

CHALLENGE-HINDRANCE STRESSORS, JOB BURNOUT AND JOB PERFORMANCE AMONG PSYCHIATRIC ATTENDANTS: THE MEDIATING ROLE OF ANGER

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ABSTRACT

The present study was conducted to identify challenge-hindrances stressors, job burnout and job performance among psychiatric attendants and to investigate that if the anger acts as a mediator. Correlational Research Design and Non Probability Purposive Sampling Strategy was employed. A total sample of N=500 participants; Males (n=250) and Females (n=250) were recruited from public & private hospitals of Lahore and Islamabad, Pakistan. To assess challenge-hindrances stressors, job burnout, job performance and anger; four questionnaires were used i.e. Challenge-Hindrances Stressors Scale (Cavanaugh et al., 2000), Maslach Burnout Inventory (Maslach, Jackson, & Leiter, 1996). Employee Job Performance Scale (Wiedower, 2001) and Trait Anger and Expression Scale (Rashid & Siddique 2005) respectively. Findings of the study depicted that Challenge Stressors (CS) are negatively associated with burnout and positively associated with job performance. It indicates that CS are perceived as positive stressors (eustress) which buffers job performance. Furthermore, Hindrance Stressors (HS) shared a positive relationship with burnout and negative relationship with Job Performance. It highlights that HS are perceived as negative (distress) which causes burnout among psychiatric attendants and hampers their job performance. Findings also indicated that anger is the mediator between predicting variables (CS and HS) and outcome variables (job burnout and job performance).

Keywords: Challenge-Hindrances Stressors, Job Burnout, Job Performance, Anger.

INTRODUCTION

Among South Asian countries, Pakistan is one of the strategically vital country known for its geographic territory, political condition and esteemed culture. Pakistan's health care facilities have been improved over past few years; however, according to an estimate only 0.4% has been allocated to mental health care out of total health care budget (Amin & Gaddit, 2007). Statistics revealed that only five psychiatric hospitals exist in Pakistan for a population exceeding 180 million (Mahmood, 2014). Moreover according to an estimate, there are only 125 psychiatric attendants working in the field of mental health care (Amin & Gaddit, 2007). Unfortunately in Pakistan, mental health remained neglected for years and had to bear deficits in terms of trained mental health practitioners and attendants due to stigmatization, poor facilities, limited awareness, and low priority of government for Mental Health in the Country (Khalily & Khan, 2016). Psychiatric attendants daily had to experience stressors such as

difficult patient maintenance, conflict with employees, inadequate cooperation among various departments of hospitals and long working hours (Mahmood, 2014).

Stress was first defined by Selye (1956) as a universal and inevitable part of human life that can be experienced by any person, once or several times in his/ her life. According to two-dimensional theory, some stressors tends to enhance performance and potentially results in sense of accomplishment (Lazarus & Folkman, 1984). Cavanaugh, Boswell, Roehling, and Boudreau (2000) identified two types of stressors i.e. challenge stressors (CS) and hindrance stressors (HS). CS includes work pressure, deadlines, occupational strains and complexity that have more potential gains than negative outcomes. It enhances performance, helps in promoting personal growth and improving personal skills. On the contrary, HS are work related pressures or situations that impedes individual's performance. Stimulus such as role confusion, argument with colleagues, hassles hinders performance because these stressors are difficult to overcome via skill or effort (Cavanaugh et al., 2000).

In Pakistan, the working environment of psychiatric departments is challenging as well as demanding as psychiatric attendants have to deal with emotions, patients diagnosed with psychological illnesses and their families. Furthermore, high work petition, low payment, unpleasant environment, work extension, threats from patients and their families (Chattta, Zafar, & Amin, 2017) and lack of enough safety were common HS among attendants working in psychiatric wards (Podsakoff et al., 2007). The attendants have to deal with daily interpersonal tensions as hard work on patients and still not getting desirable results cause them HS (Moghaddam, Piri, & Ahanjan, 2016).

Hindrance Stressors (HS) often results in emotional exhaustion, feelings of detachment, and compact achievement which in turn causes burnout in individuals. Burnout can be defined as a state in which an individual is not capable to endure elevated levels of stress. The person feels overwhelmed and his personal satisfaction is diminished (Koustelios and Tsigilis, 2005). Moreover, stressors not only results in fatigue it also causes dissatisfaction from jobs and impedes job performance. Psychiatric attendants face burnout in which they feel that they are not able to fulfil their tasks due to persistent tough routine, feelings of being futile and exhausting. HS consumes their energy, pursuits and internal possessions resulting in job burnout and poor job performance. Workers and nurses working in psychiatric units often had to face burnout as a result of persistent stress and disappointment and they often quit and gets isolated from their work. Thus one of the most negative outcome of HS are identified with negative feelings, decline in Work performance and job withdrawal. CS have positive relation with job performance as it enhances motivation and personal growth (LePine et al., 2005).

Psychiatric attendants experience workplace stressors i.e. challenging stressors (CS) or hindrance stressors (HS). According to the cognitive theory of stress proposed by Lazarus and Folkman (1984), emotions play significant role between stressors and job outcomes. As indicated, HS occurs when stimulus is perceived as threatening one's valuable outcomes, personal pursuits, motivation and satisfaction from one's work. This type of stress is related with unhealthy emotions i.e. anger (Mawritz, Folger, & Latham, 2013). Anger is an emotional condition which is comprised of feelings of infuriation, exasperation and hatred. Recent researches also highlighted the role of negative affect and its thwarting role in job performance and achieving aims that are anticipated as detrimental to accomplishment of goals (Mawritz et al., 2013).

Negative work stressors results in burnout and impede job performance as it is associated with unpleasant feelings. Whereas, positive and healthy stressors are supposed as challenging and anticipated as determiner of positive outcomes which in turn help in attaining goals (Mawritz, Folger, & Latham, 2013). An Extending Dual Threshold Model (DTM) also posits that anger has severe consequences on employees and their performance (Geddes and Callister, 2007).

Researchers emphasized that organizational context is also the major determiner of its employees stress. The three stage model of stress process put forwarded by Fothergill, Edwards, and Burnard (2004) indicates that Psychiatric wards staff face external stressors such as negative characteristics of the patients, administrative hassles and uplifts, lack of resources and conflicts with colleagues. The factors that moderate the stressors and their job outcomes include their emotional stability, the support from their social networks, and their mental state. Thus the stress outcomes can be negative or positive in the face of stressors (challenging stressors or hindrance stressors). A research conducted in UK revealed that junior psychiatrists and staff experiences more burnout, physical ailments, and revenue than senior mental health professionals (Amos, 2006). Furthermore, it was revealed that psychiatric illness rates are relatively higher in psychiatrists and other psychiatric ward staff. Psychiatrists have the highest rate of suicidal tendencies among male physicians. Likewise, psychiatric attendants working in wards and emergencies are at increased risk of facing hindrance stressors due to high level of nurse-patient contact (Anderson, 2002).

LITERATURE REVIEW

The present study was conducted to identify stressors, job burnout and job performance among psychiatric attendants. Moreover, it also aimed to identify the mediating role of anger. A study was conducted on Korean nurses working in psychiatric units. It was revealed that nurses were subjected to work place violence which included verbal abuse, physical threats and physical violence. Psychiatric nurses who bear the violence had low job performance, high turnover intention and poor professional quality of life (Choi and Lee, 2017). Likewise, data was collected on stress levels from community psychiatric nurses (n=250) and psychiatric nurses working in indoor patient department (n= 323). Results indicated that both groups scored high on scores of psychological distress. Moreover, both groups experienced high levels of occupational burnout and emotional exhaustion. The groups reported that their interaction with clients was not that stressful than their employment conditions. It was concluded in the study that stress is causing burden on psychiatric nurses which leads to high absenteeism and personal inadequacy (Faqin, Brown, Barlett, Leary, & Carson, 1995). A survey was executed on psychiatric nurses working in Medical Center of Tabriz city. It was aimed to evaluate stressors among 104 nurses and their coping strategies. Findings were in accord with the previous literature such as physical and verbal threats from patients, unsafe work environment and low wages were reported. Moreover, male psychiatric nurses reported more stress than female psychiatric nurses (Moghaddam, Piri, & Ahanjan, 2016). Daniels, Hartley and Travers (2006) found significant association of emotional state with work performance.

There is dearth of literature on psychiatric attendants of Pakistan. However, an indigenous study was conducted on doctors working in psychiatric units which revealed that 37% doctors reported that they have to face verbal and physical threats from patient's caregivers. They were least satisfied from their jobs, working conditions and for getting undesirable results despite persistent efforts (Chatta, Zafar, & Amin, 2017). Another study was conducted on stressors among nursing students in Pakistan (Watson, Rehman, & Ali, 2017). Findings revealed that male nurse scored higher on stress scale. Similarities were found in the type of stressors experienced by male and female students (Watson et al., 2017). Shah, Ali and Siddiqui (2017)

conducted a study on severity of stress among 265 registered nurses of Karachi, Pakistan. The study revealed that mild, moderate and severe levels of stress were found among 25%, 39% and 35% nurses respectively. This high level of stress impedes personal and professional responsibilities of nurses.

Rationale

Pakistan is the country far behind other developed countries in terms of spreading awareness regarding various ailments not only in general population but professionals and staff working in psychiatric units (Khalily & Khan, 2016). The most pertinent reasons of scant awareness and mounting prevalence of stress, anger and poor job outcomes include social stigma, disrupted infrastructure, lack of supportive healthcare and above all poor coordination between different disciplines (Mahmood, 2014). High levels of stress among attendants can impose serious health problems and can decline the living standard with a huge deterrence in physical and mental health of its victims. Meagre indigenous literature exists on psychiatric attendants, stressors faced by them, emotional instability and performance appraisal. Thus, the present study has been designed to identify nature of stressors (CS or HS) faced by psychiatric attendants and to examine the relationship of job burnout with job performance. Moreover, it also aims to identify the mediating role of affect (anger). This study has manifold implications as it will foster immediate attention of policy makers and mental health professionals to devise proper laws and interventions for psychiatric attendants and to help them to manage stressors in order to reduce associated morbidity. It also calls for serious attention of devising stress management procedures in the workplace. Moreover, it will provide guidelines to other researchers to execute research on identification of stressors faced by various groups of attendants. It will not only be beneficial for the psychiatric attendants and their future career but will also improve the quality of in-door and out-door patients and their caregivers.

Objectives

- To study the relationship of CS and HS with job burnout & job performance.
- To measure if the anger acts as a mediator between predicting variables (CS and HS) and outcome variables (Job burnout & Job performance).

Hypotheses

1. CS is likely to have a negative relationship with job burnout and positive relationship with job performance.
2. HS is likely to have a positive relationship with job burnout and negative relationship with job performance.
3. Anger is likely to act as a mediator between (CS and job burnout) and (CS and job Performance).
4. Anger is likely to act as a mediator between (HS and job burnout) and (HS and job Performance).

METHODOLOGY

Research Design

Correlational research design was used to identify the link among stressors, job burnout, job performance and mediating role of anger.

Sampling Strategy/ Sample

Data was collected via Purposive Sampling Strategy. A total of 500 participants (250 male and 250 female), with age range of 19-50 years ($M=36.29$, $SD=6.43$) were recruited from various hospitals of Lahore and Islamabad Pakistan.

Inclusion/ Exclusion Criteria

The participants were included based on the following Criteria

- The age range of participants was 19-50 years.
- Participants who have had more than one year experience working in Psychiatric Unit.
- Data was collected from both Private and Public Sectors Hospitals.

The participants who met the following criteria were excluded from the research

- Participants with any physical ailment or diagnosed mental disorder.
- Psychiatric attendants who have had faced job loss or death of closed one with past 3 months.

Questionnaires

Demographic Form was devised to identify basic demographics of the participants.

Challenge-Hindrane Stressors Scale (Cavanaugh et al. 2000) was employed to assess CS & HS among psychiatric nurses. It is comprised of 11 items (6 items assess CS and 5 items tends to assess HS). The questionnaire comprised of 1-5 rating options where “one” stands for no stress and “five” stands for a great deal of stress.

Maslach Burnout Inventory (Maslach, Jackson, & Leiter, 1996) was used in research to assess job burnout. It consists of 22 items. Employees were asked to rate their responses on likert scale ranging from 1-5 where “one” indicates no burnout and “five” indicates a great deal of burnout.

Employee Job Performance Scale (Wiedower, 2001) was used to assess job performance. It consists of 5 items. Employees were asked to rate their responses on likert scale ranging from 1-5 where “one” indicates poor job performance and “five” indicates good job performance.

Trait Anger and Expression Scale (Rashid & Siddique 2005) was used to ascertain anger expression. It is comprised of three subscales (anger in, anger out and anger control) encompassing 24 items. Participants were instructed to indicate their responses on likert scale having 4 responses.

Tool Translation (MAPI Guidelines)

Challenge-Hindrane Stressors Scale and Employee Job Performance Scale were translated into Urdu language to make it comprehensible for the participants. For translation, MAPI Guidelines (UK) were followed which encompassed the procedure of Forward and Backward translations by Bilingual experts of the field.

Procedure

First of all permission was sought from Original Authors of the Measures and Authority figure of Psychiatric Departments. After that, Pilot Study was conducted on representative sample of the Main Study to determine the feasibility of research instruments. For Pilot Study 50 participants were selected on the basis of Inclusion Criteria. All the Ethical Considerations were followed and Informed Consent was also taken. The results of Pilot Study demonstrated that the measures are reliable. Main Study sample size comprised of 500 psychiatric attendants. Foremost, instructions were given to the participants and they were guaranteed about the confidentiality of the data they provided and it was also informed to them that their identity

will be kept anonymous. The participants were told that they reserve the right to withdraw at any point in time during the study. Informed consent was taken from the participants. Furthermore, all the ethical considerations were followed during the research process.

RESULTS

Table 1

Descriptive Statistics of Demographic Variables of Participants

Variables	<i>f (%)</i>	<i>M (SD)</i>
Age of Attendants		36.29 (6.43)
Gender		
Male	100 (50.0)	
Female	100 (50.0)	
Monthly Income		
18000 to less than 25000	83 (41.5)	
25000 to 32000	96 (48.0)	
Above 32000	21 (10.5)	
Duty Shift		
Morning Duty	85 (42.5)	
Night Duty	77 (38.5)	
Both	38 (19.0)	

Note: *f* = Frequency, % = Percentage, *M* = Mean, *SD* = Standard Deviation

Demographic characteristics were shown in Table 1, which shows most of the participants were doing morning shift and most of the attendants' salary lies within the range of 25000-32000 PKR.

Table 2

Psychometric Properties of Questionnaires

Variables	<i>K</i>	<i>M (SD)</i>	<i>Min Score</i>	<i>Max Score</i>	<i>A</i>
Challenge Stressors	6	18.93 (5.04)	6	29	.77
Hindrance Stressors	5	14.50 (4.15)	5	25	.73
Anger	25	32.55 (12.81)	14	57	.97
Job Performance	5	14.17 (4.53)	5	23	.75
MBI	22	65.45 (12.21)	37	113	.83
EEMBI	9	27.56 (5.055)	13	48	.51
DPMBI	5	14.63 (3.586)	7	27	.61
PAMBI	8	23.26 (4.874)	13	41	.64

Note: *k* = Number of items, *M* = Mean, *SD* = Standard Deviation, *Min* = Minimum, *Max* = Maximum, α = Alpha, MBI = Maslach Burnout Inventory, EE = Emotional Exhaustion, DP = Depersonalization, PA = Personal Accomplishment

Table 2 results indicate that Chronbach alpha reliability of CS, HS, Anger, Job Performance, Burnout and its subscales is good and acceptable. However, the internal reliability of Maslach Burnout Inventory is moderate.

Table 3
Correlation among Study Variables and Demographic Characteristics

Variables	1	2	3	4	5	6	7	8	9	10	11
1.Challenge Stressors	-	-.66**	-.22**	-.63**	-.56**	-.55**	-.59**	.37**	-.13	-.13	-.17*
2.Hindrance Stressors	-	-	.22**	.58**	.54**	.47**	.55**	-.32**	.19**	.10	.27**
3.Anger	-	-	-	.39**	.35**	.34**	.37**	-.39**	-.04	-.05	.03
4.Burnout	-	-	-	-	.92**	.85**	.93**	-.67**	.12	.02	.19**
5.EE	-	-	-	-	-	.66**	.76**	-.65**	.10	.06	.14*
6.DP	-	-	-	-	-	-	.71**	-.58**	.07	-.01	.14
7.PA	-	-	-	-	-	-	-	-.57**	.14*	-.01	.22**
8.Job Performance	-	-	-	-	-	-	-	-	-.07	.08	-.15*
9.Age	-	-	-	-	-	-	-	-	-	.19**	.91**
10. Nature of Job	-	-	-	-	-	-	-	-	-	-	.21**
11. Monthly Income	-	-	-	-	-	-	-	-	-	-	-

Note: $p < .01$ **, EE= Emotional Exhaustion, DP= Depersonalization, PA= Personal Accomplishment

Table 3 demonstrates correlation among Independent Variables (CS and HS), Mediator (Anger) and Dependent Variables (Job Burnout and Job Performance). All the variables had significant relationships with each other. CS is significantly negatively associated with Anger, Burnout, EE, DP, PA, and had positive correlation with Job Performance. Furthermore, there is a significant positive association of HS with Anger, Burnout, EE, DP, PA, and negative association with Job Performance. All the hypotheses related to correlation were accepted.

Table 4
Association of Independent Variables (CS and HS) with Mediator (Anger)

Dependent Variable	CS (Independent Variable)			HS (Independent Variable)		
	B	<i>t</i> (198)	<i>P</i>	B	<i>t</i> (198)	<i>P</i>
Anger	-.56	-3.2	.001	.68	3.20	.001

Note: CS=Challenging Stressors, HS= Hindrance Stressors, $p^{***} < .001$

Process Analysis (Hayes, 2012) was used to investigate the mediating effect of Mediator (Anger) on IVs (CS and HS) and DVs (Job Burnout and Job Performance). Following standard procedures, each mediated model was tested in different steps. In the first step, path a & d, were tested by examining the associations of the independent variables (CS and HS) with anger. Results indicated that CS significantly negatively predict Anger, indicating increase in CS results decrease in Anger ($b = -.56$, $p < .001$) with .04% variance and Anger had positive significant association with HS ($b = .68$, $p < .001$) with .05% variance.

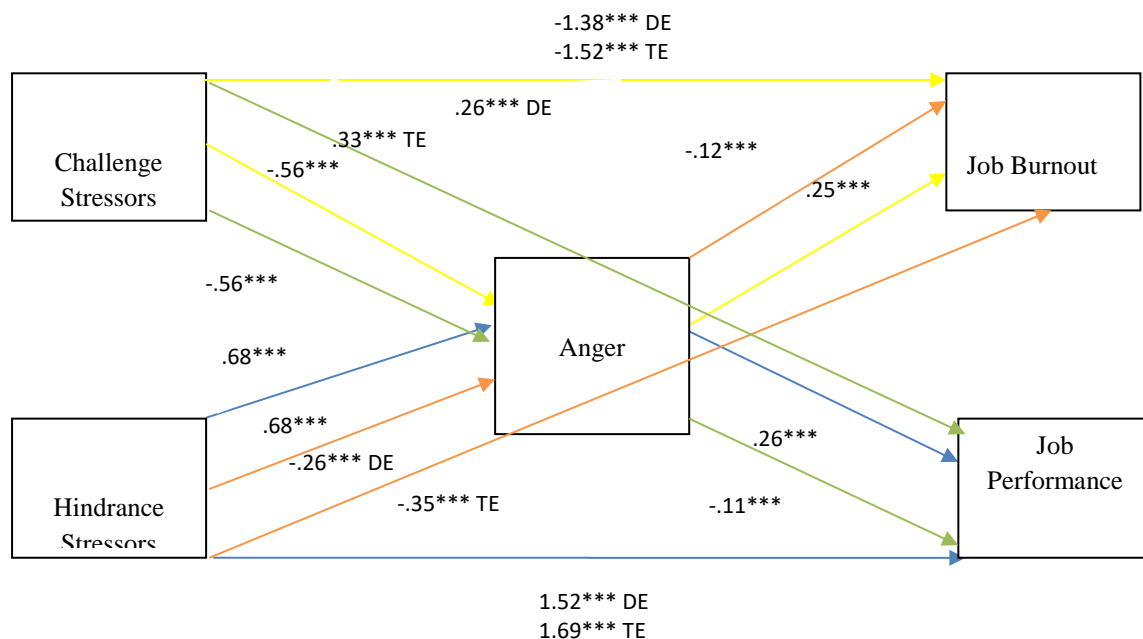


Figure 1 showing results of PROCESS when hypothesis model was tested, with anger as a mediator between the variables (CS and Job Burnout, CS and Job Performance, HS and Job Burnout, HS and Job Performance). Note. DE= Direct Effect, TE= Total Effect, Colours = Paths (Yellow Colour = Path a, b & c), (Green Colour = Path a', b' & c'), (Red Colour = Path d, e & f) & (Blue Colour = Path d', e' & f')

Table 5
Association of Mediator (Anger) among CS, Job Burnout and Job Performance (N=200)

Independent Variable	Job Burnout					Job Performance				
	R	R ²	t (197)	B	p	R	R ²	t (197)	B	P
Anger	.68	.46	4.94	.25	.00***	.48	.23	-.51	-.11	.00***

Note. R=Correlation, R²=adjusted R square, t=test statistic, B=Unstandardized Coefficient, p<.001***

In second step path b & b' were tested. Results revealed that anger had significant positive association with Job Burnout indicating that increase in anger results in increase of job burnout and significant negative association with Job performance which indicates that increase in anger results in decrease in job performance. These results supported the mediational hypothesis. These results indicated that there was a significant indirect effect of Challenging Stressors on Job Burnout & Job Performance through anger, the indirect coefficient (CS and Job Burnout) was significant, B = -.14, SE = .05, 95% CI = -.2495, -.0444 and the indirect coefficient (CS and Job Performance) was significant, B = .06, SE = .02, 95% CI = .0192, .1115.

Table 6
Association of Mediator (Anger) among HS, Job Burnout and Job Performance

Independent Variable	Job Burnout					Job Performance				
	R	R ²	t (197)	B	p	R	R ²	t (197)	B	P
Anger	.64	.41	4.9	.26	.00***	.45	.21	-5.11	-.12	.00***

Note. R=Correlation, R²=adjusted R square, t=test statistic, B=Unstandardized Coefficient, p<.001***

In third step path e & e' were tested. Results indicated that anger had significant positive association with Job Burnout and significant negative association with Job performance. These results also supported the mediational hypothesis. The indirect effects showed that anger was indirectly mediating the relationship between HS and Job Burnout and also mediate the relationship of HS and Job Performance as indicated the indirect coefficient (HS and Job Burnout) was significant, $B = -.14$, $SE = .05$, 95% $CI = -.2495, -.0444$ and the indirect coefficient (HS and Job Performance) was also significant, $B = -.08$, $SE = .02$, 95% $CI = -.1411, -.0280$.

DISCUSSION

The present study was aimed to assess Challenge Stressors (CS) and Hindrance Stressors (HS), job burnout and job performance among psychiatric attendants and as well as to investigate anger as a mediator. It was hypothesized that CS is likely to have a negative relationship with job burnout and positive relationship with job performance. In the present study, negative relationship emerged between challenge stressors and burnout. Findings of the current study were also consistent with the hypothesis and the previous literature. Researches indicate that CS are negatively associated with turnover intentions, job burnout and withdrawal behavior (Podsakoff, Lepine, & Lepine, 2007). Likewise, challenge stressors are negatively associated with burnout (Lepine, Lepine, & Jackson, 2004). The findings also revealed that CS had positive correlation with job performance. Moreover, Lepine, Lepine, and Jackson (2004) also concluded in their research that stress which is perceived and accepted as challenging, enhances performance and job outcomes. Likewise, another research revealed that CS had a positive direct influence on performance (Lepine, Podsakoff, & Lepine, 2005).

Additionally, it was hypothesized that HS is likely to have a positive relationship with job burnout and negative relationship with job performance. Current findings supported the hypothesis and it is also evident from previous literature that HS had positive relationship with burnout (Mawritz, Folger, & Latham, 2013). Findings also revealed that HS are negatively associated with Job Performance. Literature also supports that HS had a negative direct effect on performance (Lepine, Podsakoff, & Lepine, 2005). Daniels, Wimalasiri, Beesley, and Cheyne (2012) findings also indicated that stressors have an aversive influence on performance and are positively associated with anxious and unpleasant affect. Lepine, Lepine, and Jackson (2004) also concluded in their research that stress linked with the hindrances negatively influences the job performance.

Above all, it was also hypothesized that Anger is likely to act as a mediator between challenge-hindrance stressors, job burnout and job performance. Findings of the current study indicated that Challenging Stressors (CS) negatively significantly predicts Anger. Anger is the significant positive predictor of job burnout. And anger is the significant negative predictor of job performance. Hence anger is the mediator between CS and job burnout and CS and job performance. Results also indicated that Hindrance Stressors (HS) positively significantly predicts Anger. Anger is the significant positive predictor of job burnout. And anger is the significant negative predictor of job performance. Hence anger is the mediator between HS and job burnout and HS and job performance. Current research findings are in accordance with the previous literature such as a study indicated that challenge stressors are strongly associated with emotions (Rodell & Judge, 2009). Likewise, another study revealed that situational factors and stressors, an individual experiences predict aggression (Herscovis et al., 2007). Moreover, HS were also positively related to anger (Mawritz, Folger, & Latham, 2013). Likewise, according to Herscovis and colleagues (2007), workplace stressors are correlated with

aggression. Similar findings were reported by Rodell and Judge (2009). Previous findings also revealed that personal factors such as efficacy mediate the relationship between stressors and job performance. Furthermore, the role of emotions (anger and anxiety) in relation of CS & HS with counterproductive behaviour was also elucidated in a research (Rodell & Judge, 2009).

CONCLUSION

In the light of above findings, it is concluded that CS are perceived as positive stressors (eustress) which buffers job performance. It highlights that HS are perceived as negative (distress) which causes burnout among psychiatric attendants and hampers their job performance. Study outcomes also indicated that anger is the mediator between predicting variables (CS and HS) and outcome variables (job burnout and job performance).

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