The Analysis of the Effective Factors on Job Burnout of Nurses at Public and Private Hospitals

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ABSTRACT: This study is an attempt to identify the differences between the nurses of public and private hospitals regarding the degree of job burnout (a survey conducted in Boo-Ali and Nime-sha'ban hospitals of Sari. Accordingly, a comprehensive review of the related literature was investigated and Maslach model was chosen to carry out the research. This model explores the aspects of the staff job burnout including emotional exhaustion, depersonalization and individual non-performance. A standard questionnaire of job burnout was used in order to gather the required data. Statistical population of the research consists of 130 nurses working in Boo Ali and Nime sha'ban hospitals of Sari among whom 87 ones were selected randomly as the sample population. The results of Alpha test confirmed the reliability of the used questionnaire and SPSS software was applied to analyze the gathered data. Moreover, Mann-Whitney test was utilized to examine the relationships between the data. The results of the study showed that there is a significant difference between the two investigated hospitals regarding the research aspects (emotional exhaustion, depersonalization and individual non-performance in job burnout). As a result, there is a higher degree of job burnout among the nurses of public hospitals compared with the private ones. At the end, a detailed conclusion, findings and related suggestions are presented for the future similar studies.

Keywords: Job burnout, Emotional exhaustion, Depersonalization, Individual non-performance, Public and private hospital.

INTRODUCTION

The philosophy of the presence of an organization is based on the human existence. Humans spirit to the framework of the organizations, move and manage them. No organization can neither be survived nor managed without the presence of the human. In spite of the advancement of technology, development of software and hardware, the crucial and strategic role of the human is still vital in the achievement of the organizations' goals. Therefore, human resource is one of the most valuable sources for any organization which fulfills the decisions of the organization's managers. They also play an important role in solving the problems of the organization by presenting useful solutions. They qualify the efficiency and consequently maximize the performance and effectiveness.

One of the main career issues which is manifested as a reaction against job and organizational pressures among the staff is the phenomenon of job burnout. Job burnout is the reduction of the individual's adaptability power against the stress-making factors which is interpreted as a syndrome including both physical and emotional exhaustion which leads to the creation of a negative self-concept, a negative attitude towards the job and lack of a sense of connection with the customers. This study tries to analyze the differences of job burnout among the nurses working in two public and private hospitals.

Because of the importance of human resource as the main asset of the organization, all managers should try to provide a proper and desirable job environment in order to maximize the staff performance and efficiency. Hence, identification of stressful factors should always be the first priority for all managers. Job burnout is one of the elements which decrease the efficiency of human resource. Job burnout is a manner of physical, emotional and mental exhaustion which is manifested by an individual's direct and long-term confrontation with people and emotionally demanding circumstances. Maslach and Jackson believed that this phenomenon is in fact the reduction of the individual's adaptability power due to the exposure to the stressful factors which manifests as the individual's emotional and
physical exhaustion. Job burnout manifests in different manners and there are various elements which are crucial in its creation such as demanding job conditions, failures and mental pressures, consistent attempts for higher advancement, lack of clarification of job expectations. These behaviors are present among some of the personnel and even the organizational managers which should be investigated and minimized by providing useful solutions. Moreover, nursing is one of those jobs which are in the field of human services and the individual experiences different responsibilities and stressful environment. They are also in relation with patients who are themselves mentally and physically involved and consequently their involvements and expectations increase the degree of the pressure on the nurses.

Since the fundamental issue in this research is based on job burnout in an environment of a hospital, and though both organizations (public and private hospitals) are performing in the field of Health, it seems that there is a difference in the degree of the nurses’ job burnout due to the various and independent management system dominated in these two hospitals. The main question is pointed as: what kind of difference is there between the nurses of public and private hospitals in terms of job burnout?

**Conceptual model**

Since there are three elements stated in human resource job burnout, the research conceptual model is based on Maslach three dimensional models (MBI) as the following figure, which tries to investigate these elements in two different environments of public and private hospitals:

![Figure 1. Maslach Conceptual Model.](image)

The major goal of this study is determining the difference of job burnout among the nurses working in two public and private hospitals. Furthermore, the minor goals are:

1. Determining the differences among the nurses working in two public and private hospitals in terms of emotional exhaustion.
2. Determining the differences among the nurses working in two public and private hospitals in terms of depersonalization.
3. Determining the differences among the nurses working in two public and private hospitals in terms of lack of individual performance.

**The main question**

Is there any difference among the nurses working in two public and private hospitals in terms of job burnout?

**The subsequent questions**

1. Is there any difference among the nurses working in two public and private hospitals in terms of emotional exhaustion?
2. Is there any difference among the nurses working in two public and private hospitals in terms of depersonalization?
3. Is there any difference among the nurses working in two public and private hospitals in terms of lack of individual performance?

From the perspective of goal, this research is as applied research and from the perspective of methodology is a descriptive survey research. The statistical population of the study includes the whole 130 nurses of Boo Ali and Nime Shaban hospitals in sari. 80 nurses were working in the former hospital and 50 ones in the latter one. Since each hospital is an independent category, the sample group was determined randomly. Hence, 65% was selected as the sample out of the whole 130 nurses. However, among the 87 nurses of the sample, 52 ones were working in Boo Ali and 35 ones in Nime Sha’ban. Data gathering was conducted through two ways: library method, internet searching, data banks, etc. In the field methodology, questionnaire was the instrument and for analyzing the data, the descriptive
statistics was used such as tables, graphs, inferential statistics, ann-Whitney test, through applying Excel and SPSS soft
wares.

Soleimani (2005) found in their research entitled “job burnout among the medical staff at psychiatric ward of
Rouzbeh hospital in Tehran” that job burnout is more evident among the nurses and social staff than the assistants.
Furthermore, they are statistically significant regarding emotional exhaustion and individual performance. also,
depersonalization is more evident among men and those who work more than others out of the hospital, too. Emotional
exhaustion is less marked among highly-educated people. In terms of other variables, assistant job categories have a
reverse relationship with emotional exhaustion.

In a study done by Talaei (2008) among the staff of Mashhad academic hospitals regarding job burnout and its
related factors, they found that emotional exhaustion and depersonalization is more dominant among the female ones
and also married people enjoyed a higher level of personal accomplishment.

Rafiei (2005) investigated the phenomenon of job burnout in a study entitled “effective factors on nurses' reactions
towards burnout”. The findings suggested that the individual characteristics of the nurses and the patients and the
organization's social behavior impressed the nurses' reactions towards job burnout. The interaction among the
individual characteristics of the nurses and the patients had a dramatic effect on the perception of job burnout, and also,
adjusted the emotional, ideological, behavioral and organizational reactions to the burnout.

Question 1: Is there any difference among the nurses working in two public and private hospitals in terms of
emotional exhaustion?

As can be seen in table one, the calculated mean rank of the emotional exhaustion among the nurses of Nime
Sha'ban and Boo Ali hospitals were 34.07 and 50.68, respectively which shows a higher value in the latter one.

<table>
<thead>
<tr>
<th>Hospital</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nime Sha'ban</td>
<td>35</td>
<td>34.07</td>
<td>1192.50</td>
</tr>
<tr>
<td>Boo Ali</td>
<td>52</td>
<td>50.68</td>
<td>2635.50</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

As it is demonstrated in table two, since the obtained sig value (0.001) is less than the statistical error (0.05); therefore,
it shows that there is a significant difference between the nurses working in Boo Ali and Nime Sha'ban hospitals in
terms of emotional exhaustion with 95% level of certainty.

Table 2. The descriptive statistics of the emotional exhaustion.

<table>
<thead>
<tr>
<th>Emotional exhaustion</th>
<th>Mann-Whitney U</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>562.500</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Question 2: Is there any difference among the nurses working in two public and private hospitals in terms of
depersonalization?

It is revealed in table three that while the calculated mean rank of the depersonalization among the nurses of Nime
Sha'ban was 59.21; nurses of Boo Ali hospital were in the rank of 33.76 which shows that the former ones were more
involved with depersonalization.

<table>
<thead>
<tr>
<th>Hospital</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nime Sha'ban</td>
<td>35</td>
<td>59.21</td>
<td>2072.50</td>
</tr>
<tr>
<td>Boo Ali</td>
<td>52</td>
<td>33.76</td>
<td>1755.50</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

As it is demonstrated in table four, since the obtained sig value (0.000) is less than the statistical error (0.05); therefore,
its shows that there is a significant difference between the nurses working in Boo Ali and Nime Sha'ban
hospitals in terms of depersonalization with 95% level of certainty.

Table 4. The descriptive statistics of the depersonalization.

<table>
<thead>
<tr>
<th>Depersonalization</th>
<th>Mann-Whitney U</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>377.500</td>
<td>0.000</td>
</tr>
</tbody>
</table>
Question 3: Is there any difference among the nurses working in two public and private hospitals in terms of lack of individual performance?

As can be seen in table one, the calculated mean rank of the lack of individual performance among the nurses of Boo Ali hospital was 58.78 which is higher than that of the nurses of Nime Sha'ban hospital (22.04).

Table 5. The calculated mean rank of the lack of individual performance.

<table>
<thead>
<tr>
<th>Hospital</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nime Sha'ban</td>
<td>35</td>
<td>22.04</td>
<td>771.50</td>
</tr>
<tr>
<td>Boo Ali</td>
<td>52</td>
<td>58.78</td>
<td>3056.50</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

As it is demonstrated in table six, since the obtained sig value (0.000) is less than the statistical error (0.05); therefore, it shows that there is a significant difference between the nurses working in Boo Ali and Nime Sha'ban hospitals in terms of lack of individual performance with 95% level of certainty.

Table 6. The descriptive statistics of the lack of individual performance.

<table>
<thead>
<tr>
<th></th>
<th>Mann-Whitney U</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>lack of individual performance</td>
<td>141.500</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Main Question: Is there any difference among the nurses working in two public and private hospitals in terms of job burnout?

As can be seen in table seven, the nurses of Boo Ali hospital gain the calculated mean rank of 47.44 regarding job burnout which is higher than that of the nurses of Nime Sha'ban hospital (38.44). It reveals that the former group was more involved with the phenomenon of job burnout.

Table 7. The calculated mean rank of job burnout.

<table>
<thead>
<tr>
<th>Hospital</th>
<th>N</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nime Sha'ban</td>
<td>35</td>
<td>38.44</td>
</tr>
<tr>
<td>Boo Ali</td>
<td>52</td>
<td>38.44</td>
</tr>
</tbody>
</table>

As it is obvious in the results of the statistical tests regarding the research three aspects of emotional exhaustion, depersonalization and lack of individual performance, both hospitals are significantly different in terms of the given aspects with 95% level of certainty and the statistical error of 5%. Consequently, it shows that there is a significant difference between the nurses working in Boo Ali and Nime Sha'ban hospitals in terms of job burnout.

DISCUSSION AND CONCLUSION

The results of the first hypothesis show that there is a significant difference between the nurses working in Boo Ali and Nime Sha'ban hospitals with 95% level of certainty in terms of emotional exhaustion related with job burnout. The higher calculated mean rank of nurses of Boo Ali hospital (50.68), in comparison with that of the nurses of Nime Sha'ban hospital demonstrates more involvement of the first group with job burnout. He administered job burnout questionnaire of Maslach and NEO among 572 participants and concluded that extroversion which is related with entertainment and happiness is negatively associated with job burnout. He believed that those who enjoy a higher rank of extroversion are the least involved with job burnout. Hence, it is recommended to identify the reasons of emotional exhaustion, demotivation, immobility, and lack of constructive movements towards the organization's goals and try to make the organization vigorous by promoting a pleasurable work environment, preventing monotony and boredom, and injecting positive energy to the staff.

The results of the second hypothesis show that there is a significant difference between the nurses working in Boo Ali and Nime Sha'ban hospitals with 95% level of certainty regarding depersonalization. Hence, it is recommended to change the object simplistic view of the staff to the other individuals by holding psychological meetings and presenting cultural and ideological instructions.

The results of the third hypothesis show that there is a significant difference between the nurses working in Boo Ali and Nime Sha'ban hospitals with 95% level of certainty regarding lack of individual performance. The calculated mean rank of the lack of individual performance among the nurses of Boo Ali hospital was 58.78 which is higher than
that of the nurses of Nime Sha'ban hospital (22.04). Rafiei (2005) found that the interactions among the individual characteristics of the nurses and the patients with the organization's social behavior impressed the nurses' reactions towards job burnout. Therefore; it is recommended to increase the individuals' dominance towards his work and duties by presenting instructional periods and also the managers should make a desirable relationship with their personnel by changing their management strategies.

The results obtained from the main hypothesis shows that the nurses of Boo Ali hospital gain the calculated mean rank of 47.44 regarding job burnout which is higher than that of the nurses of Nime Sha'ban hospital (38.44). It reveals that the former group was more involved with the phenomenon of job burnout. Though, the nurses of Nime Sha'ban hospital enjoyed a higher rank in terms of depersonalization. The findings of the statistical tests regarding the three aspects of job burnout (emotional exhaustion, depersonalization and lack of individual performance) showed that the nurses of both hospitals are statistically significant in terms of all the above given issues regarding job burnout with a certainty of 95%. Soleimani (2005) found in their research that job burnout is more evident among the nurses and social staff than the assistants. Furthermore, they are statistically significant regarding emotional exhaustion and individual performance. Against this research, in this study there was significant different between the nurses working in two public and private hospitals in terms of all three aspects of job burnout. However, Talaei (2008) believed that there is a statistically significant relationship between three aspects of job burnout with variables such as age, professional experience, education, and the kind of employment relationship, career and the working hospital. They found that emotional exhaustion and depersonalization is more dominant among the female ones and also married people enjoyed a higher level of personal accomplishment. Therefore, it is recommended to investigate exactly this issue among the staff of an organization and evaluate the reasons of its creation. They it is suggested try to remove the affective factors on the creation of burnout and the managers in the organization should minimize and eliminated the reasons of promoting this phenomenon.

REFERENCES

