International Academic Institute for Science and Technology

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 1, No. 2, 2014, pp. 26-33.

ISSN 2454-2210

International Academic Journal of Organizational Behavior and Human Resource Management

www.iaiest.com

Effect of Job-Involvement on Job-Burnout of Nurses Working in Lahijan' Seyed Al-Shohada Hospital

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Abstract

The purpose of this study is to examine the impact of Job-involvement on job burnout and its various factors in nursing staff of Lahijan' Seyed Al-Shohada hospital. This thesis is descriptive and correlational study. The population consisted of all nurses working in above mentioned hospital. The study sample consisted of 140 nurses which were selected using census method. Two questionnaires were utilized for data collection: Kenjer and Ladahel (1965) job involvement questionnaire, and Maslach Burnout Questionnaire (MBI).Data was processed using SPSS software. To analyze the data, descriptive and inferential statistics (frequency, mean, standard deviation, Spearman rank correlation, Mann-Whitney and Kruskal-Wallis test) were used. The results showed that on a scale of depersonalization 20.9%, on a scale of emotional exhaustion are 20.9% and on scale of reduction in personal performance 69.8% of nurses suffering from burnout and 48.8% of them in moderate levels of job involvement, and there is reverse relation between job involvement and depersonalization burn out($r = - 0.43$ and Pvalue $=0.004$) but there is no significant relationship between job burnout and job involvement ($r = -0.21$ and Pvalue $=0.17$). This study showed that on scale of reduced personal performance 11.6% of nurses were at low level, 18.6% on average, and the rest or 69.8% of nurses were at a high level; So the nurses are in the risk for burnout and its reduced personal performance dimension. Due to different levels of burnout and the need to increase the job involvement of nurses in order to increase hospital performance efficiency, strategies should be recommended to hospital managers.

Keywords: hospital, job involvement, job burnout, nurse

Introduction:

Due to direct relation between human health and medical sector, this sector is considered one of most important basis in human society's development and such achievements dictate presence of healthy encouraged personal including hospital nursing crew (Shahnazdust et al, 2011). High expectations inside and outside the organization, the steady increase in job duties, stressful job nature, and continus24 hour job activities for patients care are some of the factors that has already caused too much pressure on nurses (Rouhi et al, 2008). This pressure can trigger job performance problems in organization and such issues in the course of doing nurses professional responsibilities can also affect the society at the macro level (Mirhashemi et al, 2008 & khalesi et al, 2010).

Organizations working pressure will cause job- burnout, reduced productivity, reduced organizational commitment and finally increase in withdrew from work (Maslach, 2008). Nurses are particularly susceptible to job burnout due to their direct contact with patients, and patients pain, suffering and death.4 Job burnout is a psychological syndrome consisting of three dimensions: emotional exhaustion, depersonalization, and reduced personal performance;

1. Emotional exhaustion: the loss of personal and emotional energy is concerned.
2. Depersonalization: A person, who is suffering from depersonalization, does not consider patients or clients as a human being and look at patients as an object instead of individual.
3. Reduce personal performance: The purpose of this component is that feeling of self-performance assessment of person is ineffective performance.

Presently nurses as a healthcare organization's most valuable assets, endure various problems and issues; where, organizational management experts and psychologists can study factors with increase or decrease factors that affect the performance of nurses, in order to increase the impact of positive factors and decrease negative factors.Therefore, present study explores the effect of job involvement on job burnout in nurses working at Lahijan' Seyed Al-Shohada hospital and clarify the fact that if increasing their job involvement leads to system performance development and if such method can be utilized for decreasing nurses job burnout.

Theoretical basis of research:

Job involvement

Job involvement is defined as the measure of the degree to which employee is involved in his job and takes part in decision-making. Employees' job involvement increases if employees have decision making authority, responsibility and the tempo of the work (Bass, 1965).

Job Involvement refers to the psychological and emotional extent to which someone participates in their work, profession and company. Showing up to work on time is half the battle. Top performers are engaged in their work and have high job involvement. There have been several studies that directly correlate high job involvement with job satisfaction and how it makes a difference in the organization. For example, Lodahl and Kejner's job involvement scale has been used by corporations in order to gauge their employee's level of satisfaction.

Job involvement is the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image. Very little is presently known about this class of job attitudes, although speculations about it are implicit in much of the work on industrial motivation, especially that which deals with "participation." The purpose of the present research was to define job involvement, develop a scale for measuring it, gather evidence on the reliability and validity of the scale, and to learn something about the nature of job involvement through its correlation with other job attitudes. This paper describes the development and validation of a scale measuring job involvement; the resulting scales are presented, and the relation between job involvement and other job attitudes is discussed.

Job-Burnout

Burnout is a type of psychological stress. Occupational burnout or job burnout is characterized by exhaustion, lack ofenthusiasm and motivation, feelings of ineffectiveness, and also may have the dimension of frustration or cynicism, and as a result reduced efficacy within the workplace.

The term burnout in psychology was coined by Herbert Freudenberger in his 1974 Staff burnout, presumably based on the 1960 novel A Burnt-Out Case by Graham Greene, which describes a protagonist suffering from burnout.

More recently the term brownout has been used in the business world to describe a less serious version of burnout. It refers to staff who are disengaged and demotivated in their job role.

Occupational burnout is typically and particularly found within human service professions. Professions with high levels of burnout include social workers, nurses, teachers, lawyers, engineers, physicians, customer service representatives, and police officers. One reason why burnout is so prevalent within the human services field is due in part, to the high-stress work environment and emotional demands of the job.

Maslach and her colleague, Michael Leiter, defined the antithesis of burnout as engagement. Engagement is characterized by energy, involvement and efficacy, the opposites of exhaustion, cynicism and inefficacy. Bakker et al. (2014) in Burnout and Work Engagement: The JD–R Approach makes the same argument as Leiter.

Research Background

Job Burnout affects the quality of client/patient care, where identification of factors affecting job burnout can be useful to upgrade quality of health care service; therefore the concept of job involvement and its relationship with job burnout parameters is explored by researchers over the time (Motaghian, 2013).

Job involvement is to state of psychological identification related to job, or the degree to which a job is central to one's identity. Having employees with high job involvement may be of benefit, because when people are plunged in their duties, they are more satisfied and this condition can lead to positive effect on their job performance (Hosseini, 2015 & Brown, 2007).

Job involvement generally is described by self-satisfied job feeling, devotion potentiality and positive feelings about work. Unlike those who suffer from burnout, job involved employees have a sense of energetic and effective connection with their work activities and they see themselves as able to deal well

with the demands of their job (Schaufeli et al,2008). People who have low job involvement usually are at a higher level of job burnout, neuroticism and extraversion (Feizabadi, 2011).

Research methodology

The population, sample and sampling

The research study is a descriptive and correlational. The sample included all nurses Lahijan' Seyed Al-Shohada hospital. Total nurses working at this hospital are 140 where due to limited statistical population; sampling method is census sampling in this study.

Research tools

The job involved collecting data from two questionnaire forms: Maslach job burnout and Thomas Ladahl and Kenjer job involvement. Job involvement questionnaire with 0.73 reliability consists of two parts, where the first part includes seven demographic questions and the second part contains twenty questions related to job involvement. Responses in the range of four point Likert scale from strongly agree to strongly disagree embedded option to arrange the score is 1 to 4. The resulting scores are summed and if the result is more than 40 it means individual with high job involvement and while this value increased and reaches the 80, the individual has more job involvement;. Otherwise, work up a small part of his life and has negligible job involvement.

Job burnout questionnaire for each of three burnout aspects, depersonalization, emotional exhaustion, and reduced personal performance with internal reliability (90%, 70% and 71%) of twenty two questions includes five questions about depersonalization, nine questions about emotional exhaustion, and eight questions related to reduced personal performance. Nurses answers to any of the burnout Inventory is according to frequency instructions and number of times experiencing burnout aspects: never (zero), sometimes in a year (1), once per month (2), sometimes per month (3), once per week (4), sometimes in a week (5), and every day (6). Adding up the points indicates the job burn out of the person; if the total points for depersonalization, emotional exhaustion and reduced personal performance exceed 12, 30 and 33 points respectively, the individual suffers such aspect of job burnout.

The Analysis of Data

In this study, data analysis and determining the relation between the parameters is achieved by Spearman, Mann- Whithney, Kruskal-Wallis inferential statistics correlations by utilizing statistical software.

Research Findings

This study showed that 34.9 percent of respondents were male and 65.1 percent were women. The experience history of nurses shows that the majority of nurses (81.4 percent) had a 5 to 10 years, 11.6 percent of 10-15 year work history and the rest were were over 15 years of working stem. Main portion of nurses in this study had a B.Sc. degree (67.7%). The distribution of nurses was 25.6%, 51.2%, 16.3% and 6.9% for less than 25 years, 25-35 years, 35-45 years and older than 45 years respectively. In

addition, 51.2% of nurses are married and the rest bachelor where most of them are working at emergency room (ER). Table 1 shows the three main aspects of job burnout in three levels: Low, Moderate and High.

Table 1: compares the percent frequency subscales of job burnout

Job Burnout aspect	**Low**	**Moderate**	**High**
Depersonalization	60.5%	18.6%	20.9 %
Emotional Exhaustion	51.2%	27.9%	20.9 %
Reduced Personal Performance	11.6 %	18.6%	69.8%

As specified in the above table, the parameters of jo burnout, in two subscales depersonalization and emotional exhaustion, the highest frequency percentage of nurses' scores are low level so that in the scale of depersonalization 60.5% of nurses and in the scale of emotional exhaustion 51.2% of nurses are at low level; but most of nurses (68.9%) are in high level of job burnout in scale of reduced personal performance.

According to involvement questionnaire, 37.2 % of respondents had high job involvement, 48.8% moderate and 14% low job involvement; where the results of chi-square test with 86 test static and 0.001 significance level showed that job involvement of nurses differs for various categories.

Mann-Whitney test is utilized to examine the relationship between gender, marital status and work department with job involvement and job burnout. Kruskal-Wallis tests are used to assess the relationship between the variables of employment status and job involvement and job burnout. Based on the results, There was a significant relationship only between employment status and job involvement (Pvalue = 0.005, df = 4) where higher job involvement is in the nurses with permanent contract status (205.60) and the lowest average in nurses with temporary contract status (159.63). And there was no significant relation between other variables and job involvement or job burnout. Correlation coefficient results between job involvement and job burnout subscales are shown in Table 2.

Table 2: The effect of job involvement on job burnout subscales

P-value	**Correlation Coefficient**	**Variables**
0.42	-0.12	Emotional Exhaustion
0.004	-0.43	Depersonalization
0.22	0.19	Reduced Personal Performance
0.17	-0.21	Job Burnout

According to obtained Pvalue, there is no significant relation between job burnout and job involvement (Pvalue=0.17 & r=-0.21) and there is significant reverse relation only between depersonalization and job involvement; whereas by increase of job involvement, the depersonalization decreases and by decrease of job involvement, the depersonalization increases. There is no significant relation between other aspects of job burnout and job involvement.

Conclusion:

The results showed that on the scale of depersonalization 20.9 percent, on the scale of emotional exhaustion 20.9 percent, and on the scale of reduced personal performance 69.8% of nurses suffering from job burnout; where there is significant reverse relationship between depersonalization and job involvement and there is a significant relation between employment status and job involvement of the nurses.

In numerous research studies in Iran and worldwide, researchers emphasized attention of managers for reducing job burnout in order to improve job performance and emotional conditions of personnel and ultimately to improve organization performance.

In the present study, it is demonstrated that there is no significant relationship between gender and aspects of job burnout and job involvement; but the average ratio of job burnout in females was higher than males. McCarthy (1985) has also reported that there is no significant association between gender and burnout aspects (Feizabadi, 2011). Philian (1992) research results showed a statistically significant relationship between gender and emotional exhaustion, and emotional exhaustion rate in men was higher than women (McCarthy, 1985). Tubay (2005) also reported that depersonalization of male nurses is significantly more than female nurses (Philian, 1992).

In Robert (2002) study, most of study elements showed low depersonalization job burnout and this research showed the same results and proper depersonalization condition in studied nurses.

Based on the frequency scale of job burnout, there was significant reverse relationship between nurses' depersonalization and their job involvement; where this result is in accordance with the findings of Lopez Franco et al. (2005) research where there is a significant relationship between job burnout and nurses job conflicts environment (Lopez, 2005).

In this study, levels of emotional exhaustion and depersonalization dimensions of job burnout has been evaluated low and medium, and assesses high in reduced personal performance; whereas McCarthy (1985) and Dick (1992) also have reported moderate levels of job burnout among the subjects (McCarthy, 1985 & Dick, 1992). Potter (1998) has recommended preventive programs for individuals with low levels of occupation burnout, developing plans to reform stressful and severe environment for personnel with medium levels of job burnout, and finally urgent corrective actions for whom have high levels of job burnout (Potter, 1998).

This study showed that 11.6% of nurses in scale of reduction in personal performance are at a low level, 18.6% at medium level and the remaining the 69.8 percent of nurses are at high level; therefore nurses are at risk of job burnout and its three aspects which is consistent with Philian (1992) and Roberts (2002) findings in the reduced personal performance aspect. The sense of success and dominance occurs when a person can influence the policies of the organization and thereby exhibit his capabilities and achieve positive attitude towards his clients and himself. High levels of job burnout in reduced personal

performance can reflect negative attitude towards the person himself and his profession, along with lack of job satisfaction and reduced confidence in the staff (Philian, 1992 & Bell et al, 2002).
Health care personnel, including those who are in close contact with people and the responsibility for the health and human life and facing the sufferer, patients with acute and chronic diseases. Since job burnout affects the quality of attention to clients, identification of major effective factors of job burnout is valuable in improving the quality of services provided in the health and treatment area.

Practical suggestions:

This study demonstrated that job burnout of nursing staff is moderate and low in emotional exhaustion and depersonalization, and is high in the reduced performance aspect; therefore nurses are at risk of low efficiency due to occupation burnout and its three aspects. Where according to numerous levels of burnout in health care personnel, and the job absenteeism of staff, the consequential issues should be resolved by precautionary and preventive programs. Such programs include coping strategies to reduce and control job stressor factors, assigning a portion of welfare budget to nursing staff, intensification of material and spiritual encouragement of crew on various occasions, establishment of sports clubs and recreation, addressing sufficient human resources, reassurance of management support, holding regular discussion meetings between managers and nursing staff, teaching problem-solving skills and courses, stress management orientation , reasonable increase of salary and job bonus, participation of personnel in professional decision-making, publication of various socio-cultural bulletins related to nurses, and on the job training (OJT).

Finally, considering high frequency of reduced personal performance and the proven effect of job burnout on personnel efficiency and their job involvement, it is recommended that authorities concentrate more efforts for improving occupational health and resolving current condition issues at workplace. Considering employees opinion and applying their preferences and comments as much as possible by the management can be effective in improving staff efficiency and controlling job burnout syndromes.

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