



# **Influence of Work Overload, Work-Family Conflicts and Negative Affectivity on Job Embeddedness and Emotional Exhaustion: The Moderating Role of Coworker Support (Case of Health Management)**

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## **Authors' contributions**

*This work was carried out in collaboration between all authors. Author SQ designed the study, and wrote the first draft of the manuscript. Author AG managed the literature searches and analyses of the study. Author HS managed the discussion part and author SQ wrote the conclusion recommendation and managed the overall study. Authors HS and WH also collected the data. All authors read and approved the final manuscript.*

## **Article Information**

DOI: 10.9734/JSRR/2015/16654

### Editor(s):

(1) Yung-Fu Chang, Department of Population Medicine and Diagnostic Sciences, College of Veterinary Medicine, Cornell University, USA.

### Reviewers:

(1) Anonymous, Turkey.

(2) Ayse Kucuk Yilmaz, Department of Management and Strategy, Anadolu University, Turkey.

(3) Ana Paula Pedro, Universidade de Aveiro, Portugal.

Complete Peer review History: <http://www.sciencedomain.org/review-history.php?iid=1125&id=22&aid=8905>

**Original Research Article**

**Received 10<sup>th</sup> February 2015**

**Accepted 28<sup>th</sup> March 2015**

**Published 21<sup>st</sup> April 2015**

## **ABSTRACT**

The aim of this paper was to investigate the impacts of work overload, work-family conflict, family-work conflict and negative affectivity on job emotional exhaustion job embeddedness among medical specialists. Study further investigated the moderating role of coworker support. The study assessed the previously stated connections using simple, multiple and moderating regression. For the analysis of the study a total of 250 specialists were chosen from different hospitals in Pakistan. Results demonstrated substantial influences of work overload, work family-conflict, family-work conflict and negative affectivity towards job embeddedness and emotional exhaustion. Support of coworker moderates relationships of negative affectivity, work overload, work-family conflict and family-work conflict on emotional exhaustion. Notably, employees who have intense workloads and

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not able to make a harmony between work (family) and family (work) parts are candidly depleted. Such employees thus are less installed in their occupations and showcase poor execution in the service delivery process.

*Keywords: Affect; Anxiety; cause; cognitive; emotions; family outcomes; processing; work family conflict.*

## 1. INTRODUCTION

One of the ways to improve the health sector is to make an efficient utilization of human resources by paying close attention on employees' time spending pattern and its effect on performance. The country's wellbeing and health care system is facing problems of derisory local training, non-competitive salaries and compensation, relatively high erosion rates and low staff inspiration. Due to high expectations, especially high level professionals are facing problem in creating harmony in family and work life [1]. Work embeddedness was created with the proposition of clarifying how diverse variables assume a part in why individual decides to stay in their employments [2]. Intense workload and conflicts in the work-family interface, together with passionate fatigue, make the employees less embedded in their jobs and bring about poor performance. People encountering work family conflict ought to be additionally tending to encounter emotional exhaustion. Stressor-strain research [3-5], proposed that work natural and environmental stressors, when not joined by sufficient resources for deal with those stressors; bring about strain (e.g. burnout). Emotional exhaustion relationship may come about mostly from the unique courses in which people react to their environment, specific work-family conflict and over vocation/underemployment. Albeit few articles conceptualized this conflict as strain [6], examination looking at the stressor-strain relationship recommended that it was a stressor [7,8]. For example, over-burden employees were more inclined to commit errors, feel displeasure or disdain to their businesses or collaborators, encounter large amounts of anxiety, have shoddier wellbeing and work-family adjust, and look for livelihood somewhere else [9,10]. As per [11], mainly sentiments can be termed as Positive or Negative Affectivity. Different researchers have tended to the sensible piece of negative affectivity as a confounder that deceitfully grows the stressor- strain affiliations. Negative feelings have been indicated to be joined by different physiological reactions [12,13].

Rousing work has been completed in the district of work over-load, w-fd and in the range of stress analysis among doctors and wellbeing professionals all through the world, yet a large portion of the work has been carried out in European nations. The current study implies a step forward in understanding the influence of work overload, negative affectivity, and work family conflict, family work conflict on job embeddedness and emotional exhaustion. In spite of the fact that the dilemma of work-family conflict has been broadly examined, researchers have contended that these studies were for the most part led among Western social orders [14,15]. Besides, long working hours, working under time strain, a considerable measure of association and paperwork, and taking work home have been exhibited to depict specialists every day job [16]. It is imperative that people high in negative affectivity are hyper-responsive to the environment so they experience distorted unfavorable strain responses to undefined stressors e.g. [17]. So many researchers have underlined the directing part of social backing (e.g. manager or coworker help in the work environment in improve the adverse impacts of stressors on job burnout) [18,19,4,20,21]. [6] found that social help goes about as a precursor to stressors and work-family conflict. Theory of Job embeddedness is generally new outlook in turnover research [22,23]. [24], has prescribed that the vitality of colleagues affecting maintenance and turnover of their coworkers has gotten inadequate attention. [25], suggested to examine the influence of negative affectivity on job embeddedness as well as to empirically test the moderating role coworker support in the relationship of work overload, family work conflicts and negative affectivity on job emotional exhaustion. Very few studies has been conducted particularly in handling the excessive work overload, work family conflict, negative affectivity among specialists and trainees doctors in Pakistan, so the motivation behind the present study is to research the sources and reasons for strain and stressors and additionally adapting methods for coping stress and burnout among specialists of Government and private hospitals in Pakistan.

## 2. LITERATURE REVIEW

The healthcare system comprises of all medicinal forethought administrations – essential, auxiliary and tertiary (recovery administrations to refurbish ability and self-determination). Different services are offered throughout distinctive public (i.e. legislative), private, instructive, and military foundations. Stress all in all and occupational stress in particular, has maltreated everybody and has attained huge attention e.g. stress is a component of regular living thus is hardly avoided [26]. As indicated by [27], Medical physicians are thought to be the parts of high stress occupations as the obligation of "individuals" lie on them sooner than 'objects'. Stress from part conflict happens when people participate in numerous jobs that are contrary which enhances mental strain [28]. Currently there is an unpredictable medical environment where medical experts (specialists) react in an unexpected way; some are calm and positive and are more motivated to work while others, because of compelling heap of work feel burned out, extended and stressed [29]. Subsequently, at the point when measuring affectivity it is vital to quantify both positive and negative affectivity. Positive affectivity is decidedly connected with employment fulfillment and negative affectivity is adversely connected with occupation fulfillment [e.g.30,31]. So the more the specialists have negative affectivity the less will be the occupation fulfillment and embebedness. Job requirements are those parts of the business that require extreme physical or mental effort and are, along these lines, connected with certain physiological and/ or mental expenses [4,32]. The quantity of workers encountering and reporting work over-burden is expanding, especially in certain occupation areas (e.g., nurses, salespersons) [33-35]. Furthermore, undeviating organizational factors such as loyalty [36] professional anxiety [37], employment disappointment [38] and ailment non-appearance [39] frequently are examined as outcomes of work over-burden or work overload. [40], stipulated that apparent work over-burden prompts expanded stretch and lower work fulfillment. Job embeddedness (JE) which is a worker maintenance procedure has three measurements: Association, fix, and sacrifice [41]. Connections are interpret as "formal or casual associations between an individual and foundations or other individuals", Fit or fix is the degree to which an individual's occupation networks with, or supplements, different areas of his or her life [41]. Specialists battling with stressors and strain found that their individual

qualities, profession objectives, and abilities don't fit well with the requests of employments and hierarchical society. Consequently, they will take out from these inauspicious work circumstances or negative experiences by giving watchful thought to their work parts or obligations, lessening their work effort, or considering halting the affiliation [42]. Plan to leave the association that speaks to cognitive departure is additionally expensive for employees [43]. Various studies have emulated this exploration course and found that employment embeddedness clarified noteworthy incremental change in turnover away from that clarified by job fulfillment and organizational obligation (e.g., [44-47]. The transactional hypothesis of stress places that responses to stressors, for example, work-family conflicts, rely on stress evaluations. Further, people with elevated amounts of family-work conflict experience more prominent occupation disappointment than those with lesser levels of family-work conflict [48-50], at the point when specialist's find that they can't adapt to inordinate employment requests and manage family parts because of increased work obligations, such doctors thus are neither implanted in their occupations properly nor have brilliant execution in daily family life. So the more the work overload, negative affectivity and work family conflict and family work conflict the less will be the embeddedness. Therefore following Hypotheses may be inferred from the above discussion:

- H1: A negative association exists between Work Overload and job embeddedness.
- H2: A negative association exists between Work family-conflict and job embeddedness.
- H3: A negative association exists between Family work-conflict and job embeddedness.
- H4: A negative association exists between Negative affectivity and job embeddedness.

Enthusiastic fatigue or emotional exhaustion, one of the three estimations of burnout, is viewed as the center driver of the burnout build [51,52]. Work over-burden portrays recognition that one has an excessive amount to do [53]. At the point when specialists see their workload to be more than they can deal with, they are liable to encounter weariness and exhaustion, which might adversely impact their inspiration to react to the requests of alternate areas, for example, family as contended by [54]. They get to be less open- minded less determined and more

unresponsive [55]. Their introduction to client fulfillment and long term relationship building undergoes. [56], discovered the same outcome about their examination of self-supervised work groups. Also, while various diverse conceptualizations of the burnout methodology have developed [4,57,58], every one of them have incorporated some idea of emotional exhaustion as a feature of their definition of the build, supporting its status as a center part of work-related mental strain. Interestingly, people with high negative affect see their lives and employment from a critical viewpoint, are usually upset by their considerations, mentality, practices, and habitually encounter adverse emotional states [59,60]. Taken together, passionate cacophony is emphatically connected with burnout (enthusiastic fatigue, depersonalization) and wellbeing issue of specialists. Specialist's relational unions are regularly described as unsuitable [61]. More of a chance used at work environment (healing facility) which brings about less time going through with family and kids which demonstrates as a significant wellspring of clash between the accomplices [62]. As per the COR hypothesis, people lose their inadequate supply at the present time deal with both work and family parts [7]. Under these circumstances, they are challenged with fatigue [63]. [64] originated that work-family conflict was essentially and absolutely identified with weariness, though work family-conflict was definitely not. Notwithstanding, [65] reported that work-family conflict and family-work conflict had essential positive impacts on depletion among front line workers in turkey. Specifically, the repeated request on work and family assets happens at a pace that can't be renewed quick enough, prompting exhaustion [66]. Therefore following hypothesis is being proposed:

- H5: A positive association exists between Negative affectivity and Emotional exhaustion.
- H6: A positive association exists between Work overload and Emotional exhaustion.
- H7: A positive association exists between Work family- conflict and Emotional exhaustion.
- H8: A positive association exists between Family work-conflict and Emotional exhaustion.

Social help which can be stated as "an interpersonal transaction that includes

enthusiastic concern, instrumental support, data, or examination" [6], can surface from colleagues and executives in the working space. Social backing in the working environment which can be a great help for the workforce to adapt the challenges connected with work and family parts [67,68]. Social backing in the working environment has additionally been utilized as an arbitrator or a part of the relationship in the middle of environmental stressors and exhaustion [69,70]. Coworker may offer assistance to workers to incorporate work and family unit parts adequately [71,72]. Associate help goes about as an arbitrator in the relationship between work-family conflict and their conclusions, for example, mental strain and family fulfillment [73]. The COR theory hypothesizes that work social support is an advantage that helps individuals to adjust with a stimulus that causes stress and strains [74]. Social backing in the workplace has similarly been used as a moderator as a part of the relationship in the middle of stressors and exhaustion [33,61]. As talked about by [75], work social help may decrease the inconvenient impacts of depletion exuding on or after unpleasant circumstances. So it mitigates the adverse consequences of work-overload, negative affectivity, work-family conflict and family-work conflict on emotional exhaustion. Therefore following hypothesis may be inferred:

- H9: Support of Co-worker moderates the association of Work family-conflict and Exhaustion.
- H10: Support of Co-worker moderates the association of Family work-conflict Exhaustion.
- H11: Support of Co-worker moderates the association of Work overload and Exhaustion.
- H12: Support of Co-worker moderates the association of Negative affectivity and Exhaustion.

### **3. RESEARCH METHODOLOGY**

The study was cross-sectional and causal in nature. 250 medical specialists were chosen as respondents from different hospitals in different cities of Pakistan. Data was collected through questionnaire. Four items from [76], were used to measure work overload. The items measuring work family conflict and family work conflict were taken from [77], which are consistent with other studies (e.g. [78]). Seven items of job embeddedness were picked from [79], while

coworker support items were measured by means of adapted scale of [80,81]. To measure negative affectivity the well-established PANAS scale [11], was used. Emotional exhaustion was measured via eight items from the Maslach Burnout Inventory [82]. Reliability was measured through the Cronbach's Alpha which showed satisfactory (more than cutoff level i.e. 0.7).

#### 4. DATA ANALYSIS AND DISCUSSION

Hypotheses were tested by using correlation, simple, multiple and moderated regression tests. SPSS was used to analyze the data. Fig. 1 shows the schematic diagram of the model.

The first hypothesis predicts that a negative association between negative affectivity and job embeddedness is observed to be true which shows 11.9% association. The second hypothesis predicts that work overload and job embeddedness have a negative association with the strength of 30.6% as shown in Table 4.1. Third hypothesis predicts work family conflict has a negative association to job embeddedness was also found to be true through the regression analysis with the strength of 17.6% association. H4 suggests that negative association exists between family work conflict and job embeddedness. The family work conflict has a negative relationship with job embeddedness with strength of 22.2%. The results were in line with the findings of [15,83,84].

H5 prediction was also found to be true through regression analysis which says that there is a positive association of negative affectivity to emotional exhaustion with the strength of 13.3%. H6 shows work over-load having positive association with EE with the strength of 29.3%. Same goes for H7 and H8 for work family-conflict and family work-conflict having positive association with emotional exhaustion with the strength of 22.8% and 27.1% respectively. The results are in the line with the findings of [85-88,71,64,65].

Moderated regression was used for applying moderation of coworker support on work overload, negative affectivity, work family conflict and family work conflict on emotional exhaustion. H9 predicts that coworker support muffles the link between work-family conflict and exhaustion. The results in Table 4.2 reveal that the relations of work-family conflict and coworker support. It has a noteworthy negative consequent on exhaustion. There is a notable augmentation in  $R^2$  of the model ( $R^2$  .448, p, 0.08) and the p value of moderator was found significant, Therefore, H9 is supported. Hence same can be observed for H10, 11, 12. The results were in accordance with the sightings of [89,90,4,21,80], who have emphasized the moderating role of social support (e.g. coworker support and supervisor support in the workplace) in mitigating the adverse effects of role stressors on job burnout and exhaustion.

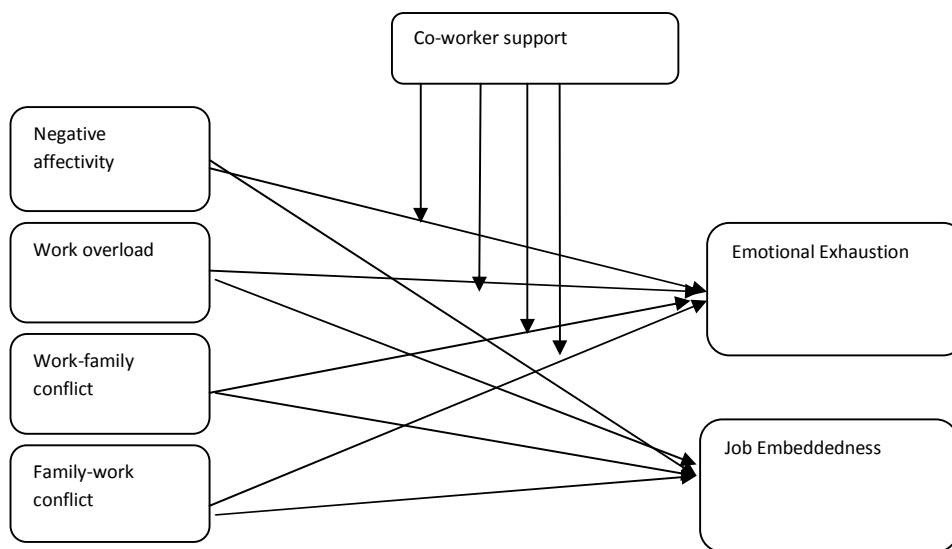


Fig. 1. Schematic diagram of the model

**Table 4.1 Simple and multiple regression analysis**

Independent variables	Emotional exhaustion*			Job embeddedness*		
	Beta	t value	p value	Beta	t value	p value
Negative affectivity	.133	2.173	.031	-.119	-2.061	.049
Work overload	.293	3.802	.000	-.306	-3.742	.000
Work-family conflict	.228	3.65	.007	-.176	-2.003	.047
Family-work conflict	.271	4.029	.000	-.222	-3.115	.002

\*dependent variable

**Table 4.2 Moderation regression analysis**

Predictors	Emotional exhaustion			
	Standardized beta	p-value	R2	ΔR2
<b>Step 1</b>				
Negative affectivity	.133	.031		
Work overload	.293	.000		
Work family conflict	.228	.007		
Family work conflict	.271	.000	.390	
<b>Step 2</b>				
Negative affectivity X Coworker support	-.211	.008		
Work overload X Coworker support	-.339	.001		
Work family conflict X Coworker support	-.437	.000		
Family work conflict X Coworker support	-.327	.005	.448	.058

**5. CONCLUSION**

The present study projected and experienced a research model that investigated whether coworker support acted as a moderator between work overload, work-family conflict and family-work conflict negative affectivity and emotional exhaustion. These relationships were evaluated through data gathered from medical specialists of different government and private hospitals of Pakistan. Specifically, it was observed that work overload, conflicts in the work-family and negative affectivity influences job embeddedness. Work over-load, negative affectivity, work-family conflict and Family-work conflict has a positive association with emotional exhaustion though co-worker support helps to moderate the relationship between them. It was also observed that Negative affectivity, work over-load, work family conflict and family work conflict are having negative association with job embeddedness. The results recommended that the model was feasible and all speculations got empirical backing.

**5. RECOMMENDATIONS**

Since work over-load builds both measurements of work-family conflict, it would be beneficial for hospitals management and the Ministry of Health to consider answers for lessen the workload among specialists. Limiting on-call frequency providing flexible working hours and day care centers facilities may be more prone to lessen

the level of work-family conflict encountered that could thusly diminish the level of emotional exhaustion. The revelations in the present study suggest that Negative affectivity may indeed be affected by the working conditions. So a peaceful and comfortable atmosphere must be given to doctors, which are necessary to improve their performance. Great working conditions, less work burden make connections, fit and sacrifice specialists that make them inserted into their jobs and keep them from leaving the associations. The hospital management should enlighten the concept of coworker support as a helping aid to lower down the consequences of work-overload, W-FC and negative affectivity on exhaustion. The doctors themselves receive specific training in managing stressful situations. A difficult Coworker can also create problems so there is a need to figure it out. Future researchers may test the same model in other working environment. Further the moderating role of demographics variable may also be tested.

**COMPETING INTERESTS**

Authors have declared that no competing interests exist.

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