

Association between the Organizational Culture and Burnout among the Faculty Members of Medical Institutions and Teaching Hospitals of Punjab Pakistan

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ABSTRACT

It has been empirically suggested that organizational culture and burnout are strongly interlinked.

Aims: To assess the association between organizational culture and burnout among faculty members of medical colleges and their affiliated hospitals of Punjab, Pakistan.

Study Design: Cross-sectional study.

Methodology: Present study enrolled 444 participants who full-filled inclusion criteria. Informed written consent was taken from all the participants. They completed Hofstede Organizational Culture Questionnaire and Maslach Burnout Inventory respectively.

Statistical analysis: Pearson Product Moment Correlation Analysis was applied with P-value of < 0.05 taken as significant.

Results: The results showed that the participants perceived parochial organizational culture in medical colleges and affiliated hospitals of Punjab. The findings of Pearson Product Moment Correlation showed significant relationship between these two factors among employees.

Conclusion: It was concluded that a favourable working environment is necessary to reduce the incidence of job burnout in every set-up especially the higher education sector. Academicians suffering from burnout must be identified and adequately managed.

Keywords: Organizational Culture; Job Burnout; Faculty Members and Parochial Culture.

INTRODUCTION

It has been empirically suggested that organizational culture and burnout are strongly interlinked.¹ It has been consistently empirically tested and documented those employees vulnerable to burnout show poor job performance and may develop serious mental health issues with time.²

Modern universities have passed through a transition due to the global changes brought about by twenty first century that has resulted the working conditions in universities very challenging.³ In the current era, like the business sector, there has been a sudden shift in the roles and responsibilities of the academicians, in which they are now required to play numerous roles in addition to their traditional roles as teachers.⁴ The increased work demands in scarce resources and maladaptive coping skills with the lack of suitable coping strategies finally lead to burnout.⁵ Serious psychological health issues like hopelessness, apprehensions and worries are associated with chronic burnout.^{6,7} Moreover, job burnout is a threat that affects employees, consequently, prevents productivity and destroys human resources.⁸

However, the association between organizational working environment and work productivity can never be over-emphasized as it is an insight about internal environment of a unit by personnel.⁹ Job satisfaction is enhanced, and distress is curtailed among handlers through better occupational environment.¹⁰⁻¹⁴ while inadequacies lead to burnout. Clearly, any changes in workplace climate led to instant and intense change in work productivities.⁸ Different structural standards/pointers can divulge employees' bodily or psychological strain.^{15,16} However, job burnout is still a leading problem among employees which has great impact on their quality of life. Therefore, present study is undertaken to determine the association between working environment and job burnout on quality of life.

Objectives: To assess an association between organizational culture and burnout among faculty members of medical colleges and their affiliated hospitals of Punjab- Pakistan.

METHODOLOGY

Present study (cross-sectional) enrolled 444 participants who full-filled inclusion criteria. Informed written consent was taken from all the participants. They completed Hofstede Organizational Culture Questionnaire and Maslach Burnout Inventory respectively. Nonprobability convenient sampling technique was employed to collect data. As the present study was a multicenter study, therefore the sample was drawn from both government and private sector medical colleges and affiliated hospitals. Participants were carefully chosen based on the inclusion and exclusion criteria. Informed written consent was taken. Their identities were kept in secret. About one third of the data was collected online due to the sudden outbreak of the Covid-19 pandemic. Both two questionnaires along with the consent form and demographic information sheet were sent to the selected participants who fulfilled the sample criteria and agreed to be a part of the research. No time constraints were put on the participants for filling the questionnaires either physically or online. At the end, the questionnaires were taken back from the participants, and they were appreciated for their participation. A pilot study was also conducted on a group of 20 participants from all three of the chosen medical colleges prior to the main data collection following the entire above-mentioned procedure.

Statistical Analysis: SPSS v25.0 was used to analyze data. Mean \pm SD was used to present continuous variables. Frequency and Percentages were used to present categorical variables. Pearson Product Moment Correlation Analysis was applied with P-value of < 0.05 taken as significant.

RESULTS

Demographic characteristics of the study sample (n=444). The descriptive show that the mean length service of the participants was (M= 1.75) years. Whereas majority of the participants who filled the questionnaires were postgraduates 172 (38.7%), demonstrators 128 (28.8%), assistant professors 99 (22.3%), associate professors 36 (8.1%) whereas only 9 (2.0%) of the professors filled the questionnaires. Almost majority of the

participants 398 (89.6%) had a medical education and research department in their college whereas only 46 (10.4%) did not have this facility in their institute. And majority 246 (55.40%) belonged to private sector colleges and only 198 (44.5%) were the participants from public sector institutes as shown in table-1.

Table-2 showed that correlation between among one of the domains of organizational culture i.e. loose versus tight control is significant having a value of .11*(*p<.05) with personal accomplishment and overall burnout .09* (*p<.05). This suggests well-disciplined organizational culture that directly affects their feelings of competence and successful achievement in their work with others resulting in high scores on burnout.

Table 1: Demographic Characteristics of Sample (n=444)

Variables	Frequency	Mean ± SD
Length of service		1.75 (0.87)
Position in College		
Professor	9 (2.0%)	
Associate Prof.	36 (8.1%)	
Assistant Prof.	99 (22.3%)	
Post. Graduates	172 (38.7%)	
Demonstrators	128 (28.8%)	
College having Medical Education and Research department		
Yes	398 (89.6%)	
No	46 (10.4%)	
Sector of College		
Public sector	198 (44.59%)	
Private sector	246 (55.40%)	

Table 2: Pearson Product Moment Correlation Between Organizational Culture And Burnout

Variables	2	3	4	5	6	7	8	9	10	11
1. Process oriented Vs. Results oriented	.59**	.75**	.45**	.34**	.63**	.75**	-.01	-.01	.02	.002
2. Employee oriented Vs. Job oriented	-	.69**	.64**	.36**	.58**	.79**	.01	.03	.00	.02
3. Parochial Vs. Professional		-	.59**	.49**	.58**	.87**	.03	.04	.00	.04
4. Open system Vs. Closed system			-	.66**	.65**	.83**	.04	.07	-.01	.05
5. Loose control Vs. Tight control				-	.65**	.71**	.07	.11*	.01	.09*
6. Normative Vs. Pragmatic					-	.80**	.01	.03	.03	.04
7. Organizational culture						-	.03	.06	.01	.05
8. Emotional exhaustion							-	.56**	-.01	.78**
9. Personal accomplishment								-	-.08	.68**
10. Depersonalization									-	.51**
11. Burnout										-

*Statistically Significant

DISCUSSION

Present study evaluated an association between organizational culture and job burnout on a sample of faculty members in medical colleges and their affiliated hospitals in Punjab, Pakistan. The higher education sector of Pakistan has faced various difficulties throughout the former decade; struggle has increased because of the arrival of many private sector universities, authorizations, struggle for high grades and ranks, performance pressures and quality certifications which ensued heavy responsibilities and perplexing demands on faculty members, making them more susceptible to stress. Also, high expectations from the academic staff in terms of teaching, research, and managerial workloads¹⁷ have created performance pressures for the academic staff, unfavorably disturbing the employee's satisfaction with job and burnout. Earlier research had shown robust associations between perceived stress, ways to cope, and the concerns of maladaptive responses related to stress.¹⁸

Higher education is a key strength for both the industrialized and the unindustrialized countries and it cannot cultivate without educators performing their due roles in academic institutions.¹⁹ In Pakistan, educational institutions, consequently, must elude mechanical methods towards their predefined objectives and must produce a nation that is helpful to employees' satisfaction and commitment.²⁰ Organizational culture is determined as an imperative factor of individual's well-being and job productivity.^{21,22}

It was hypothesized that organizational culture of medical and dental colleges and their affiliated hospitals has association with the burnout among their faculty members. The results confirmed this hypothesis suggesting a positive relationship between the two study variables i.e., lose control having a positive association with personal accomplishment, one of the domains of burnout. This suggested that individuals in loose control divisions feel that no one thinks of costs, meeting times are only kept approximately, and jokes about the corporation and the job are common as compared to a well-disciplined organizational culture that directly affects their feelings of proficiency and positive attainment in their effort with others resulting in high scores on burnout. This outcome is consistent to former researches.^{23, 24} Literature review revealed that experienced workers are the most important possessions, and they should be fortified through growth opportunities.^{25,26} Organizations with a satisfactory and

encouraging work setting for growth and training of employees increase their job satisfaction.²⁷

It is significant to consider that job commitment has a weak correlation to the presentation of a person.^{28,29} Furthermore, it is evident that the contentment and proficiency of an individual is contingent upon the nature of job, which is multifaceted. Dissatisfaction from job also has association with quitting from the work and is also a pointer of the fulfillment of an individual from the job.³⁰ One more research verified that "the desire to quit from the workplace can be linked to the job efficiency".³¹ There are many other considerable factors on satisfaction including style, culture, participation and enablement of staffs and independence in work. One of the empirical investigations that studied the influence of rewards and acknowledgement on job fulfilment and enthusiasm in a sample of Pakistani employees describes worker satisfaction (job satisfaction) as an enjoyable optimistic state of emotion resulted from work assessment from one's work experiences.³² A favorable and healthy work environment also plays a key role in inspiring the personnel to work with commitment and yield productivity. Most of the faculty members seem to be interested in going to their work in our research. A study recommended that the workplace always stimulates the personnel to give great output and show devotion to their association, increasing work situations to support the organization's aim and therefore eventually also results in preservation, maintenance, and job satisfaction.³³ Most of the faculty felt dedicated and satisfied to be employed and for the nature of work they accomplish. Scientific exploration demonstrates that job can be a significant aspect to how the personnel contemplate and respond to their works and thus it affects their proficiency and job motivation. The degree of their satisfaction with job reveals the excellence and amount of their efforts.¹

Limitations: Our study had limitations like financial constraints, lack of resources, quantitative approach and due to cross-sectional design, it was not likely to determine the causal direction of the correlations. In future, further studies should use a longitudinal research design to study this type of analysis.

CONCLUSION

Present study showed that a promising and positive organizational culture is significant to boost an encouraging culture of

guaranteeing welfare of its personnel. It was suggested that helpful organizational culture should be generated in medical universities and hospitals to uplift the job satisfaction of the faculty. Hence, it was concluded that a favourable working environment is necessary to reduce the incidence of job burnout in every set-up especially the higher education sector. Academicians suffering from burnout must be identified and adequately managed.

Authors' Contribution:

RM&QZ: Conceptualized the study, analyzed the data, and formulated the initial draft.

FA&RAK: Contributed to the proof reading.

UM&RM: Collected data.

WL: Contributed to the proof reading.

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