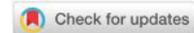


WORK-RELATED DETERMINANTS OF WELL-BEING AMONG HEALTHCARE PROFESSIONALS

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Abstract: While burnout has been extensively examined across many occupations, medical personnel have been considered one of the most susceptible groups. The prevalence of burnout among healthcare workers is particularly concerning due to its detrimental effect on employee behaviors. It is a prominent factor contributing to staff turnover in healthcare institutions. Burnout is a critical constituent and marker of work-related well-being. The objective of this research is to ascertain the process behind personal burnout by studying many significant factors. Initially, the relationships between job satisfaction, extrinsic motivation, and work-related burnout were examined in order to determine whether and how work-related burnout caused personal burnout. The study made the assumption that job satisfaction was a powerful instrument for fostering positive attitudes towards work and inspiring extrinsic motivation in healthcare professionals, which in turn contributed to employees' well-being. Therefore, we postulated that extrinsic motivation might serve as a potential predictor of work-related burnout, which may forecast personal burnout among healthcare professionals. The Job Satisfaction Survey, Minnesota Satisfaction Questionnaire, and Copenhagen Burnout Inventory were used as the main instruments in a cross-sectional survey to gather the data necessary to accomplish the study objectives. The study sample comprised 218 healthcare professionals employed in five public blood bank units situated in the central area of the Republic of Serbia. The PLS structural equation modeling was applied. First, the analysis determined that job satisfaction had a statistically significant impact on extrinsic motivation and work-related burnout. Second, our research results indicate that work-related burnout is a negative antecedent of personal burnout. On the other hand, the influence of extrinsic motivation on work-related burnout was not statistically significant. Ultimately, we have discovered that work-related burnout serves as a mediator in the relationship between job satisfaction and personal burnout. The originality of the research was reflected in filling the existing literature gap regarding the connection between the variables studied. The study's uniqueness stems from its distinct conceptualization of the research model. Important implications for healthcare managers were provided regarding the strategy for reducing burnout symptoms and motivating employees through extrinsic factors. It is crucial to focus on increasing awareness among both management and employees on the significance of burnout syndrome and the necessity for early prevention. The issue necessitates a systematic and deliberate approach, involving the cultivation of favorable work mindsets among staff members, placing emphasis on their job satisfaction as the initial priority.

Keywords: job satisfaction, extrinsic motivation, work-related burnout, personal burnout, well-being.

Field: Social Sciences, and Humanities

1. INTRODUCTION

The modern practice of predicting employee behavior is based on understanding the mechanisms that give rise to various work attitudes. Identifying the driving force behind the behavior is critical because it is motivated by a broad range of different factors. Due to the fact that healthcare employees must deal with a variety of emotional and physical challenges on a daily basis, they are particularly susceptible to developing a negative attitude toward their work, which has long-term implications for their performance and can lead to burnout (Holland, Allen, & Cooper, 2013). Although burnout has been studied extensively among all professions, medical personnel have been considered to be one of the highest-risk groups. However, employees in this profession face unique challenges that can lead to job dissatisfaction and burnout. They often experience exhaustion and chronic fatigue as an outcome of unfavorable working conditions and emotional stress (Vetbuje, Farmanesh, & Sousan, 2022). Frequent on-call, night shift work, and stressful environment in addition to low wages and lack of autonomy have contributed to increased burnout among medical staff. It can also be reflected in the emotion of hopelessness and struggle to cope with work (Al Barmawi et al., 2019). Burnout, like its polar opposite, work engagement, is a component of work-related well-being (Lee, 2015). However, alongside depression and disengagement from work, poor job-related well-being involves burnout (Sonnetag, 2015). Burnout-related destructive behavior has led the scientific community to investigate its relationship with various organizational behavior variables.

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Consequently, numerous studies have linked burnout to satisfaction (Van Bogaert et al., 2017; Prajogo, 2019; Danaci & Koc, 2020) and extrinsic motivation (Qureshi, 2013).

As employee satisfaction is comprised of emotional reactions, perceptions, and attitudes toward the job, it is assumed that a high level of satisfaction negatively affects job burnout. Moreover, there is empirical evidence for a negative relationship between job satisfaction and burnout syndrome in medical workers (Song, Xiang, Liu, & Chuanhua, 2020). Among healthcare professionals in apheresis units, Tremolada et al. (2015) discovered a significant connection between job satisfaction and burnout. Lee and Lin (2019) reported that personal and work-related burnout were inversely related to external and overall satisfaction among clinical nurses in Taiwan. In their study work-related burnout was positively associated with personal burnout. Additionally, Rosales, Alabrague, & Rosales (2013) discovered that high levels of job satisfaction assist in reducing nurses' job burnout, which can reflect on the quality of care provided to patients. According to Ogresta, Rusac, & Zorec (2008), the most significant aspect of burnout, emotional exhaustion is influenced by how satisfied employees are with their compensation and rewards, which are also significant extrinsic motivators.

Burnout is diagnosed on an individual level, but it is inherently grounded in the organizational system (Murthy, 2022). As a result, job burnout is studied in relation to extrinsic motivators. Determined as the desire to engage in an activity to achieve positive outcomes or avoid negative consequences (Paredes-Aguirre, Medina, Aguirre, Vargas, & Yambay, 2022), extrinsic motivation can have different impacts on employees' work attitudes. According to Paais and Pattiruhu (2020), the degree of job satisfaction is determined by intrinsic and extrinsic motivational attributes. On the other hand, there has been no consensus on how extrinsic motivation affects burnout. Some researchers believe that employees who have greater intrinsic and extrinsic motivations are less likely to develop job burnout symptoms (Margaretha, 2019). Simultaneously, Brummelhuis, Hoeven, Bakker, & Peper (2011) stated that negative affect and low persistence are factors that go along with extrinsic motivation and can help clarify why some people are more prone to falling into a destructive cycle of burnout. Furthermore, they explained that extrinsically motivated employees are more likely to experience conflict and anxiety, because they do not engage in an activity for its own sake, but rather to achieve a certain reward or another specific goal.

Extrinsic motivation refers to workplace factors, such as social relations and rewards, and the lack of these attributes reduces employees' morale (Hammond & Waltemeyer, 2021; Kumari, Ali, Khan, & Abbas, 2021) and can lead to decreased satisfaction and job burnout. Extrinsically motivated employees lag behind intrinsically motivated individuals in terms of personal resources available to them to recover from or cope with burnout (Brummelhuis et al., 2011). When compared to the effects of intrinsic motivation, the use of extrinsic motivators appears to be a less powerful tool in ensuring the long-term satisfaction and well-being of employees (Ayalew et al. 2019). Extrinsic motivation results from the employee's expectation for certain external resources when performing a task, whether it is a material reward or verbal praise from a superior. When these external resources are no longer available, the employee is at risk of dissatisfaction and is more likely to experience burnout.

Burnout syndrome is a complex and multi-layered construct. However, there are several types of burnout that develop under the influence of multiple factors and they tend to interact with one another. Kristensen, Borritz, Villadsen, & Christensen (2005) distinguish three forms of burnout: work-related, client-related, and personal burnout. However, previous research which mainly relies on correlations has not been able to establish which sort of burnout comes first. As such, knowledge about the relationship between different types of burnout is inconsistent and limited. Personal attributes including health and family demands might be responsible for high levels of personal burnout in nurses (Payne, Koen, Niehaus, & Smit, 2020), but also nurses' financial situation (Kupcewicz & Jozwik, 2020). In the study conducted by Henriksen and Lukasse (2016), the personal burnout of Norwegian midwives was linked to working in outpatient care and in several units. Additionally, a sample of social workers in the United States showed a very high positive association between work-related and personal burnout (Walters, Brown, & Jones, 2018). Lapa et al. (2018) reached the same conclusion by studying these variables in a sample of Portuguese physicians. Furthermore, work-related burnout is associated with personal burnout in social workers (Kristensen et al., 2005).

Our previous study has examined the relationship between job satisfaction, work-related burnout and personal burnout using the hierarchical regression model (Simonović, Slavković, Mirić, & Erić, 2023). To the best of the authors' knowledge, no previous study has investigated the relationship between job satisfaction, extrinsic motivation, and various forms of burnout. The research about these interactions is even more limited in the healthcare sector. In order to overcome identified literature gap this study aims to explore whether 1) job satisfaction impacts extrinsic motivation and work-related burnout, 2) extrinsic motivation affects work-related burnout, 3) work-related burnout influences personal burnout,

4) extrinsic motivation and work-related burnout mediate the relationship between job satisfaction and personal burnout, 5) work-related burnout is intervening variable in a relationship between job satisfaction and personal burnout. The conceptual model for this research was designed with a total of four constructs and is shown in Figure 1.

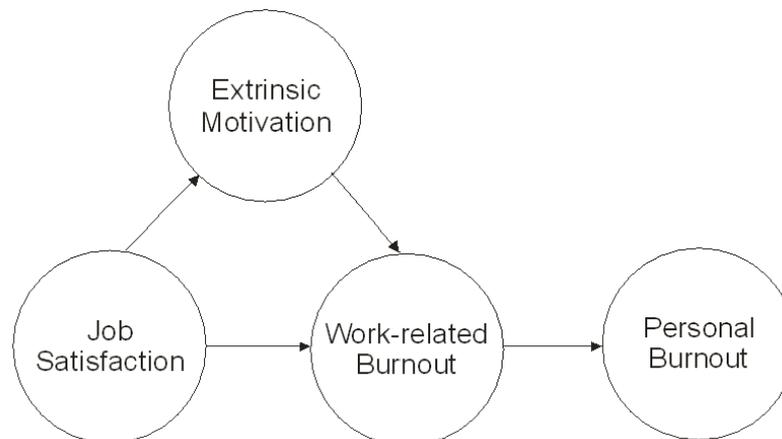


Figure 1. The conceptual model
Source: Authors

2. MATERIALS AND METHODS

A cross-sectional study was carried out on a sample of 218 health professionals employed in hospital blood banks at stationary health facilities in five Serbian cities who participated voluntarily. To acquire primary data, a questionnaire approach was employed. Before completing the questionnaire, respondents were informed of the academic goal of the study as well as the confidentiality of the data collected. The questionnaire is divided into four sections, the first three of which assess the investigated constructs while the fourth segment gathers general demographic information about the respondents. Questions about demographics covered gender, age, education, and length of service. According to the statistics gathered, the majority of the sample is female (145). The largest percentage of the sample is between 46 and 55 years old (40%). Regarding the education level, the most numerous group in the sample are respondents with a high school degree (155), followed by specialists, subspecialties, and primariuses (54). The total sample comprised 106 respondents with more than 20 years of work experience in the institution.

All the variables studied were assessed with scales whose reliability was previously confirmed in various settings. First, statements were translated from English and then adjusted to fit the Serbian setting. Every statement or question was estimated by participants on a 5-point Likert scale, ranging from „strongly disagree“, marked by 1, to „strongly agree“ indicated by 5. The first scale is derived from the Job Satisfaction Survey developed by Paul Spector (1984). To measure job satisfaction we used 4 items, including both positively and negatively worded. Another scale measures extrinsic motivation with 7 items derived from the Minnesota Satisfaction Questionnaire (Weiss, Dawis, & England, 1967). Burnout level in the sample was recorded using the Copenhagen Burnout Inventory developed by Kristensen et al. (2005) and each subscale consisted of two questions.

A partial least square technique for structural equation modeling was used to test the suggested research model. Ringle, Sarstedt, Mitchell, & Gudergan (2018) emphasize how common this method is in human resource management research. Given that the purpose of this study is to predict the significance of the relationships between burnout factors, namely job satisfaction and extrinsic motivation of the healthcare professionals in the observed sample, as well as the causal impact of work-related burnout on burnout in the personal domain, this technique is found relevant.

3. RESULTS

Confirmatory factor analysis was used to check that the measurements accurately represented the constructs examined. Table 1 lists indicators of study model reliability and validity. In terms of convergent validity, all of the items' loadings exceeded the acceptable threshold of 0.70. The variance inflation factor

(VIF) values for all latent variables were less than 5, indicating that multicollinearity is not a concern in this study model.

Composite reliability values ranged from 0.818 to 0.914 which exceeded the recommended value of 0.7. Cronbach's alpha is calculated for each construct and it's greater than 0.7 indicating the acceptable level of internal consistency of the variables. All values of the average variance extracted (AVE) were greater than 0.5 to indicate that convergent validity is established (Hair, Black, Babin, & Anderson, 2010). Positive cross-validated index (H2) values are mandatory for every measurement model. Values of the H2 in Table 1 match the requirements.

Table 1. Measurement model and constructs

| Constructs | Convergent validity | VIF | Composite reliability | α | AVE | Cross-validated communality index (H^2) |
|----------------------------------|---------------------|-------|-----------------------|----------|-------|---------------------------------------------|
| JS: Job Satisfaction | | | 0.836 | 0.834 | 0.562 | 0.443 |
| JS01 | 0.867 | 2.213 | | | | |
| JS02 | 0.848 | 2.162 | | | | |
| JS03 | 0.755 | 1.534 | | | | |
| JS04 | 0.795 | 1.707 | | | | |
| EM: Extrinsic Motivation | | | 0.914 | 0.916 | 0.612 | 0.554 |
| EM01 | 0.797 | 2.803 | | | | |
| EM02 | 0.782 | 2.380 | | | | |
| EM03 | 0.903 | 4.019 | | | | |
| EM04 | 0.846 | 2.944 | | | | |
| EM05 | 0.882 | 3.459 | | | | |
| EM06 | 0.767 | 1.939 | | | | |
| EM07 | 0.721 | 1.782 | | | | |
| WRB: Work-related Burnout | | | 0.903 | 0.903 | 0.823 | 0.598 |
| WRB01 | 0.956 | 3.094 | | | | |
| WRB02 | 0.953 | 3.095 | | | | |
| PB: Personal Burnout | | | 0.818 | 0.817 | 0.692 | 0.454 |
| PB01 | 0.914 | 1.913 | | | | |
| PB02 | 0.925 | 1.914 | | | | |

Source: Authors

The discriminant validity was confirmed using Henseler et al. (2015)'s heterotrait-monotrait (HTMT0.90) criteria. The findings in Table 2 reveal that the values are less than the maximum value of 0.90, suggesting that our measurement model fits discriminant validity criteria.

Table 2. Discriminant validity (HTMT0.90 criterion)

| Constructs | 1 | 2 | 3 | 4 |
|------------------------------|-------|-------|-------|---|
| 1. EM: Extrinsic Motivation | – | | | |
| 2. PB: Personal Burnout | 0.094 | | | |
| 3. JS: Job Satisfaction | 0.618 | 0.268 | | |
| 4. WRB: Work-related Burnout | 0.078 | 0.894 | 0.290 | – |

Source: Authors

The Smart PLS algorithm was used to assess the structural model. The path values for direct effects, presented in Table 3, indicate that job satisfaction had a positive effect on extrinsic motivation ($\beta = 0.549$, $p < 0.001$) and work-related burnout ($\beta = 0.312$, $p < 0.001$). The impact of extrinsic motivation on work-related burnout was not statistically significant, while work-related burnout negatively affected personal burnout in the given simple ($\beta = -0.768$, $p < 0.001$).

Table 3. Results of testing direct effects

| Relationship | Path coefficient | t-Value | 95% CIs (bias corrected) | Results |
|--------------|------------------|---------|--------------------------|---------------|
| JS → EM | 0.549*** | 8.862 | [-0.247, -0.018] | Supported |
| JS → WRB | 0.312*** | 4.291 | [0.160, 0.466] | Supported |
| EM → WRB | -0.114 | 1.649 | [-0.247, 0.018] | Not supported |
| WRB → PB | -0.768*** | 23.668 | [-0.822, -0.692] | Supported |

Notes: JS: Job Satisfaction; EM: Extrinsic Motivation; WRB: Work-related Burnout; PB: Personal Burnout.

*p < 0.05; **p < 0.01; ***p < 0.001

Source: Authors

The evidence for indirect effects is presented in Table 4. It is found that work-related burnout mediates the relationship between job satisfaction and personal burnout in an amount that is statistically significant. Using the cross-validated Redundancy Index (Stone-Geisser's Q2), the quality of the structural model was evaluated. It was calculated with the PLS-SEM blindfolding option enabled. All Q2 values fall within the positive range, which indicates that the structural model is of high quality. The coefficient of determination (R2) indicates that the model accounts for 79.8% of personal burnout, 10.3% of work-related burnout, and 38.8% of extrinsic motivation. The SRMR (standardized root mean square residual) of the model was 0.06, a value significantly below the threshold of 0.08 set by Hu and Bentler (1998). The formula utilized to determine the Goodness-of-Fit Index (GOF) was $\sqrt{(R^2 \times \text{Stone-Geisser } Q^2)}$. Each value listed in Table 4 falls within the acceptable range of zero to one.

Table 4. Results of testing indirect effects

| Relationship | Path coefficient | t-Value | 95% CIs (bias corrected) | Results |
|----------------------|------------------------------|----------------|--------------------------|---------------|
| JS → WRB → PB | -0.239*** | 4.241 | [-0.347, -0.124] | Supported |
| JS → EM → WRB → PB | 0.048 | 1.578 | [-0.009, 0.113] | Not supported |
| Variable | Stone-Geisser Q ² | R ² | GOF | |
| Extrinsic motivation | 0.192 | 0.388 | 0.273 | |
| Work-related burnout | 0.062 | 0.103 | 0.080 | |
| Personal burnout | 0.491 | 0.798 | 0.626 | |
| SRMR | 0.050 | | | |

Notes: JS: Job Satisfaction; EM: Extrinsic Motivation; WRB: Work-related Burnout; PB: Personal Burnout. *p < 0.05; **p < 0.01; ***p < 0.001

Source: Authors

4. DISCUSSIONS

According to the findings, job satisfaction has a statistically significant effect on the extrinsic motivation of employees in transfusion medicine units. Extrinsic motivators such as rewards, interpersonal relationships, and working conditions are activated by satisfaction. Previous research has highlighted the importance of the interaction between satisfaction and motivation, claiming that this relationship is critical to organizational success (Sleimi & Davut, 2015). Employees who are satisfied with their jobs are more motivated, which leads to better productivity and performance. According to Ayalew et al. (2019), employees' overall satisfaction is largely driven by both intrinsic and extrinsic motivation factors. In their study, the majority of the items used to assess nurses' extrinsic motivation were found to be significantly related to overall job satisfaction. The findings are also consistent with previous research that revealed a positive relationship between job satisfaction and employee extrinsic motivation, such as promotion opportunities and higher salaries (Luma, 2020). Based on the preceding discussion and the results obtained, we can confirm that job satisfaction has significant implications for extrinsic motivation in healthcare employees.

This study aimed to establish whether extrinsic motivation, induced by job satisfaction has an effect on work-related burnout, and this hypothesis was not supported. However, the research revealed that extrinsic motivation had no significant impact on work-related burnout. This finding is in line with the study conducted by Margaretha (2019), who has shown that only intrinsic motivation factors significantly and

negatively affect job burnout among staff members in private clinics in Indonesia, while the influence of extrinsic motivational factors was not significant. At the same time, the obtained result is consistent with the findings of Kim (2018) whose study showed that there is no significant correlation between extrinsic motivation and public employees burnout. The results are contrary to the study conducted by Paredes-Aquirre et al. (2022) who found that extrinsic motivation has a positive effect on job burnout among employees from multiple economic sectors during the pandemic COVID-19. Our finding implies that lack of rewards does not lead to fewer or more possibilities of experiencing work-related burnout, but probably other factors, such as level of achievement. These findings could imply that intrinsic motivation is more relevant in predicting job burnout among healthcare employees.

Another significant finding of this study indicated that job satisfaction is a direct negative antecedent of work-related burnout. The extent to which a job satisfies one's expectations in terms of the fairness of the superiors, the appraisal of the work completed, and the enjoyment of various rewards affect the prevention of work-related burnout among staff members in transfusion medicine units. The obtained result is in accordance with the one reached by Slusarz et al. (2022) who showed that there is a two-way feedback relationship between job satisfaction and work-related burnout. According to their study, neurological and neurosurgical nurses in Polish hospitals are less prone to experience the symptoms of work-related burnout when their satisfaction levels are high and vice versa. The findings were also in line with the research of Rosales et al. (2013) and Lee and Lin (2019). If healthcare employees are dissatisfied with their job, they are more prone to experience work-related burnout which makes them more likely to experience personal burnout. Positive work attitudes reflected in job satisfaction tend to reduce the possibility of experiencing the feeling of exhaustion related to someone's work. In other words, feeling physically and emotionally drained at work might be a symptom of job dissatisfaction.

Contrary to our expectations, the study's final key finding indicated that work-related burnout has a strong negative impact on personal burnout among medical staff in transfusion medicine units. We can argue that the findings of this study contradict those of Kristensen et al. (2005) and Walters et al. (2018), although earlier research linking these constructs has mostly been correlational in character. A very modest link between work-related and personal burnout was found in a study by Youssef, Abou-Abbas, & Youssef (2022), who used a sample of pharmacists to test the reliability of the Arabic version of the CBI instrument. However, our finding contradicts their results. Additionally, our finding is in contrast with the research performed by Milfont, Denny, Ameratunga, Robinson, & Merry (2007) who found a strong positive interaction between work-related and personal burnout in New Zealand secondary school teachers. In summary, we found that more severe symptoms of work-related burnout can actually lead to lower levels of personal burnout. This study also confirmed the mediating influence of work-related burnout in the relationship between job satisfaction and personal burnout. According to the results obtained, high levels of job satisfaction are transformed into lower personal exhaustion, through work-related burnout.

5. CONCLUSIONS

To address employee burnout, managers should have a deeper insight of the predictors of this complex phenomena. In addition to affecting employees' extrinsic motivation, satisfaction was shown in this research to be a significant determinant of work-related burnout, which consequently reduces the level of burnout in the personal domain. Work-related burnout has excellent predictive power in anticipating personal burnout levels. The research also found a link between job satisfaction and personal burnout mediated by work-related burnout among healthcare professionals in transfusion medicine units. The innovation of this paper was achieved through a unique research model that evaluated the links between the observed constructs, overcoming the identified literature gap. The distinctive design of the research concept contributes to the scientific value of this study. Furthermore, relevant recommendations for managers at healthcare facilities might be defined based on the presented results. In this regard, superior managers should focus on developing fair relationships with employees, providing them with various benefits, and recognizing and appreciating the workers' efforts. It is important to prioritize raising awareness among both management and employees on the importance of burnout syndrome and the need for prompt prevention. The problem requires a methodical and strategic reaction that involves fostering positive attitudes towards work among staff members and prioritizing their job satisfaction. However, this study faces certain limitations. To begin, we missed looking into the impact of intrinsic motivation on burnout in the work and personal domains. Furthermore, because the analysis performed did not distinguish between respondents based on age, gender, or duration of service, it is not possible to gain insight into the examined impacts from the perspective of these variables.

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