most of the research has been conducted on the causes and consequences of job burnout among employees in western countries by ignoring the context of developing countries [15].

1.3.1 Theoretical Significance

The literature on the subject has not been validated in a cross-cultural context where most of the research on the area was conducted in western context while emerging countries were left with little research. Thus little knowledge is available about emerging countries which is desperately required to catch up with the developed countries [16]. Therefore, this study provides a cross-cultural research setting where an emerging country, namely Pakistan is the focus of the study. Therefore, the current study acts as a bridge between what has been done in this study area and what ought to be done in a conservative environment where work environment and organizational commitment correlate much differently. It will, therefore, come in handy in providing the much-needed knowledge about the relationship between work environment, organizational commitment and job burnout as witnessed in Asia [17].

Moreover, the links between work environment, organizational commitment and intention to quit with job burnout have been studied separately and are very limited [18]. Moreover, the researcher

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could not find any study that shows the relationship between organizational commitment and job burnout. Thus, the current research provides a chance to gain a better understanding of the whole process between work environment, organizational commitment and intention to quit through inserting the job burnout as a mediating variable. Hence, this research has significance by providing interplay among the variables through inserting the mediating role of job burnout.

1.3.2 Practical Significance

It has been mentioned earlier that the nurses in Pakistani psychiatric hospitals are suffering from job burnout that leads to a turnover in terms of their work environment and poor quality of services provided to them [19]. It is hoped that this study would be useful in aiding practitioners and policy makers to reduce nurse's job burnout. Furthermore, this study contributed to the understanding of intention to how work environment and job burnout. The findings of the present research will help the management to understand and accommodate work settings of a worker that will help female nurses in a special context and will reduce turnover [20].

Moreover, when sufficient number of satisfied nurses will be available in government hospitals they will be able to provide better psychiatric care to the patients and can lead to improve the health care system. Such improved care can provide more stable individuals to society. Moreover, financial losses such as recruitment, training and other administrative costs caused due to premature quitting of job by nurses can be saved by reduced burnout. Thus, on the whole country can be benefitted socially and economically.

1.4 Operational Definition of Concepts /Variables

1.4.1 Work Environment

The work environment available for the nurse's works as operating social environment and shows the psychosocial characteristics of the environment. Work environment also tells about personal growth in a setting. It further highlights the system maintenance and change domain that reveals the amount of structure and openness to change [21]. The construct of work environment was measured by Work Environment Scale (WES) of [22]. The six dimensions are elaborated as below:

1.4.2 Involvement: Involvement shows the commitment of employees towards their job.

1.4.3 Peer Cohesion: It gives the people an idea about the support and friendship towards one another.

1.4.4 Supervisor Support: It shows the support of the management towards employees as well as the support of the employee towards one another.

1.4.5 Work Pressure: It defines as high work demands and time pressure that affects the job.

1.4.6 Clarity: It depends on the extent at which the expectations of employees of their daily routine and the rules and polices communication in a way.

1.4.7 Physical Comfort: It shows the extent to which the physical surroundings affect and contribute to a pleasant working environment.

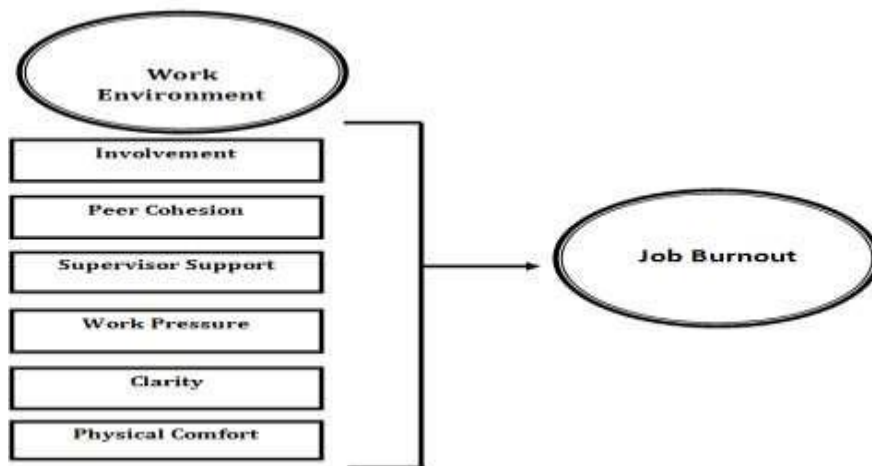
1.5 Job Burnout

Job burnout refers to a specific exhibition of strain which is related to the nature and conditions of job and is thought to be a specific “*psychological pressure caused by unrelieved work stress*” [23]. According to Powell

[24] burnout means a state of exhaustion where a person is cynical about the importance of his/her work and is suspicious about his/her capabilities to do it. This definition highlights three important aspects of a man’s state of mind: emotional exhaustion, depersonalization and personal accomplishment performance. Powell (2007) believes that these characteristics occur in the same order as is given above. Emotional exhaustion is supposed to come first and it further takes to cynicism after a span of time. If such situation keeps on, it results in a decline in the performance of a worker as an outcome of the burnout cycle.

1.6 Theoretical Framework

The aim of the present study was to investigate the relationship between work environment and job burnout. In the current research, the two constructs of work environment independent and job burnout the dependent variables of the study.



2. Research Methodology

2.1 Sampling

The Population for this study was nurses in psychiatric hospitals in Pakistan. The populations for this study include the nurses who work in the psychiatric hospitals which are placed and situated in Punjab province of Pakistan. Moreover, very limited studies have been conducted which has taken psychiatric public hospitals for studying intention to quit. The study distributed self-administered questionnaires with the help of the contact person in each hospital, following the probability simple random sampling technique. The study distributed 600 questionnaires to the nurses and received back 358 questionnaires from the nurses of which 305 found usable for data analysis purpose. The effective response rate was 59% and usable questionnaire was 51%.

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2.2 Sampling Techniques

A non-probability sampling method was followed in the study with convenience sampling and purposive sampling.

2.3 Measurement Components

Table 1.1 Measurement Components

Construct	Number of items	Type of variable	Source
Work Environment	54	Independent variable	Moos (1994)
Job Burnout	22	Dependent variable	Maslach, Jackson and Leiter, (1996)

2.4 Measurement of Work Environment

To measure the work environment in this study, the scale of Moos (1994) was adapted. It has 54 items.. This 54 items questionnaire is based on the 6 dimensions namely involvement, peer cohesion, supervisors support, work pressure, clarity and physical comfort (each dimension has 9 items).. Items of the scale are scored on a 5 point Liker Scale with 5=strongly agree to 1= strongly disagree. Thus, the 54-item questionnaire was used to elicit information on six dimensions.

2.5 Dimensions of Work Environment

Table 1.2 Dimensions of Work Environment

Dimensions of Work Environment	Items	Assigned Scores	Possible Score Range
Involvement	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Peer cohesion	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Supervisors support	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)

Work pressure	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Clarity	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Physical comfort	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
	54		54- 270

2.6 Measurement of Job Burnout

This paper used to measure the job burnout in the present study, 22-item questionnaire job burnout adapted from Maslach, Jackson and Leiter (1996). The questionnaire seeks information on the job burnout of the hospitals from the perspective of nurses working in psychiatric hospitals. All the 22 items which represent physical, emotional, and mental factors. Respondents were asked to mark the responses on five point scale ranging from 1= strongly disagree to 5= strongly agree.

Table 1.3 Dimensions of Job Burnout

Dimensions of Job Burnout	Items	Assigned scores	Possible Score Range
Job Burnout	22	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	22-35 (low) 36-70 (Moderate) 71- 110 (High)
Total	22		22-110

2.7 Job Burnout

In the present study, in order to measure the job burnout, a scale of Maslach, Jackson and Leiter (1996) was used. The scale has 22 items. These items are scored by 5 point Likert Scale with 5=strongly agree to 1=strongly disagree. Thus, the 22-item questionnaire were used to elicit information on job burnout. For job burnout the possible total score range is from 22-110. The higher score for job burnout reflects a high degree of job burnout whereas low score reflects the low degree of job burnout. The detail is given in Table 3.6.

2.8 Data Collection Procedures

The data for this study was collected by using questionnaire which was administered to the

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nurses in psychiatric hospitals. In this context, the researcher had meeting with the human resources managers of each of the randomly selected psychiatric hospitals and assessed list of the nurses' and later respondents were selected randomly. To preserve the integrity of the responses, completed questionnaire were kept in sealed envelopes till the time of data analysis. All survey questionnaires were personally distributed and collected to ensure timely return of data from those who choose to participate. Adaption of this method resulted into better return rates. The researcher together with the help of the enumerators handled the distribution of the questionnaire. The questionnaire was distributed according to the simple random technique stated earlier. Apart from that, the enumerators were briefed and informed about the nature of the research and its objectives. The process of data collection completed in 3 months. After completion of data collection from targeted population, the data collected was later keyed in into the Statistical Package for Social Sciences (SPSS) for data analysis.

2.9 Ethical Concern.

Participation was voluntary. This was made clear to all participants of this study and was informed prior to completing the questionnaire. Every participant was given the opportunity to review and sign an informed consent form, prior to participating in the study. Individuals who might not desire to take part in the study were asked to return the questionnaire and thus had no further obligations to the study. To encourage honest response, the participants were guaranteed confidentiality of their responses. Participants were informed of the confidentiality agreement prior to their voluntary participation in the study. A portion of the statement of informed consent covers issues dealing with confidentiality of responses.

3.0 Data Analysis

For the purpose of analyzing the data of the present study, Partial Least Squares (PLS) was utilized to constitute the analysis technique of the collected data.

3. Results

Table 1.4 Descriptive Statistics of Respondents and Variables

Characteristics	Frequency	Percent (%)	Cumulative (%)
Age			
10-20 years	2	0.7	0.7
21-30	159	52.1	52.8
31-40	49	16.1	68.9
41-50	77	25.2	94.1
50 years and above	18	5.9	100
Marital			
Married	185	60.7	98.4
Single	115	37.7	37.7
Divorced	3	1	99.3

Widow	2	0.7	100
Education			
Diploma in Nursing	209	68.5	68.5
MSN	2	0.7	69.2
Bachelor Degree	88	28.9	98
Master Degree	6	2	100
Tenure			
1-10	176	57.7	57.7
11-20	54	17.7	75.4
21-30	69	22.6	98
31-40	6	2	100
Employment Status			
Permanent	195	63.9	63.9
Contract	110	36.1	100
Working Hours (Per Week)			
30-50	212	69.5	69.5
51-70	49	16.1	85.6
71-90	28	9.2	94.8
91-110	14	4.6	99.3
111-130	2	0.7	100

3.1 Descriptive Statistics

Descriptive analysis was conducted to describe the general situation of all constructs. Table 1.7 shows the mean and standard deviation of the constructs.

Table 1.5 Results of Skewness and Kurtosis for Normality Test

Variables and (dimensions)	Skewness	Kurtosis
Involvement	-1.739	2.242
Peer cohesion	-1.434	2.723
Supervisors support	-1.729	2.881
Work pressure	-0.943	1.052
Clarity	-1.624	2.531
Physical comfort	-1.638	2.453
Job burnout	-0.693	-0.056

Table 1.6 Descriptive Statistics of study variables

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Latent Variables	Mean	Std. Deviation	Level
Work Environment(dimensions)	3.888	0.828	High
<i>Involvement</i>			
<i>Peer Cohesion</i>	3.991	0.674	High
<i>Supervisors Support</i>	3.854	0.872	High
<i>Work Pressure</i>	3.748	0.793	High
<i>Clarity</i>	3.894	0.903	High
<i>Physical Comfort</i>	3.867	0.916	High
Job Burnout	4.075	0.607	High

3.2 Reliability Statistics of Variables

Table 1.7 Reliability *Statistics of Variables*

Variable	Cronbach's Alpha	No of Items
Work Environment(dimensions)		
<i>Involvement</i>	.850	9
<i>Peer Cohesion</i>	.706	9
<i>Supervisors Support</i>	.819	9
<i>Work Pressure</i>	.733	9
<i>Clarity</i>	.835	9
<i>Physical Comfort</i>	.843	9
Job Burnout	.843	22

Table 1.7 above demonstrated that skewness and kurtosis within the critical value. According to Pallant (2001), skewness and kurtosis are the key tests for validating the assumption of normality. Skewness is considered as a measure for normality assumption which refers to sample data distribution by describing whether the data shifted to the right, or to the left, or unbalanced and or to the center and symmetrical with approximately the same shape on both sides. Almost all the variables did not have any extreme values of skewness and kurtosis. Therefore, no violation of the normality assumption was committed for the further multivariate test (Hair et al., 2010).

3.3 Relationship between Work Environment and job burnout

Table 1.8 the relationship of study variables

Variables/Dimensions	Original Sample	Standard Error	T -Value	P-value
WEI -> JB	-0.200	0.045	4.404***	0.018
WEP-> JB	0.148	0.065	2.270**	0.115
WES -> JB	-0.009	0.084	0.112	0.119
WEPr -> JB	-0.083	0.088	0.950	0.118
WEC-> JB	0.098	0.064	1.538	0.116
WEPH -> JB	0.161	0.057	2.809***	0.117

*:p<0.1; **:P<0.05; ***:P<0.01

According to the finding as shown in table 1.8 the relationship of Involvement and job burnout was positive and significant ($\beta=-0.200$, t-value=4.404*** p<0.018), the relation between Peer cohesion and job burnout was significant ($\beta=0.148$, t-value=2.270** p<0.115) the relation between Supervisors support and job burnout was insignificant ($\beta=-0.009$, t-value=0.112 p<0.119) the relation between Work pressure and job burnout was insignificant ($\beta=-0.083$, t-value=0.950 p<0.118) the relation between Clarity -> JB and job burnout was insignificant ($\beta=0.098$, t-value=1.538 p<0.116) the relation between Physical comfort and job burnout was significant ($\beta=0.161$, t-value=2.809*** ** p<0.117)

3.4 Discriminate Validity Analysis

Table Discriminate Validity Analysis

Variable	WEI	WEP	WES	WEPr	WEC	WEPH	JB
Involvement	0.886						
Peer cohesion	0.077	0.784					
Supervisors support	-0.011	0.135	0.728				
Work pressure	-0.112	0.186	0.152	0.710			
Clarity	0.024	0.086	0.245	0.122	0.767		
Physical comfort	0.053	0.009	0.059	0.152	0.135	0.711	
Job burnout	-0.159	0.144	0.100	0.010	0.713	0.133	0.713

4. Conclusions

Burnout issue is an increasingly important phenomenon in Asian countries. Based on the model of casual turnover this study assessed the direct effect of organizational commitment on job burnout. The cross sectional data was collected from three hundred five nurses of psychiatric hospitals in Punjab, Pakistan. Structural equation modeling was applied to achieve the objectives. The findings showed that the impact of affective commitment and continuance is insignificant and normative commitment was statistically in significant on job burnout. The findings are in

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contrary to theory. This study extends past literature in the area of job burnout in such a way that it provides empirical evidence and helps to increase the understanding on the impact of organizational commitment nurse's job burnout especially in Pakistan context. Majority of the evidence to date has demonstrated that job burnout have been widely used as multidimensional construct in different approaches such as behavioral approach, attitudinal approach and motivational approach in previous literature [26].

In contrast with previous literature, some studies support the unidimensional construct of job burnout by highlighting the effect of burnout on job outcomes such as organizational commitment is high when multiple forms of burnout are combined to make whole construct such as job burnout [27]. Moreover, majority of the previous studies have demonstrated an association rather than impact of job burnout as unidimensional construct employee's attitudes and behaviour. So this study also recommends that the in the future studies should examine the impact of work environment (involvement, peer cohesion, supervisor's support, work pressure, clarity and physical comfort) on intention to quit through job burnout, job burnout should be taken as a one-dimensional. There are chances that involvement, peer cohesion, supervisor's support, work pressure, clarity and physical comfort impact on job burnout and intention to quit more than the other factors of work environment because of the difference of organizational culture and social custom of Pakistani society. In the context of area there are numerous research studies on the psychiatry in the developed countries, while from developing countries perspective the contribution is just mere 6% in the form of article in leading research journals of psychiatry [28]. The top two journals of medical health did not published any article in psychiatry till 1995. From 1995 to 2006 only 106 article on psychiatry were published in the top journal of medical in Pakistan but study did not found any article on nurses of psychiatry [29]. So, this study contributes by conducting research on psychiatric department of nurses and recommends for conducting more studies on the psychiatric nurses in future.

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