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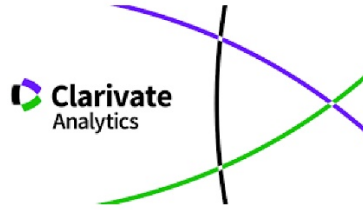
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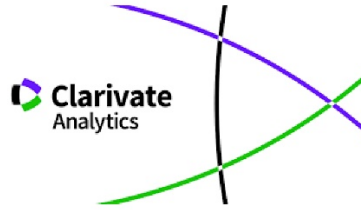
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## **ORGANIZATIONAL RESOURCE & PERSONAL RESOURCE INFLUENCING JOB SATISFACTION: A MEDIATING ROLE OF BURNOUT**

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### **ABSTRACT**

*Patient care is the most sought after concern of the healthcare sector. In order to deliver an effective patient care, the role of paramedic staff particularly nursing staff cannot be overlooked. This paper underlines workplace distress facing nursing staff in the major government and private hospitals in Pakistan. Lack of motivation, reward, work satisfaction and workload are some of the factors identified to cause increased turnover among nurses in the previous literature. The current paper's aims are twofold; firstly, it examines various organizational and personal factors that influence job satisfaction of registered nurses and secondly, it investigates the mediating role of burnout in the relationship between organizational/personal factors and job satisfaction. It is hypothesized that organizational resources (staffing adequacy) and personal resources (psychological capital) significantly affect job satisfaction of the nursing staff and that burnout (emotional exhaustion and cynicism) mediates the relationship between organizational/personal resources and job satisfaction.*

*The sample comprised of 270 registered nurses working in major public and private hospitals of Lahore, Pakistan. The data were collected through survey technique and standardized questionnaires were distributed using convenience sampling technique. Data were analyzed using Pearson Correlation, mediated regression analysis, Sobel's test and bootstrapping. Study results revealed a moderate and significant correlation among organizational resources, personal resources and job satisfaction. Mediated regression analysis and bootstrapping technique revealed full mediation among staffing adequacy and job satisfaction (Bias-corrected CI [.0220 to .0900]). Lastly, burnout partially mediated the relationship among psychological capital and job satisfaction (Bias-corrected CI [.0077 to .0661]). Both organizational and personal workplace factors are important to registered nurses' burnout and job satisfaction. The findings of the study have various managerial implications that hospital management may refer to for better management of its human resource and in taking more informed decisions.*

**Keywords:** Staffing Adequacy, Psychological Capital, Burnout, Job Satisfaction.

### **INTRODUCTION**

The productivity and effectiveness of human asset rely on active factors that extend from individual factors to organizational factors. Job satisfaction remains a standout amongst the most imperative elements that affect the productivity of human resource. In the healthcare sector, the work satisfaction of health care experts and the support staff plays a significant role in execution and delivery of affective patient care. Healthcare sector of Pakistan has been facing staff adequacy of paramedics and particularly, the nursing staff in the recent past. This sector, in Pakistan, mainly comprises of public and private hospitals. Private hospitals, due to stakeholders' interest, provide more sophisticated work systems and better working conditions for the

healthcare workers compared to the public hospitals that are looked after by the government. Hence, public hospitals confront certain issues and difficulties that largely affect the occupational satisfaction levels of their staff (Hafeez et al., 2010).

The previous researches indicate how factors such as poor working conditions, lack of organizational resources and other individual factors determine work satisfaction of employees. Paramedics and specifically nursing staff perform the most dynamic and crucial role in patient care and are exposed to an extremely challenging and stressful environment (Sofianopoulos, Williams, & Archer, 2010). The current study adds to the existing body of knowledge on nursing staff work satisfaction in the context of a developing country such as Pakistan.

Several studies postulate sufficient staffing levels to be significant organizational resource that adds to medical caretakers' capacity to give viable patient care and impacts job satisfaction of healthcare workers (Aiken et al., 2008, Tourangeau, 2005b). The theory of psychological capital (PsyCap) also underlines the fact that to be successful and achieve the organizational goals, they need to invest in their human resource (Luthans & Youssef, 2004). PsyCap includes “self-efficacy, hope, optimism and resilience” that in turn helps results in performance improvements, productivity and motivation levels of the employees. It has been fundamentally identified by the organizations to enhance job satisfaction and also to address issues related to performance execution, anxiety and quit intentions of the employees (Luthans et al., 2007, p. 546).

Previous literature asserts that personal resources (PsyCap) and organizational resources (staffing adequacy) significantly predict job satisfaction. Yet, up-till now little research has been conducted to see collective effect of these two resources on job satisfaction of registered nurses. Moreover, burnout, as a process mechanism among these two resources and job satisfaction has also not been extensively studied. Given past research, it is sensible to expect that more elevated amounts of these individual and organizational assets would be critical forerunners of registered nurses' job satisfaction and burnout can serve as a potential mediator among them.

This current study investigated the influence of organizational resources and personal resources on job satisfaction of registered nurses with burnout as a mediator.

## 2. LITERATURE REVIEW and HYPOTHESES DEVELOPMENT

### 2.1. *Staffing Adequacy and Job Satisfaction*

In the transition of registered nurses into practice, levels of adequate staffing play a crucial role. Newly graduated nurses require necessary orientation, support, and time to transit into fully professional role (Oermann & Garvin, 2002, Roche et al., 2004, Baxter, 2010). Shaver and Lacey (2003) reported that nurses' satisfaction with their jobs and career is linked with perceptions of staffing adequacy. Likewise, Scott et al. (2008) found staffing shortages to be the most significant predictor of job dissatisfaction among newly graduate nurses especially during the first two years for work practice. Hospital based nurses, with higher patient-to-nurse ratios, were found to be more dissatisfied with their jobs in contrast to those with lower-patient-to nurse ratios (Aiken et al., 2002).





Scott et al. (2008) directed a study that proposed to look at the impact of lack of staffing on the satisfaction of employees with their occupation and profession. The sample contained 329 medical caretakers who were authorized by the North Carolina Board of Nursing. The outcomes uncovered that the vast majority of the new medical caretakers reported staffing deficiencies as a work reality. 24% of them expressed that they encountered day to day staffing inadequacies while working in their internal work units. The most grounded indicator of job satisfaction was recurrence of staff shortages ( $\beta = 1.755, p < .001$ ).

Sheward et al. (2005) carried a study on emotional exhaustion and job dissatisfaction. The sample was taken from nurses working in hospitals of Scotland (N= 27) and England (N= 32). The results of the study indicated that the staffing level of nurse was statistically significant to job dissatisfaction ( $p < 0.01$ ). However, the increase in the number of patients being treated by existing nurse contributed to job dissatisfaction of nurses with their job. Shaver and Lacey (2003b) intended to predict the impact of short staffing on job satisfaction among registered (N=325) and Licensed Practical Nurses (N=275). Results from Model 1 of their study accounted for an overall 37% of discrepancy in satisfaction with work. The standardized beta coefficients for the registered nurses model indicated short staffing as a prominent and significant predictor of job satisfaction ( $B = -0.49, P < .0001$ ). It was observed that satisfaction levels were decreasing when short staffing occurred more frequently. In model 2, for LPNs, the most significant predictor of job satisfaction ( $B = -0.46, P < .0001$ ) was the occurrences by which short staffing was affecting the capacity of nurses to provide quality care to the patients. In the light of above literature, it is hypothesized:

**H1:** Staffing Adequacy has a significant relationship with job satisfaction

## 2.2. Staffing Adequacy and burnout

Aiken et al. (2002b) analyzed the impact on job burnout of nurses of patient-to-nurse ratio. The research study gathered the data from 168 adults of a hospital in Pennsylvania. The results indicated a strong correlation between emotional exhaustion, greater level of burnout with the patient-to-nurse ratio. Odd ratios further revealed that the hospitals with high patient-to-nurse ratio exhibited higher burnout scores as well as dissatisfaction levels among its nursing staff, simultaneously, by 1.23 (95% CI, 1.13-1.34) and 1.15 (95% CI, 1.07-1.25) respectively. Given this, we proposed our second hypothesis:

**H2:** has a significant relationship Staffing Adequacy with burnout

## 2.3. Burnout and Job Satisfaction

Jasperse et al. (2014) conducted their study on burnout, job satisfaction and occupational stressors. Sample for this study consisted of 171 nurses from oncology radiation department across New Zealand. Individuals who participated in this research were found to have higher levels of burnout. However, the participants reported moderate levels of job satisfaction ( $M=3.73$ ). Results of the model indicated it to be a significant model ( $F(8, 115) = 12.99, P < 0.001$ ) which explained a variation of 48%. Organizational stressors significantly predicted job satisfaction ( $\beta = -0.21, P < 0.01$ ). When burnout was regressed with job satisfaction, it



significantly predicted job satisfaction. However, existence of emotional exhaustion significantly predicted lower levels of job satisfaction among participants ( $\beta = -0.47$ ,  $P < 0.001$ ).

Lizano and Barak (2015) posited that emotional exhaustion would have a negative significant association with job satisfaction. Sample for this study included 361 workers from an urban public child welfare department in the Southern California. The results revealed that the only predictor significantly predicting job satisfaction was emotional exhaustion thus supporting the premise ( $b = -.22$ ,  $\beta = -.45$ ,  $p \leq .01$ ).

Hayes et al. (2015) conducted their study on stress, burnout and job satisfaction. Using a cross-sectional time-frame and an online survey technique, a total of 417 haemo-dialysis nurses approached as to make sample of the study. Results from Pearson Correlation revealed that all dimensions of burnout (emotional exhaustion, depersonalization and personal accomplishment) were significantly correlated with job satisfaction. Emotional exhaustion ( $r = -0.49$ ,  $P < 0.01$ ) and depersonalization ( $r = -0.19$ ,  $P < 0.01$ ) had a significant negative correlation with job satisfaction while personal accomplishment ( $r = 0.35$ ,  $P < 0.01$ ) was significantly positively related to job satisfaction among the haemo-dialysis nurses. It can be hypothesized that:

**H3:** Burnout has a significant relationship with job satisfaction

#### *2.4. Staffing Adequacy, Burnout and Job Satisfaction*

Since by reviewing prior literature it can be inferred that staffing adequacy positively predicts burnout and is furthermore a critical factor for enhancing job satisfaction among registered nurses. Thus, on these grounds, it can be developed that staffing adequacy impacts job satisfaction as both are linked to burnout of registered nurses. Burnout seems to act as a process mechanism between our main study variables that are staffing adequacy and job satisfaction.

**H4:** Burnout mediates the relationship between staffing adequacy and job satisfaction

#### *2.5. Psychological Capital and Job Satisfaction*

Psychological capital began to pick up interest and consideration outside the US. Many researchers endeavored to examine the wide-reaching and diverse uses of psychological capital, both theoretically (Youssef-Morgan, 2015), and practically (Vogelgesang et al., 2014). Avey et al. (2010) found that in Australia, psychological capital was linked with the level of the workers' monetary and supervisor evaluated performance. Likewise, in Iran, Mehrabi et al. (2013) found a noteworthy positive relationship between the psychological capital and sense of meaning at work. Drawing on the components of PsyCap theory (self-efficacy, hope, optimism and resilience) (Luthans, Youssef, et al., 2004). Bandura's (1997) described self-efficacy as the confidence that individuals have in their capabilities to perform their responsibilities. Snyders (1995) define hope as self-motivation of a person to achieve objectives by making reasonable choices. Optimism is the perception that negative circumstances are brought about by outer, short-lived and situational sources, while positive circumstances are the aftereffect of inner, enduring reasons of self-blame and hopelessness. Resilience includes the capacity to get better



from the 'affliction, vulnerability, disappointment or overpowering changes' (Luthans & Youssef, 2004).

Psychological capital can improve workers' certain appraisals of their circumstances and expand their apparent likelihood of their accomplishments in the light of their inspiration, energy and determination (Luthans et al. 2007). Psychological capital can altogether add to the employee satisfaction of the job through improving assessments of their work, responsibilities and accomplishments. Moreover, each of psychological capital constituent resources can improve job fulfillment through added systems.

Abbas et al (2014) conducted a study on job satisfaction, turnover intention and performance. The sample comprised of 231 paired outcomes of employees working in different organizations of Pakistan. The results of the study revealed a positive association between psychological capital and job satisfaction ( $\beta = .56, p < .001$ ).

Badran and Youssef-Morgan (2015) conducted a study on job satisfaction that assumed psychological capital as a higher-order construct, expressed as hope, efficacy, resilience and optimism, to have a positive relation with job satisfaction. The sample consisted of 451 Egyptian employees from 11 different organizations. The findings of the study revealed that individual facets of psychological capital (hope, resiliency, self-efficacy and optimism) when combined into a construct of higher-order, were found to have a positive relationship with job satisfaction. The four facets hope, resiliency, self-efficacy and optimism were found to be a significant predictor of the higher-order psychological capital ( $p < 0.001$ ), which thus was a noteworthy indicator of job satisfaction ( $R^2 = 0.28, p < 0.005$ ). So it can be hypothesized:

**H5:** Psychological Capital has a significant relationship with job satisfaction

## 2.6. Psychological Capital and Burnout

Laschinger and Fida (2014) postulated that psychological capital of newly graduate nurses would decrease the probability of burnout during their first year at work. A two-step survey was conducted. First time, 907 newly graduated nurses; with work experience less than two years in the acute care hospitals of Ontario participated. Second step included a sample of 2, 205 nurses. Results of the structural equation modeling revealed that psychological capital negatively influenced both dimensions of burnout (emotional exhaustion and cynicism). This means that if psychological capital is high among nurses, they have lower levels of burnout and consequently lower levels of psychological means lead to higher levels of burnout over the first year of practice.

Bitmiş and Ergeneli (2015) theorized psychological capital to have a significant influence on burnout. The sample comprised of 161 Turkish nurses working in hospitals of foundation universities in Ankara. Structural equation modeling depicted that psychological capital affects burnout levels among Turkish nurses ( $\beta = -.30, p < .001$ ). This means that Turkish nurses who have higher levels of psychological capital have subsequent lower levels of burnout and vice versa. The possible reason for such findings could be that, the survivor syndrome does not affect



individuals who are confident, hopeful, resilient and optimistic. Subsequently such individuals have low burnout levels. Thus:

**H6:** Psychological Capital has a significant relationship with Burnout

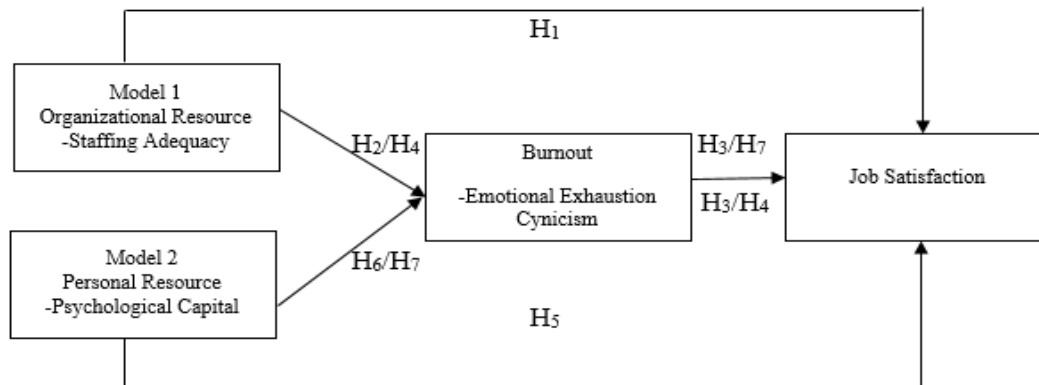
### 2.7. Psychological Capital, Burnout and Job Satisfaction

Since, by reviewing prior literature it can be postulated that psychological capital negatively predicts burnout and is furthermore, a critical factor for enhancing job satisfaction among healthcare workers. Thus, it can be posited that psychological capital impacts job satisfaction and burnout seems to act as a process mechanism between our main study variables i.e. psychological capital and job satisfaction. Therefore:

**H7:** Burnout mediates the relationship between psychological capital and job satisfaction

## 3. CONCEPTUAL MODEL

Figure 1: Conceptual Framework of the Study



## 4. RESEARCH METHODOLOGY

### 4.1. Research Design

A predictive and non-experimental quantitative design was used to assess the influence of workplace and personal resources on job satisfaction of registered nurses. This present study was a cross-sectional research because the data was collected at a single point in time. The sample consisted of 270 registered nurses of Pakistan Nursing Council, working in tertiary level public and private teaching hospitals of Lahore in their morning and afternoon shifts. Survey technique was used to collect data.

## 5. MEASURES

Job satisfaction was measured using a four items from Hackman and Oldham (1975). A five point Likert scale was used ranging from 1= strongly disagree to 5= strongly agree. Items related to staffing adequacy were adopted from Scott (2005) and Scott et al. (2008). Frequency scale (1=



never, 2= monthly, 3= weekly, 4= several times a week and 5= daily) was used. Psychological Capital (Self-efficacy, hope, optimism and resilience) was measured using 24 items scale adopted from Luthans et al., (2007). 6 point Likert scale was deployed (1=strongly disagree and 6= strongly agree). 6 items scale adopted from Maslach Burnout Inventory General Survey (MBI-GS) was used to measure burnout (emotional exhaustion and cynicism). Items were rated on 7-point Likert scale ranging from 0 (never) to 6 (daily).

## 6. DESCRIPTIVE RESULTS

Means and Standard Deviations of study variables are given in table 1. Registered nurses stated moderate levels of job satisfaction ( $M = 3.51$ ,  $SD = 0.75$ ). Perceived staffing adequacy was measured at a 5-point scale the mean came out to be 3.00 and standard deviation of 1.27. Around 24.1% of the nurses stated that they face adequate staffing several times a week, 26.3% reported that they face adequate staffing once or twice a month, 21.5% stated adequate staffing on weekly basis, 13.7% reported that they never faced staffing adequacy and 14.4% stated adequate staffing experience on a daily basis. The finding reveal that registered nurses reported higher levels of psychological capital with (Mean of 4.69, Standard Deviation of 0.94) are consistent with the ones of Laschinger (2012a). Registered nurses depicted moderate levels of burnout (Mean of 2.48, Standard Deviation of 1.29) which means they occasionally felt burnout during their work.

**Table 1: Reliabilities, Means, Standard Deviations and Correlations**

Variables	$\alpha$	M	S.D	1	2		4
1. Staffing Adequacy	n/a	3	1.28	1			
2. Psychological Capital	0.927	4.69	0.94	0.003	1		
3. Burnout	0.824	2.48	1.29	-.350**	-.185**	1	
4. Job Satisfaction	0.68	3.51	0.75	.172**	.436**	-.268**	1

## 7. MEDIATED REGRESSION ANALYSIS (MODEL 1 FOR STAFFING ADEQUACY)

### 7.1. Barren & Kenny (1986) Approach

The model 1 of the study (figure 1) observed the link among staffing adequacy, psychological capital, burnout and job satisfaction. Traditional Barren and Kenny (1986) technique was used to test the model first for staffing adequacy. A zero order association was created for path  $c$  (total effect) by regressing staffing adequacy on job satisfaction. This linear regression predicted job satisfaction ( $\beta = 0.101$ ,  $p < 0.01$ , see table 2). In path  $a$  staffing adequacy statistically significantly predicted burnout (mediator) ( $\beta = -0.353$ ,  $p < 0.01$ ). While in path  $b$ , the relationship between burnout and job satisfaction was tested that came out to be statistically significant ( $\beta = -0.157$ ,  $p < 0.01$ ). After all three paths found to have zero order association, mediation in  $c'$  (direct effect) was tested. In path  $c'$ , staffing adequacy and burnout were added together while, controlling burnout, to see if they significantly predict job satisfaction. The results revealed that after controlling mediating variable i.e. burnout, independent variable, staffing adequacy had a reduced regression coefficient and was not significant predictor of job satisfaction in presence of burnout ( $\beta = 0.052$ ,



$p > 0.01$ ). This analysis revealed that burnout fully mediated the relationship between staffing adequacy and job satisfaction. The results suggest that a higher frequency of staffing adequacy results in lower degree of burnout which in turn leads to higher degree of job satisfaction among registered nurses. Hence our hypothesized model is also supported by the results depicted in table 2.

**Table 2: Mediation Effects of Burnout on the Relationship between Staffing Adequacy and Job Satisfaction (N= 270)**

Regression Paths	B	T	P-Value
Mediation <i>a</i> path (SA on Burnout) <sup>a</sup>	-0.353**	-6.114	< .001
Mediation <i>b</i> path (Burnout on JS) <sup>a</sup>	-0.157**	-4.556	< .001
Total Effect <i>c</i> (SA on JS; no mediator) <sup>a</sup>	0.101**	2.850	< .001
Direct Effect <i>c'</i> (SA on JS; including Burnout as a mediator)	0.052	1.413	0.159
Indirect effect Bootstrapped ( <i>c-c'</i> ) with Bootstrapped 95% CI <sup>b</sup>	.0492 [.0220 to .0900]		

**Note:**  $\beta$ = unstandardized regression coefficient, CI= confidence interval, SA= staffing adequacy, JS= job satisfaction. Model fit  $R^2=0.2807$ , adjusted  $R^2=0.0788$ ,  $F(2,267) = 11.41$

<sup>a</sup> according to Baron and Kenny (1986) these effects have to be significant in order to meet the condition for mediation. If  $c < c'$  and  $c'$  is significant it means partial mediation and if  $c < c'$  and  $c'$  is not significant it means fully mediation.

<sup>b</sup> is the indirect of staffing adequacy on job satisfaction when burnout is introduced as a mediator (Hayes, 2012).

## 7.2. Bootstrapping technique

In order to test whether the indirect effect of burnout was significant we used bootstrap estimates and constructed a bias-corrected confidence interval at 95% by using a PROCESS Macro in SPSS (Hayes, 2012). The indirect effect ( $\alpha\beta$ ) of our sample was .0489 however the results of bootstrapping indicated that the overall indirect effect of staffing adequacy on job satisfaction through burnout was significant (bootstrap estimate .0492, bias-corrected CI [.0220 to .0900]) since this range doesn't include zero which means that the indirect effect was significant (table 2).

## 8. MEDIATED REGRESSION ANALYSIS (MODEL 2 FOR PSYCHOLOGICAL CAPITAL)

### 8.1. Barren & Kenny (1986) Approach

Traditional Barren and Kenny (1986) technique was used to test the model for psychological capital. A zero order association was created in step 1 (path c) by regressing psychological capital on job satisfaction. This linear regression predicted job satisfaction ( $\beta = 0.35$ ,  $p < 0.01$ , see table 3). In step 2 (path a), psychological capital statistically significantly predicted burnout (mediator) ( $\beta = -0.253$ ,  $p < 0.01$ ). While in step 3 (path b), the relationship between burnout and job satisfaction was tested that came out to be statistically significant ( $\beta = -0.157$ ,  $p < 0.01$ ). When all three steps created zero order association, mediation was tested in step 4. In step 4 (path c'), psychological capital and burnout were added together while burnout was controlled in step 4a to see if it significantly predicts job satisfaction. The results revealed that after controlling mediating variable i.e. burnout, independent variable, psychological capital had a reduced regression coefficient and was still a significant predictor of job satisfaction in presence



of burnout ( $\beta = 0.312$ ,  $p < 0.01$ ). This analysis revealed that burnout partially mediated the relationship between psychological capital and job satisfaction. The results suggest that a higher level of psychological capital results in lower degree of burnout which in turn leads to higher degree of job satisfaction among registered nurses. Hence, our hypothesized model 2 was also supported (table 3).

**Table 3: Mediation Effects of Burnout on the Relationship between Psychological Capital and Job Satisfaction (N= 270)**

Regression Paths	B	T	P-Value
Mediation <i>a</i> path (PsyCap on Burnout) <sup>a</sup>	-0.253**	-3.075	< .001
Mediation <i>b</i> path (Burnout on JS) <sup>a</sup>	-0.157**	-4.556	< .001
Total Effect <i>c</i> (PsyCap on JS; no mediator) <sup>a</sup>	0.35**	7.924	< .001
Direct Effect <i>c'</i> (PsyCap on JS; including Burnout as a mediator)	0.32**	7.300	< .001
Indirect effect Bootstrapped ( <i>c-c'</i> ) with Bootstrapped 95% CI <sup>b</sup>	.0297 [.0077 to .066]		

**Note:**  $\beta$ = unstandardized regression coefficient, CI= confidence interval, PsyCap= psychological capital, JS= job satisfaction. Model fit  $R^2=0.226$ , adjusted  $R^2=0.221$ ,  $F(2,267) = 39.04$

<sup>a</sup>according to Baron and Kenny (1986) these effects have to be significant in order to meet the condition for mediation. If  $c < c'$  and  $c'$  is significant it means partial mediation and if  $c < c'$  and  $c'$  is not significant it means fully mediation.

<sup>b</sup> is the indirect of staffing adequacy on job satisfaction when burnout is introduced as a mediator (Hayes, 2012).

## 8.2. Bootstrapping technique

In order to test whether the indirect effect of burnout was significant we used bootstrap estimates and constructed a bias-corrected confidence interval at 95% by using a PROCESS Macro in SPSS (Hayes, 2012). The indirect effect ( $\alpha\beta$ ) of our sample was 0.0288 however the results of bootstrapping indicated that the overall indirect effect of psychological capital on job satisfaction through burnout was significant (bootstrap estimate .0297, bias-corrected CI [.0077 to .066]) since this range does not include a zero which means that the indirect effect was significant (table 3).

## 9. DISCUSSION

Job satisfaction of the healthcare workers enhances effectiveness of patient care in the healthcare centers. The predicting variable i.e. staffing adequacy in model 1 positively and significantly related to job satisfaction ( $\beta=0.101$ ,  $p<0.01$ ). The results suggested that the adequate staff levels in healthcare increase staff's satisfaction with their job which ultimately underpins effective patient care. Results from mediated regression analysis and bootstrapping revealed that burnout was fully mediating the relationship between staffing adequacy and job satisfaction (Bias-Corrected CI [.0220 to .0900]). Implying that, the direct relationship between staffing adequacy and job satisfaction cannot be studied without the presence of burnout as a process mechanism.

The outcomes of our paper are in line with those of Scott et al.'s (2008) and Bowles and Candela's (2005) findings that establish a connection between nurses experience with staffing levels and job satisfaction, highlighting the importance of appropriate staffing to create constructive levels of job fulfillment among medical caretakers. Staffing adequacy is even more vital than providing basic work conditions for engagement and intrapersonal qualities. It is not surprising that medical attendants who encounter staff inadequacies remain overburdened and over worked.

The general approach to patient care remains ineffective. Not only do the patients suffer but even nurses overall feel distressed, emotionally exhausted, cynical and unhappy with their jobs. Although guaranteeing staffing adequacy is difficult in healthcare sector of Pakistan, the results of our study underline a strong premise for the job satisfaction of registered nurses. Furthermore, Several research have also confirmed these findings that the hospitals where the patient to nurse ratio is high are likely to suffer more job related burnout as well as higher job dissatisfaction as compared to the hospitals where the patient-nurse ratio is low (Aiken et al. 2000, 2002a,b, Shaver & Lacey 2003, Sheward et al. 2005).

Besides this, the research analyzed the apparent frequency by which medical attendants experienced access to adequate staff members with a specific end goal to meet their patients' care needs. Regardless of the little level of change that staffing adequacy added to work fulfillment, staffing dissatisfaction, and the related patient care peril stay huge, and common in the human services framework (Aiken et al., 2002; Aiken et al., 2008; Scott, Engelke, & Swanson, 2008; Tourangeau, 2005; Unruh & Zhang, 2012). Guaranteeing sufficient staffing levels will secure enrolled medical caretakers access to a satisfactory number of staff members for direction and support for patient care, lessening their dissatisfactions, and improving their work fulfillment (Scott, et al., 2008; Shaver and- Lacey, 2003)

Model 2 results revealed a statistically significant relationship between psychological capital and job satisfaction ( $\beta=0.35$ ,  $p<0.001$ ). Mediated regression analysis and bootstrapping revealed that burnout partially mediated the relationship between psychological capital and job satisfaction, suggesting a process whereby employees with higher levels of psychological capital may experience lower levels of burnout, and as a result, may have higher levels of job satisfaction (Bias-Corrected CI [.0077 to .0661])



Connection between psychological capital and job satisfaction of nurses validates the findings of (Luthans et al., 2007). His study results revealed a significant relationship between psychological capital and job satisfaction of those employees who worked in manufacturing and business industries. The outcomes of our study propose that building greater levels of psychological capital of registered nurses may reinforce performance improvements and make them confident, flexible and versatile professionals (Luthans & Jensen, 2005, Laschinger et al., 2012). The findings also propose the significance of supporting self-efficacy and positive adapting styles among registered nurses at work and preparing them to deal with distressing occasions. At the point when registered nurses are confident about their job, have hopeful states of mind, and have great amounts of perseverance and flexibility, their physical, emotional and mental consumption will be lessen, and they won't effortlessly encounter work burnout which would lead to satisfaction at work in longer run. In light of the consequences of the findings, we can reason that upgrading psychological capital is an effectual system for diminishing work burnout and enhancing job satisfaction among these registered nurses.

This study also yielded different noteworthy connections amongst burnout and PsyCap, affirming past researches (Salanova, 2004; Schaufeli & Bakker, 2001). Thus, this affiliation recommends that hospitals might have the capacity to impact burnout of their nurses by expanding their adaptive assets through building up their own resources of hope, optimism, self-efficacy and resilience via proper training and growth workshops. Study results suggests the idea

that those nurses who possess certain personal resources might mitigate the negative impact of burnout since according to Luthans et al (2008) PsyCap is a state like characteristic which can be developed over time to meet the challenges of everyday work burnout. Our results suggests that efforts by the hospital management to build psychological capital in nurse work settings would be valuable and nursing leaders should make sure that opportunities to combat burnout are being provided through proper training and development (Luthans, Avolio, Avey, & Norman, 2007).

### *Limitations*

The time horizon used was cross-sectional which prevented the capability to conclude interconnection among variables as data was gathered at a solitary point in time. Utilizing data that was self-reported a response bias may have occurred. The results may not be generalized because the 270 registered nurses that were surveyed only belonged to one city (Lahore). Staffing adequacy was measured using single item which was a proxy measure. Objective measure should be used in future research.

### *Future Direction*

Further research is expected to expand our insight about the impact of psychological capital in connection to experiences of nurses in their present working environment. With having narrow research on psychological capital theory, researchers investigating the impact of this personal asset might give significant understanding to health-care pioneers in their endeavors to bolster the satisfaction among nurses. Additional study is essential to support our findings in different situations for example in long term care and community nursing. Future research should incorporate an objective measure of staffing adequacy.

### *Implications*

In order to ensure that the staffing levels are adequate it is vital to have an open communication between the leaders and frontline staff. When the perceived staffing levels for providing quality care to patients are insufficient, a further investigation should be done by leaders as it has implications for registered nurses' burnout and job satisfaction. Administration should educate the staff by telling them the reasons why there is change in levels of staffing or why they stay unaltered at times, so they can an improved understanding of the issues that affect the levels of staffing.

Moreover, in order to build psychological capital different strategies can be used. From a practical perspective, hospital management should invest their money on work practices that are of high performance such as investing on rigorous recruitment, selection and training of nurses. Precisely the hospital management should hire those individuals who are more self-confident, hopeful, optimistic and resilient; such a hiring would automatically lead to a satisfied healthcare work force. The existing staff may master these skills via training sessions that rouse psychological capital resources of employees. Simultaneously by successfully implementing training, empowering, recognizing, rewarding and providing career opportunities health care organizations can develop psychological capital of their employees and combat their burnout levels.



## 10. CONCLUSION

Outcomes of the study augmented different models that depicted the influence of individual and organizational resources to job satisfaction of registered nurses through the process mechanism burnout. The results reported in this study provide full empirical support for the fully mediated model 1 i.e. burnout fully mediated the relationship between staffing adequacy and job satisfaction among registered nurses which means when staffing levels are adequate, nurses feel less burnout and have higher satisfaction levels with their jobs. Model 2 reported partial mediation of burnout between psychological capital and job satisfaction i.e. higher the interpersonal strength “psychological capital” of nurses, lower will be the burnout level and in return job satisfaction of registered nurses will increase and vice versa. For a promising future of Pakistan healthcare system, registered nurses are an important human resource. They perform the most crucial task of patient care and work within limited resources. With that said, in order to create a healthy working environment and reduce turnover, management should address the above mentioned key factors that influence nursing staffs’ productivity in the hospitals.

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