Original Article

The relationship between psychological empowerment and job burnout: a model with a mediating role of self-efficacy in nurses

Sedigheh Yazdanparast [1], Hamdollah Manzari Tavakoli [1*], Saeed Sayadi [1], Zahra Shokooh [1], Sanjar Salajegheh [1]

[1] Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

***Corresponding author and reprints: Hamdollah Manzari Tavakoli,** Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

Email: H_manzari33@yahoo.com

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Abstract

Background: The present study aimed to investigate the relationship between psychological empowerment and job burnout with a mediating role of self-efficacy in nurses of private hospitals in Shiraz.

Methods: The present study was applied in terms of aim. The statistical population included nurses of private hospitals in Shiraz. According to the statistics of the Deputy of Shiraz University, their number was 750 people. Using Cochran's formula, the sample size was determined at 256 people. To collect data, Maslach job burnout questionnaire, Spreitzer psychological empowerment questionnaire and Sherer & Adams self-efficacy questionnaire and structural equation method were used to analyze the data.

Results: The absolute value of the path coefficient to explain the relationship between psychological empowerment and job burnout was -0.545 and t-statistic is higher than 1.96. There was a negative relationship between psychological empowerment and job burnout. Also, psychological empowerment with a mediating role of self-efficacy has a negative path coefficient was -0.704 and t-statistic is higher than 1.96. Self-efficacy increased the effect of psychological empowerment on job burnout.

Conclusion: Since perfectionist people and those extremely involved at work suffer from job burnout emotionally and self-efficacy relationship in line with psychological empowerment and inverse relationship with job burnout, it is necessary to take special measures for psychological empowerment to prevent job burnout by managers to increase the efficiency of nurses.

Keywords: Burnout, Professional; Burnout, Psychological; Empowerment; Nurses; Self Efficacy.

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Introduction

Job burnout has been studied by a group of researchers in terms of individual and personality traits. In other words, a group of people with specific personal and personality traits are more prone to job burnout (1). Job burnout is a factor related to work environments and the nature of the job. It causes physical, mental, behavioral symptoms, and reduced performance but can be controlled (2). It is characterized with three symptoms of feeling lethargy and lack of energy and increased mental anxiety, especially in work environment and ultimately reduced professional efficiency of the person (3). Freudenberger identifies the three components of

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emotional exhaustion, depersonalization, and feelings of personal failure as dimensions of job burnout. This type of classification has been approved by many researchers (4, 5) and some researchers have considered job burnout in two components of emotional exhaustion and depersonalization (6).

The increasing growth of job burnout endangers the health of the community (7) and in organizations such as medical centers, nurses with job burnout have low productivity in their duties and patients in this group of nurses do not receive proper care (8). Nurses with job burnout have a low level of empathy, so they cannot be expected to care their patient properly (9). A new approach is empowerment and creating intrinsic motivation to release the forces and inner strength of the person and provide an opportunity for the development of talent and ability (10). Also, self-efficacy is a multidimensional structure for individuals as targeted, self-assessing and self-monitoring agents (11). Bandura divides self-efficacy into three dimensions of level, generality and strength. Lavasani et al., divided it to three aspects of quantity, power, and generality (12). The high growth of job burnout in medical centers is undeniable. Job burnout analysis damages nurses' relationships with others and has devastating effects on job efficiency and productivity and the treatment system and health (13). Given what was stated above, it is necessary to examine job burnout according to the relevant variables (psychological empowerment and self-efficacy) in the country's health system. Therefore, the present study aimed to investigate the relationship between psychological empowerment and job burnout with a mediating role of self-efficacy in nurses of private hospitals in Shiraz.

Methods

The present study was an applied research in terms of aim. The statistical population of this study included nurses of private hospitals in Shiraz, which according to the statistics of the Deputy of Shiraz University; their number was about 750 people. Due to the nature of the work, stratified random sampling method was used in private hospitals in Shiraz. Due to the limited population of the study, based on the calculation of sample size through Cochran's formula, a sample size of 256 people was proposed, which 270 questionnaires were distributed among nurses due to defects in completing the questionnaires and lack of consent to continue cooperation in the project. About 11 questionnaires were excluded from the research and a total of 258 valid questionnaires were analyzed.

Research tools

Burning Questionnaire: The main criterion of the work was the Maslach questionnaire, which was supplemented with other questions to enrich the work using the opinion of experts. For a wider range of questions, the Goldard Work Questionnaire was also adapted. These questions measure the level of stress or job burnout in professional and work settings. This questionnaire includes emotional burnout, depersonalization, and personal achievement. The sum of the scores of the questions on each scale represents the individual score on that scale. One chooses one of the options of never, rarely, low, sometimes, moderate, high and always, which a score of 1 to 7, respectively, is assigned to each of them. In the emotional burnout subscale, a score above 30 in positive questions indicates high emotional burnout and a score between 7 and 11 indicates moderate level of job burnout and a score below 6 indicates low level of job burnout. In the depersonalization subscale and in related questions, a score higher than 20 indicates high depersonalization and a score between 10 and 15 indicates moderate depersonalization and a score less than 7 indicates low depersonalization. In the subscale of lack of personal achievement and in related questions, a score higher than

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20 indicates a high level of personal failure, scores between 10 and 15 indicate a moderate level of personal achievement, and scores below 7 indicate a low level of lack of personal achievement (high level of personal failure).

Psychological Empowerment Questionnaire: The Spreitzer Questionnaire (14) was the main criterion, but opinions of experts as well as other questionnaires, such as Weinhardt et al., questionnaire (15) which has also been reviewed by Khamehchi & Rangriz (10). in which psychological empowerment was examined from 5 dimensions questions were added. The five dimensions of psychological empowerment include a feeling of competence, a feeling of self-determination, a feeling of impact, and a feeling of trust. This questionnaire is scored from 1 to 5 based on the Likert scale from strongly disagree, disagree, have no opinion, agree and strongly agree. According to present study, empowerment can be nurtured and strengthened. Self-efficacy questionnaire: The criterion was Sherer & Adams (16) questionnaire, but the opinion of experts and other questionnaires such as Smith and Betz questionnaire, in which self-efficacy is examined from 3 dimensions, were added to the questions to enrich the work. This questionnaire includes emotional factors, cognitive factors, and biological factors. This scale is mostly used to measure general self-efficacy. Although the self-efficacy scale was developed for clinical and personality research, it has also been used in organizations.

The content validity of these questionnaires was approved by professors and elites after consultation and study of books and articles related to research. It was found that they have acceptable validity. To increase the validity of research measurement tools, the initial questionnaire is provided to experts in this field. They were asked to comment on the questionnaire questions and their relevance to the research hypotheses using the completely appropriate, appropriate, moderately appropriate, inappropriate and completely inappropriate options. The validity of the Job burnout Questionnaire was 0.80 and the validity of the Psychological Empowerment Questionnaire was 0.82 and the validity of the Self-Efficacy Questionnaire was 0.85. Descriptive statistics indices were used to examine the demographic characteristics of the respondents. Kolmogorov-Smirnov test was used to test the normality of the data. Using the data obtained from the questionnaires of this research and with the help of SPSS software, the reliability coefficient was calculated by Cronbach's alpha method for this tool in Table 1.

Table 1. Reliability of research dimensions and structures

questionnaire	Dimensions and structures	Number of items	Cronbach's alpha
Job burnout	Emotional burnout	14	0.83
	Depersonalization	15	0.88
	Lack of personal achievement	11	0.73
	Job burnout	40	0.74
Psychological Empowerment	Feeling of meaning	6	0.79
	Feeling of competence	7	0.73
	Feeling of trust	5	0.81
	Feeling of impact	6	0.83
	Feeling of self-determination	6	0.86
	Psychological empowerment	30	0.89
Efficacy	Cognitive factors	9	0.83
	Emotional factors	8	0.81
	Biological factors	6	0.85
	Self-efficacy	23	0.76

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Table 2. Frequency of respondents based on age and level of education

Variable	Age group	Number	Percentage
Age	Under 25 years	33	%13
	26 to 35 years	124	%48
	36 to 50 years	94	%36
	51 and up	9	%3
	Total	260	%100
Variable	Level of education	Number	Percentage
Level of education	Bachelor's degree	208	%80
	Master's degree	52	%20
	Total	260	%100

Results

Demographic characteristics of the population

Frequency of respondents based on age, level of education was examined, the results of which are presented in Table 2.

In terms of age, the highest frequency (124 people) with 48% was related to the age group of 26 to 35 years, and in terms of level of education, a bachelor's degree with 80% (208 people) had the highest frequency.

Based on the results of the Kolmogorov-Smirnov test for Job burnout (=0.331) with the significant levels 0.072, Psychological Empowerment =0.343) with the significant levels 0.057, Self-efficacy (=0.352) with the significant levels 0.064, a significant value greater than the error level of 0.05 was obtained in all cases.

Therefore, there is no reason to reject the null hypothesis and the data distribution is normal in Table 3.

According to the results presented in Testing multicollinearity (VIF)value of the research components (Job burnout (=1.472), Psychological Empowerment (=1.193), Self-efficacy (=1.170)) is less than 3. Therefore, the components of research do not have collinearity.

Based on the results of the measurement model in Table 4, the observed factor load in all cases has a value greater than 0.3, which indicates that there is a good correlation between the observable variables and the latent variables. Therefore, it can be concluded that each main variable has been measured correctly and based on the results of this scale, we can test the research hypotheses. According to the results in Table 5, Cronbach's alpha of all variables is greater than 0.7, so it reliability of all variables is confirmed. The average variance extracted (AVE) is always greater than 0.5, so convergent validity is also confirmed. The value of composite reliability (CR) is also greater than AVE and 0.7 and each of the model structures has good validity and reliability. The homogeneity coefficient (Rho) is also higher than 0.7.

Table 3. Examining the importance of identified factors

Items	Statistic t	sig	Confidence interval	
			Lower bound	Upper bound
Job burnout	112.069	<0.001	4.37	4.53
Psychological Empowerment	117.184	<0.001	4.08	4.22
Self-efficacy	93.395	<0.001	3.78	3.95

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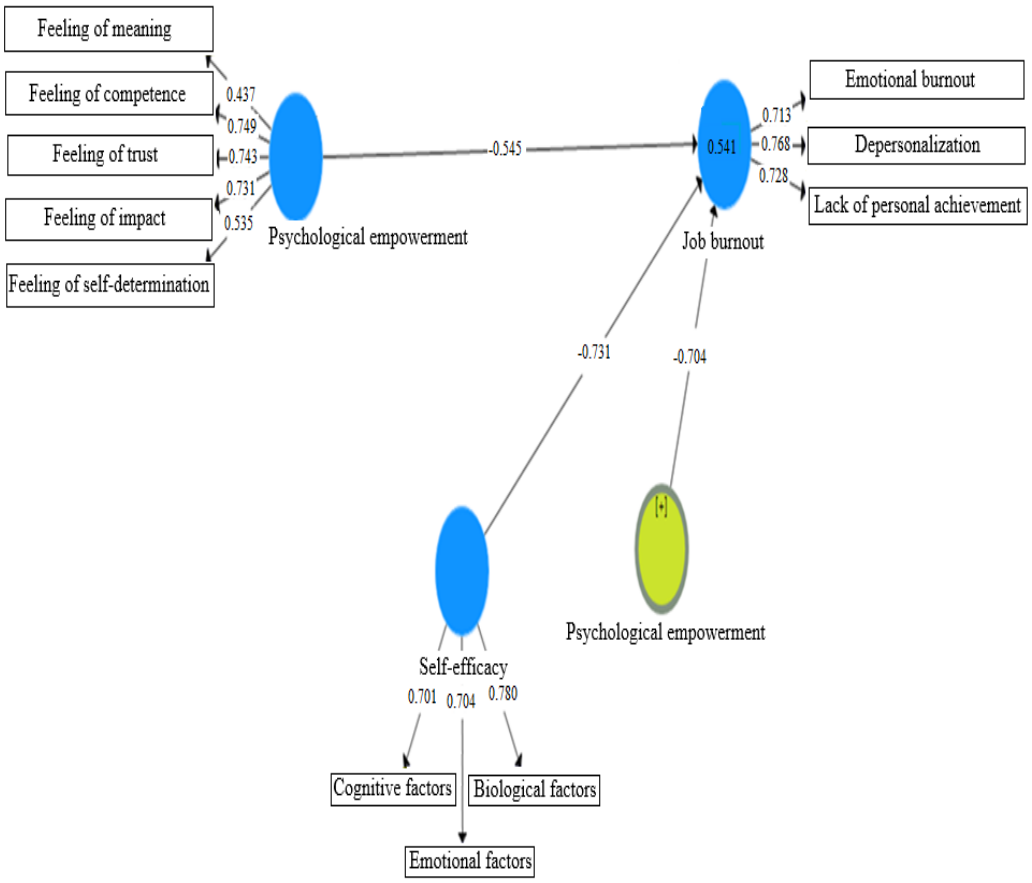

Figure 1. Factor load of research model (exogenous model)

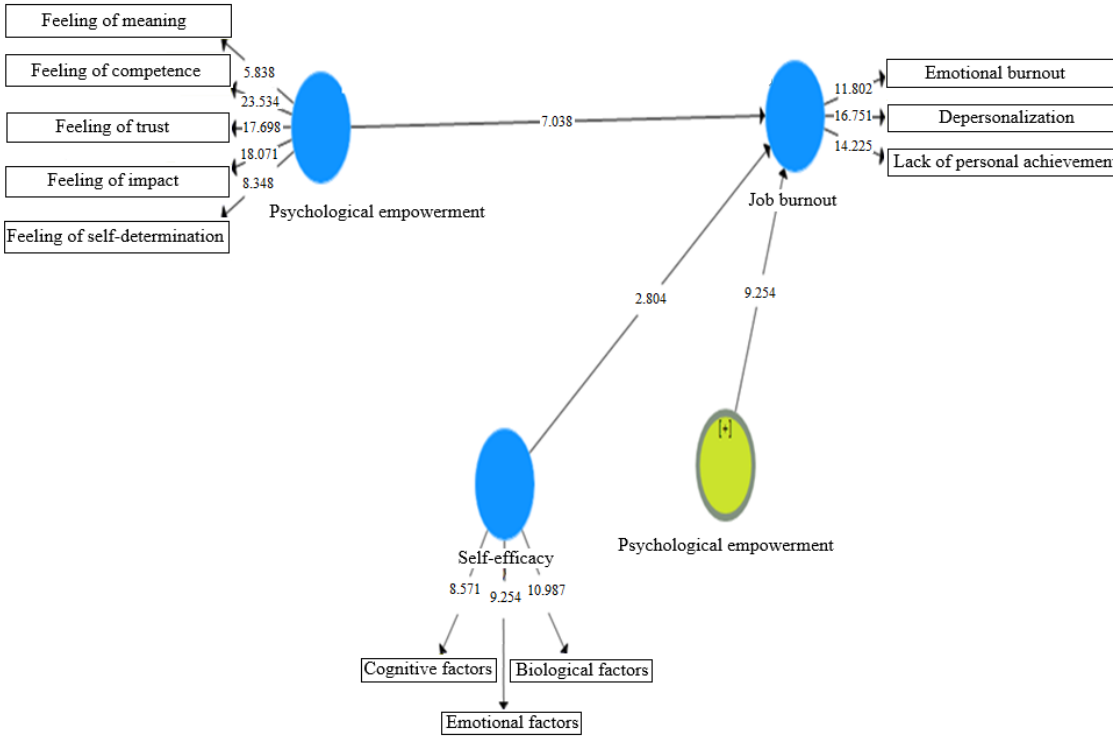

Figure 2. T-bootstrapping statistics of research model (exogenous model of research)

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Table 4. exogenous model of partial least squares (measurement model)

Item	Factor load	sig
Emotional burnout	0.713	<0.001
Depersonalization	0.768	<0.001
Lack of personal achievement	0.728	<0.001
Feeling of meaning	0.437	<0.001
Feeling of competence	0.749	<0.001
Feeling of trust	0.743	<0.001
Feeling of impact	0.731	<0.001
Feeling of self-determination	0.535	<0.001
Cognitive factors	0.701	<0.001
Emotional factors	0.704	<0.001
Biological factors	0.780	<0.001

As shown in Table 6, the values on the original diameter of the matrix are larger than all the values in the relevant column, indicating that our model has good divergent validity. According to Table 6, the value of the obtained numbers is less than 0.9, so the HTMT divergent validity is acceptable.

$$R^2 = \frac{0.766 + 0.541}{2} = 0.643$$

According to the results, the coefficient of determination (R2) of endogenous structures of the research model is desirable. The value of the coefficient of determination of dependent components shows that 64.3% of the changes in the model variables are explained by the sum of the effects of the independent and dependent variables, which is strongly acceptable.

Three values of 0.01, 0.025, and 0.36 have been introduced as weak, moderate and strong values for GOF. GOF criterion is calculated in this way:

k calculation:

$Avg\ (R^2) = 0.643$

$GOF = \sqrt{0.800 \times 0.643} = 0.716$

Therefore, based on GOF, the model is also approved.

As shown in Table 7, the value obtained from the Q2 criterion, which indicates the predictive power of the model for endogenous structures, indicates the predictive power of the research structures.

The result of impact size criterion of Variables (Cohen index) was about Job burnout (Q^2 =0.628), Psychological Empowerment (Q^2 =0.836, F^2 =0.537), and Self-efficacy (Q^2 =0.700, F^2 =0.544).

According to the results obtained from the structural equation model, the absolute value of the path coefficient of psychological empowerment on job burnout (Path coefficient=0.545, Statistic t=7.038, Sig (0.000)), is higher than 0.3, and the t-statistic is higher than 1.96. with increasing psychological empowerment, job burnout decreases and the absolute value of the path coefficient of Self-efficacy has a moderating role in the relationship between psychological empowerment and job burnout (Path coefficient=-0.704, Statistic t=9.254, Sig (0.000)).

Table 5. Convergent validity and reliability of research variables

Variable	Cronbach's alpha	AVE	CR	Rho
Job burnout	0.726	0.563	0.816	0.730
Psychological Empowerment	0.722	0.519	0.853	0.761
Self-efficacy	0.764	0.538	0.755	0.754
Trust	0.865	0.530	0.801	0.765

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Table 6. Fornell and Larcker method and Results of HTMT method to examine divergent validity

Fornell and Larcker method			
Row	Job burnout	Psychological Empowerment	Self-efficacy
Job burnout	0.834		
Psychological Empowerment	0.853	0.895	
Self-efficacy	0.792	0.845	0.889
Results of HTMT method to examine divergent validity			
Row	Job burnout	Psychological Empowerment	Self-efficacy
Job burnout			
Psychological Empowerment	0.820		
Self-efficacy	0.738	0.649	

Discussion

Considering the current research, the structural equation model was used to explain the relationship between psychological empowerment and job burnout. The absolute value of the path coefficient to explain the relationship between psychological empowerment and job burnout is higher than 0.3 (-0.545) and the t-statistic is higher than 1.96. Thus there was a negative relationship between psychological empowerment and job burnout. In other words, with increasing psychological empowerment, job burnout decreases. Psychological empowerment is the perception of the individual about his or her role in the job and the organization. Recent research conducted by Henseler et al., shows that the Fornell-Larcker criterion does not work well when the factor loads of structures are slightly different (17). Hence, Henseler et al., proposed the HTMT criterion as an alternative (17). The findings of a study conducted by Zaeri et al., suggest a relationship between empowerment and job burnout, and by using stress management, desirable results can be observed in organizations (18). In a longitudinal study, Hagerman et al., also found that by strengthening empowerment, people experience less stress. In this study, it was suggested to managers that by strengthening psychological empowerment, they can regulate and even control the level of employee stress, since workplace stress is the main cause of job burnout (19). Another study conducted on nurses by Asghari et al., emphasized that one of the stressors in humans is the work environment. This research team focused on the relationship between job burnout and psychological empowerment with the mediating role of perceived stress in nurses. According to the results of this study, psychological empowerment is effective in reducing perceived stress and job burnout in nurses. Thus, it can be argued that there is a direct relationship between psychological empowerment and job burnout, indicating that all the above studies are in line with the present study. Psychological empowerment has the dimensions of feeling of meaning, feeling of competence, feeling of trust, feeling of impact and feeling of self-determination) that are in same direction with many variables in motivational point of view (20).

Based on the obtained results, psychological empowerment with the mediating role of self-efficacy has a path coefficient value of above 0.3 (-0.704). The T-statistic is also higher than 1.96. Thus, self-efficacy increases the effect of psychological empowerment on job burnout. It can be said that self-efficacy is associated with psychological empowerment on the one hand and job burnout on the other hand. The relationship between self-efficacy and psychological empowerment is direct and the relationship between self-efficacy and job burnout in indirect. It means that with increasing self-efficiency, the psychological empowerment will increase and with increasing self-efficiency, job burnout will

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decrease. These relationships also true in the dimensions of self-efficacy with the dimensions of psychological empowerment and also the dimensions of self-efficacy with the dimensions of job burnout. This study was conducted on nursing staff of private hospitals in Shiraz. Thus, different results might be obtained in other jobs and other cities. Self-efficacy, which in its simplest form is the belief in one's own abilities in the face of barriers, is a key structure in individuals.

Self-efficacy indicates the impact of events that influence a person's life, and this characteristic is unique to each person (21). This means that encouraging or not encouraging people after performing a performance has a significant role in enhancing or declining their self-efficacy. Another factor that is effective in the formation of self-efficacy of people is the body's emotional and physiological response. This means that we experience different feelings, good or bad, in the face of different behaviors. These experiences are all different in different people. Since self-efficacy affects people's behaviors and performance, in the current study, this highly influential individual difference cannot be ignored (22), which is consistent with the present study. In other words, the stress that a person experiences in the workplace can manifest itself as job burnout. Job burnout is a psychological disorder that is closely related to the physical health of individuals (23).

It can be stated factors such as long working hours, work and contract policies, job insecurity and insurance, lack of control and injustice and other factors can be involved in this regard. However, it should be emphasized that healthcare environments and occupations such as nursing due to high working hours, evening and night shifts, high number of clients and patients and frequent encounters with emergency situations that require high speed of action and quick decisions are considered stressful. Dimensions of job burnout after involvement of individuals have also been considered by a group of researchers (24). In addition to affecting the mental health and physical health of nurses, job burnout also affects their ability to care, and these negative effects on nurses' performance. Many environmental factors, if used properly, can prevent the occurrence of job burnout. For example, a group of researchers in the study of environmental factors and their relationship with nursing job burnout has examined the management factor and revealed that with proper management and attention to the psychological characteristics of individuals, it is possible to prevent job burnout among the nurses (25).

Other studies have also shown that despite the high risk of nurses suffering from job burnout in medical settings, teamwork designed in medical centers acts as a protective factor and reduces the risk of job burnout (26). The incidence of job burnout is not the same in different jobs. However, this phenomenon is significantly reported in health-related jobs and among nurses and physicians (27), which are consistent with the present study. In general, it can be stated that people who suffer from job burnout experience a range of different symptoms. Although it is possible to predict the occurrence of phenomena such as job burnout in stressful jobs, especially in the healthcare sector, gaining knowledge on conditions that provide the conditions for occurrence of job burnout helps managers to prevent and reduce its destructive effects.

Recommendations

Regarding the description and recognition of job burnout, which is the main criterion and subject of this study in nurses of private hospitals in Shiraz, it is recommended to use the opinion of experts aware of the medical environment and working conditions of hospitals and use existing and valid standard questionnaires to examine the job burnout status of nurses and obtain information and do a basic evaluation at the beginning of work of each nurse. This basic

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information can be very useful in applying policies and training to prevent job burnout in individuals. Regarding the description and recognition of self-efficacy in nurses of private hospitals in Shiraz, it is recommended to use the opinion of experts aware of the medical environment and working conditions of nurses and use the existing and valid standard questionnaires to examine the self-efficacy status of nurses. This basic information can be very useful in applying policies and training to enhance self-efficacy of individuals.

Conclusion

Based on the results of present study, it can be stated that job burnout is associated with stress, role loss and poor job performance in the staff of medical centers such as nurses. Its reason can be traced in both individual and organizational factors. Job burnout is also the result of chronic and prolonged job stress. As a result, job burnout is more likely to occur among people who have been in a job longer than people who have chosen a job recently. It is necessary for managers to take appropriate actions to motivate them to be self-efficient and to take measures to reduce job burnout and improve the performance of nurses through appropriate measures.

Author's contribution

Sedigheh Yazdanparast and Hamdollah Manzari Tavakoli developed the study concept and design. Saeed Sayadi acquired the data. Zahra Shokooh and Sanjar Salajegheh analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

Informed consent

Questionaires were filled with the participans' satisfaction and written consent was obtained from the participants in this study.

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Conflict of interest

The authors declare that they have no conflict of interests.

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