

Predicting job burnout according to organizational climate and work ethics with the mediation of job motivation in Urmia emergency medical staff in 2017

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ABSTRACT

Introduction & Objective: Job burnout is an internal feeling that causes a negative attitude toward occupation and impairment in the professional performance of individuals. Therefore, the present study was conducted with the objective of predicting job burnout according to organizational climate and work ethics by mediating effect of job motivation in Urmia medical emergency workers. **Materials and Methods:** The statistical population of this fundamental-descriptive and full-scale correlational study consisted of all the personnel of Urmia Medical Emergency Center. Participants completed the Maslach Burnout inventory, as well as the questionnaires of the Halpin and Croft organizational climate, Gregory business ethics, and Hellman's occupational motivation. Then, the collected data were analyzed using Amos software. **Findings:** The results from the study showed that there is a negative and significant relationship between organizational climate, work ethics, job motivation and job burnout ($P < 0.001$). It was also shown that motivation has a mediating role in the relationship between job burnout and occupational climate, as well as job burnout and work ethics. So that, occupational climate, job motivation, and work ethics can predict job burnout. **Discussion and Conclusion:** The findings of the study show that job burnout is affected by organizational climate, work ethics, and job motivation. It also indicates that job motivation has a mediating role in the relationship between job burnout, organizational climate, and work ethics. Therefore, it can be concluded that these variables can predict the job burnout of medical emergency staff.

Keywords: Burnout, Job burnout, Organizational climate, Work ethics, Medical emergencies.

Introduction

Working in certain occupations can cause specific stresses due to their nature and working conditions. A clear example of it is

the occupation of healthcare and health care services. Medical staff is severely exposed to occupational stressors due to physical, psychological and emotional events ^[1]. Medical emergency personnel experience more chronic stressors in their work environment compared to those who work in other health care areas ^[2]. Today, organizations have numerous obvious and concealed costs due to job burnout among staff which leads to a reduction in productivity, absence from work and job quitting. Therefore, identifying the exacerbating variables of job burnout and accurate planning to reduce the effects of these variables is an important issue ^[3]. Job satisfaction is a mental phenomenon which is resulted from the interpersonal chronic emotional response to stressors occurring at work ^[4]. One of the variables that may be related to job burnout is the organizational climate.

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Organizational climate is associated with the determination of the measurable characteristics in the work environment which is understood by the employees in this environment directly or indirectly. This environment acts as an influential source in shaping behavior ^[5].

Organizational climate is the perception of staff from the environment they work in. The perception of employees is a mental and emotional issue that forms human communication (human communication which employees have with their managers and colleagues). There is also a significant relationship between organizational climate and job burnout, and dimensions of organizational climate can significantly predict job burnout ^[6]. Another variable that may be associated with job burnout is work ethic. The achievements of organizations with minimal facilities on one hand, and the failure of organizations with the best capitals on the other hand, indicates that immaterial and mental factors have a significant role in the progress of organizations. So, ethics can be recognized as one important immaterial and mental factors ^[7]. It can be said that ethics is the distinction between good and bad and between right and wrong which leads one to take the right decisions ^[8]. From the viewpoint of researchers, work ethics is an important issue that results in the satisfaction of staff, as well as an increase in productivity. Vice versa, not being committed to work ethics may lead to job burnout in all employees regardless of their organizational status. It also shows that work ethics and compliance with it in organizations can have a significant relationship with job burnout ^[9].

Job motivation is a variable that is likely to be associated with job burnout on one hand, and with work ethics and organizational climate on the other hand. The term motivation is defined as dynamism and movement, and in organizations, it is one of the most important predictive variables of positive attitude, as well as desirable individual and organizational performance ^[10]. Emergency staff must have sufficient motivation in addition to having adequate knowledge and skills in patient care. Quick decision making, unpredictable and high-risk situations, loss of control and organizational framework, and severely ill patients are among the conditions that will rapidly lead to fatigue, increased error, job quit, reduced quality of service and ultimately, job burnout if there is not enough motivation ^[11]. Organizational climate has a close relationship with employee's motivation in organizations. Results of researches indicate that there is a robust correlation between positive organizational climate and positive motivation ^[12]. An appropriate organizational climate can be effective in motivating employees, improving their morale, participating in decision making, and promoting creativity and innovation, and act as an important source of mental health for employees, and vice versa. Therefore, alternation in each part of organizational climate results in an immediate and profound change in the way of working for employees and their functionality ^[13].

In organizations, work ethic is related to job motivation. Work ethics has a direct effect on job satisfaction and organizational commitment. In addition, the intermediary effect of internal

motivation between the work ethics and job satisfaction and work ethics and organizational commitment was confirmed ^[14]. Considering the stressful working environment of pre-hospital emergency staff as first responders who are responsible for human lives, it is important to identify the extent and risk of job burnout in them ^[15]. Regarding the importance of job burnout and the limited studies available on the relationship between work ethic and job burnout, as well as organizational climate and job burnout, in addition to the lack of any research assessing job motivation as an intermediate variable between work ethic and organizational climate, and job burnout, we tried to clarify whether job burnout is predictable through work ethics and organizational climate by mediating effect of job motivation.

Materials and Methods:

The method for implementing this research was fundamental-descriptive and full-scale. The statistical population of the study included 138 emergency medical staff working at headquarters, urban bases, and road bases. 122 questionnaires were analyzed due to being fully answered. After explaining the steps and methods of the study to participants, they completed the Maslach Burnout inventory, as well as the questionnaires of the Halpin and Croft organizational climate, Gregory business ethics, and Hellman's occupational motivation. After completing all questionnaires, the data from the study were coded according to the principles of confidentiality and were analyzed using SPSS version 20 software.

Findings:

Demographic information of the study

Table 1: Description of quantitative demographic variables of research units

Variable	Abundance	Percent	Average	Standard deviation
Age	<25	11	9.01	35.73 43.9
	25-30	30	24.59	
	30-35	24	19.67	
	35-40	15	12.29	
	40-45	15	12.29	
	45-50	8	6.55	
	>50	19	15.57	
Occupational experience	<5	24	19.67	12.04 8.41
	5-10	30	24.59	
	10-15	25	20.49	
	15-20	20	16.39	
	20-25	6	4.91	
	>25	17	13.93	

Table 2. Description of study variables

Variable	Average	Standard deviation	Minimum	Maximum
Organizational climate	105.49	13.76	63	143
Work ethics	97.01	12.14	68	115
Job motivation	70.81	13.20	31	96
Job burnout	60.04	20.01	23	113

Table 2 shows the response status of the participants in the study variables. Based on the results from the table, the average and standard deviation were 105.49 and 13.76 for organizational climate; 97.01 and 12.14 for work ethic; 70.81 and 13.20 for job motivation; and 60.04 and 20.01 for job burnout.

Table 3. The results of one Sample Kolmogorov-Smirnov

test						
Variable	Age	Occupational experience	Job burnout	Organizational climate	Work ethics	Job motivation
Kolmogorov's statistics	1.32	1.22	0.99	1.29	1.23	0.54
P value	0.05	0.10	0.27	0.06	0.09	0.93

Table 3 shows the results of one Sample Kolmogorov-Smirnov test. As seen in the table, the significance level is more than 0.05 in all variables, which rejects the assumption that data are not normal. Therefore, data have a normal distribution.

Table 4. Correlation matrix of research variables

Variable	Organizational climate	Work ethics	Job motivation	Job burnout
Organizational climate	1			
Work ethics	**0.54	1		
Job motivation	**0.52	**0.50	1	
Job burnout	**0.48-	**0.57-	**0.46-	1

** The correlation higher than 0.01 is significant.

Table 4 shows the correlation matrix of the research variables. Results from Pearson's correlation test indicate that there is a positive and significant relationship between organizational climate and work ethic. There is also a positive and significant relationship between organizational climate and job motivation, as well as between job motivation and work ethic.

In addition, the results from the above table indicate that there is a negative and significant relationship between organizational climate, work ethics, and job motivation, and job burnout ($P > 0.01$).

Discussion and Conclusion:

The objective of the present study was to investigate the relationship between organizational climate and work ethics on job burnout with the mediation of job motivation in Urmia medical emergency staff. Job burnout is a concerning issue in all healthcare facilities. The reason for this matter is that job burnout reduces the efficiency and loss of service quality, as well as increasing costs, in addition to the effects on the physical and mental health of the personnel.

The results of the study showed that there is a negative and significant relationship between organizational climate and job burnout. In other words, the decrease in the quality of the organizational climate leads to an increase in job burnout of the emergency medical staff. These findings are consistent with the findings of Hansen *et al.* (2009), and Hong *et al.* (2008) [16, 17].

Since the main capital of every organization is its human resources, using appropriate human resources strategies that support proper organizational climate based on organizational culture facilitates the use of human resources, which eventually leads to appropriate organizational behavior and delay in job burnout [18].

Job motivation plays a mediating role in the relationship between organizational climate and job burnout. Highly motivated medical staff have a fewer absence from work, higher levels of creative production and quicker problem solving, greater participation in decision making, job improvement, and job satisfaction. In fact, high motivation in job affects the control over the job, the experience of the medical emergency staff, and job involvement, which ultimately leads to an open and positive organizational climate [19].

In addition, according to the results of the studies, there is a negative and significant relationship between work ethic and job burnout. In other words, any weakness in work ethics in emergency medical staff leads to increased job burnout rates. This finding is in line with the findings of Woo and Robert (2011), Keyvanloo *et al.* (2015), and Arshadi (2013) [20]. In explaining the relationship between work ethic and job burnout, it can be stated that if medical staff feel that ethics are dominant in their working environment, their satisfaction from the work environment will be increased, and they feel the situation of job burnout less. This finding is consistent with existing theories of psychology and labor relations [21].

Job motivation plays a mediating role between work ethics and job burnout. Regarding the intermediary role of job motivation in the relationship of job motivation, work ethic, and job burnout, it can be said that job motivation leads to a significant sense of work, which means that employees appreciate the objectives and activities related to their work [22].

Based on the results from Table 4, there is a negative and significant relationship between job motivation and job burnout ($r = -0.46$, $P < 0.01$). In other words, the increase in job motivation in staff leads to decreased job burnout in them. The results of this finding are in line with the findings of Daver Hadise (2016) [23].

The results from the study showed that job motivation has a mediating role in the relationship between organizational climate and job burnout. The finding that there is a positive relationship between organizational climate and job motivation is consistent with the findings of Mahmoodi *et al.* (2007) [24]. Furthermore, the results showed that job motivation has a mediator role between work ethics and job burnout, which is consistent with the results of Fakherozaman *et al.* (2013) [25].

Regarding the inference of the prediction role of work ethics, job motivation and organizational climate in job burnout, it can be stated that individual and organizational factors such as competence and authority of managers, the efficiency of administrative affairs, proper labor codes, professional and organizational rules, discipline and order in work, relations with colleagues and supervisors, job satisfaction, payment, and benefits are important components that can affect the

mentioned factors, which in turn affects job burnout. Based on the findings of the study, it can be said that there are several factors affecting burnout prediction in organizations. Therefore, management should seek strategies for reducing employee burnout. This program will need a thorough examination and prioritization of the factors affecting the improvement of job motivation, promotion of organizational climate, and promotion of human work ethics so that it leads to a reduced job burnout rate.

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