Self-Efficacy affects Turnover Intention through Burnout-A Study of Nurses in Pakistan

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Abstract

The research study aims to investigate the reason for turnover intention among Pakistani registered nurses with the possible impact of self-efficacy in the presence of burnout as a mediator. This study conceptualizes that self-efficacy may play a significant role to manage burnout and turnover intention by investigating the mediation of burnout between self-efficacy and turnover intention among registered nurses in Pakistan. In a nutshell, employees' turnover intention is a major behavioral issue in organizations worldwide. There is a need to explore and understand the factors that elevate employees' intention to quit because it affects organizational performance directly and indirectly by improving their performance and reducing their costs by retaining their employees. Data for this study is collected by conducting both paper-based and online surveys using structured questionnaires. The samples for the study are taken from the nurses from all provinces of Pakistan using a systematic random sampling technique. The findings of this study would be beneficial for healthcare professionals to understand the factors that instigate turnover intention among Pakistani nurses. It would be significant for the policymakers of healthcare institutes in devising their policies to reduce the causes of stress and burnout among nurses to control their intentions to quit the job. Moreover, it will help health organizations to know that how the affected nurses from the syndrome of job burnout and having the intention to leave can be managed.

Keywords: Self-efficacy, Turnover Intention, Burnout, and Reduced Self-efficacy

Introduction

Turnover intention is a conscious willfulness of an individual to leave an organization within a predictable future. This is an antecedent to actual voluntary turnover behavior. It is important to manage employee's intention to leave because it is costly to the organization for both intangible and tangible terms. When employees feel dissatisfied with their jobs, they do not want to continue it at the same workplace as it hinders their effective performance and undermines competitiveness (Yavasa, Karatepeb, & Babakusc, 2018).

Exploring for reasons and solutions of turnover intention is a major concern for leaders across all around the business organizations. Because it prohibits employees to develop any identification or commitment, the intention to quit seriously hurts workplace morale. One of the major antecedents behind these quitting intentions is burnout because it influences employees' performance negatively and results in turnover intention (Liu & Lo, 2017). Besides this, previous research studies have shown that burnout is an empirical indicator of burnout and has negative outcomes of providing nursing care (Ghazanfar, Chaudhry, Assar, & Zahid, 2018). When it comes to discussing the constructs of burnout and turnover intention together, then the field of nursing is considered as one of the major stressing occupations which are facing such issues on a high level. Scholars have debated that nurses have a risk of experiencing fatigue while working as professional health caregivers. It affects them physically, emotionally, and psychologically. For this reason, it is conceptualized that predicting turnover intention in the context of consequence to burnout will help this study to analyze this construct in a significant manner.

Self-efficacy is one's belief about his abilities to complete a task successfully is a strong direct reducer of emotional exhaustion (Candidion et al., 2015). It predicts the chances of determination through hard circumstances (Bauer & Silver, 2018). A high level of self-efficacy shows

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a beneficial impact on the outcomes of various workplaces as they influence how individuals interpret their surroundings. It negatively correlates turnover intentions (Fida et al, 2016); which means that the individuals having high self-efficacy can handle the workplace stress in a better way; therefore, they tackle their challenging situations well and do not quite the job easily (Gruman et al., 2006). It helps employees to handle their issues and to achieve their desired goals as self-confidence helps them to take the challenges and to handle them successfully. For this reason; it contributes to decreasing employee's intention to quit. Due to the above-mentioned reasons; self-efficacy can help in resolving the syndrome of burnout hence; this construct must be investigated to see its contribution over turnover intention through burnout. Given the societal, organizational, and personal burdens of burnout, it has become an important, popular, and evolving area of management and organizational research. Though, it is proven that workplace burnout results in employee turnover and productivity loss (Jugdev et al., 2017), however, it is important to understand how it mediates between self-efficacy and turnover as organizations are striving to resolve these issues to achieve ultimate organizational goals and reduce turnover intention.

Burnout has a negative relationship with self-efficacy (Chang et al., 2018). Turnover intention and cynicism might be decreased in nurses if they possess high self-efficacy. To study more about turnover intention, various role stressors with a buffering aspect of self-efficacy in nurses must be investigated (Nazir et al., 2016). Burnout has a negative relationship with self-efficacy (Chang et al., 2018). Turnover intention and cynicism might be decreased in nurses if they possess high self-efficacy. To study more about turnover intention, various role stressors with a buffering aspect of self-efficacy in nurses must be investigated (Nazir et al., 2016).

These studies signal a gap that the other two dimensions of burnout that are emotional exhaustion and lack of personal accomplishment/reduced professional efficacy should also be explored to check whether they contribute the same as cynicism or not. The current study conceptualizes that employees having high self-efficacy helps to complete their tasks successfully. It predicts the chances of determination through hard circumstances and can help to reduce the level of burnout (cynicism, emotional exhaustion, and reduced self-efficacy) may result in decreasing turnover intention. Nurses perform a critical role in a wide variety of functions in hospitals of any country. Their responsibilities involve managing patient care, working freely or in teams with medical staff such as doctors or with others on practical applications of preventive and curative measures. Their job is sensitive as it is directly linked with the life of patients. Their little mistake can be big trouble. Hence, they need to be alert and attentive to their workplace. Currently, Pakistan is facing an extreme shortage of nursing professionals (Country Faces Shortage of Trained Nursing Staff, 2018). Dr. Arif Alvi, Pakistan's current president declared 2019 as the year of nursing in Pakistan (Immaduddin, 2019). The production of registered nurses in Pakistan in the previous ten years has improved. The ratio of nurses to the Pakistani population is about one nurse to 3626 people. This figure indicates that Pakistan has a high need to increase the productivity of nurse professionals at a faster rate so that it may handle the issues regarding health challenges and the growing population in Pakistan (Implementation Strategy Report Pakistan, 2011).

Objectives

The research objectives of the study are as follows:
1.   To explore the effect of self-efficacy on turnover intention.
2.   To research to analyze burnout's effect between self-efficacy and turnover intention.

Significance of the Study

The turnover among nurses is a critical threat to Pakistan's healthcare system. The major reason behind turnover intention is burnout that causes poor health, professional dissatisfaction, and depression, and works absenteeism. The significance of this study is to explore and better understand the causes behind Pakistani registered nurses' intention to quit the job. Moreover, the role of burnout as a mediator will also be explored to check what role it plays in the relationship of self-efficacy and intention of quit among Pakistani registered nurses including the well-being of nurses, patients, and the administration management system.

Research Hypotheses

The research hypotheses of the study are as follows:
H1: There is a negative relationship between self-efficacy and turnover intention.
H2: Burnout mediates between self-efficacy and turnover intention.

Literature Review

"Self-efficacy is a person's belief about her/his abilities to complete a task successfully. It predicts the chances of determination through hard circumstances" (Bauer & Silver, 2018). Self-efficacy is the core mechanism of an employee. It is a belief that individuals have about their capabilities of organizing and executing any task required to handle future situations. It is the self-regulatory skills of an individual that affects the way they regulate their behavior and thoughts. It also affects individuals the way how they think and behave (Asghar & Baghery, 2018).

Bandura (1977) introduced the term "Self-efficacy" for the very first time. He defined self-efficacy as "the self-confidence whether people can make use of held skill to fulfill one certain job". (Fida, Laschinger, & Michael, 2016; Asghar & Baghery, 2018).

An increased self-efficacy has been linked to improved professional practice behaviors. It describes people's finding their competencies to form and implement actions required to achieve certain kinds of performances (Sabra et al., 2018). Stress is a key factor that affects nurses' efficiency as well their health and the quality of their service. Further, there is a strong significant correlation between staff nurses' self-efficacy and their stress toward the financial environment and their nursing experience (Elkazaz & Berma, 2017).

Self-efficacy influences self-regulatory processes where it identifies how the opportunities and threats are perceived. The high levels of self-efficacy encourage employees to put their great efforts at work which in turn stimulates positive perceptions of one's capabilities. Individuals having high levels of self-efficacy accept difficult tasks as a challenge whereas those who doubt their capabilities consider difficult tasks as their threats (Federici & Skaalvik, 2012).

Self-efficacy relates to copping the challenging work situations effectively resulting in higher job satisfaction and lower intentions to quit (Federici & Skaalvik, 2012). Chang, et. al. (2018) examined the impact of burnout on self-efficacy, outcome expectations, career Interest, and nurse turnover. This study analyzed the existing level of burnout in nursing and assessed its impact on nurse turnover in the presence of self-efficacy. The results of the study found that burnout was negatively related to self-efficacy (Chang et al., 2018). Therefore, before checking the mediation between self-efficacy and turnover intention, the relationship between SE and TI should be explored. Hence, it can be hypothesized that;

H1: There is a negative relationship between self-efficacy and turnover intention.

Employee burnout is a common psychological syndrome of chronic work stress. It occurs when employees become mentally exhausted because of excessive work demands (Zabuska et al., 2018). Occupational burnout was introduced by Freudenberger in 1974 (O'Cannor et al., 2018; Bridgeman et al., 2018). According to Freudenberger (1974), it is the fatigue and psychological exhaustion due to excessive demands at the workplace. Burnout is the feeling "to fail, wear out, or become exhausted by making excessive demands on energy, strength, or resources" (Lambert et al., 2015). The concept was extended in 1997 by Maslach and Leiter who explained this term as a common psychological syndrome to chronic work stress. It occurs when employees become mentally exhausted because of excessive work demands (Zabuska et al., 2018). The concept of burnout emerged in psychology on basis of the experience of people rather than a concept about a theory-informed scientific way. Burnout has become a noteworthy research topic for the past few years. Burnout has three symptoms; depersonalization, emotional Exhaustion and, lack of personal accomplishment (O'Cannor, Neff, & Pitman, 2018; Ven-den, et al., 2017; Asghar & Baghery, 2018). The three dimensions of burnout are mostly measures using self-report measures such as Maslach Burnout Inventory which is popularly known as MBI (López & Extremera, 2017). The term burnout is also defined as a syndrome of emotional exhaustion and depersonalization or cynicism. It is defined as a syndrome of emotional exhaustion and depersonalization or cynicism (Ven-den, et al., 2017) and professional efficacy (Asghar & Baghery, 2018). Exhaustion is defined as a decrease in employees' energy to perform work (Smith et al., 2018). It is the draining or depletion of mental resources that are categorized by emotional, mental, and physical tiredness Depersonalization is a state in which an emotional distance is created where employees withdraw or disengage from their work, co-workers, and workplace, and cynicism mean having impersonal and unsympathetic negative feelings or attitude towards one's job or/and client (Huynh et al., 2012).

"Turnover intention can be defined as a conscious and deliberate willingness to leave the organization" (Babushe, 2018). Previous literature has shown that the intention to leave is the major

forecaster of real turnover behavior (Simone et al., 2017). Turnover is the ending of the employment relationship between the employing organization and person (Lambert et al., 2015), however, its intention is defined as the consciousness willfulness to search for other alternatives in other organizations. The constructs of turnover intentions are used as an alternative in measuring actual turnover because turnover intention is a predictor of real turnover intention (Azharudeen & Andrew, 2018). Often, the work demand of nurses exceeds their job and personal resources. This leads towards the psychosocial risks as well as negative consequences on their psychological and physical health that results in giving nurses a strong reason for voluntary turnover which later exacerbates the scarcity of nursing staff. The shortage of nurses is a major problem all around the world. On the other hand, the high turnover rate among nurses is quite alarming in many countries (Chang, 2018). The intention of nurses to stay in an organization or intention to leave the organization can also be predicted by the working environment of their workplace (Al-Hamdan et al., 2018) and by nurses' continuance and normative commitment (i.e., costs and benefits of switching to another profession) (Chang et al., 2015). The turnover intention of nurses has two different aspects that are either leaving the organization and/or leaving the profession (Yamaguchi et al., 2016). The above-explained literature shows well that there is a real and serious problem of nurses' shortage as well as nurses' turnover all around the world. The current study will explore the impact of burnout on the relationship between SE and TI. Based on the above reasoning, this idea can be proposed as;

H2: Burnout mediates between self-efficacy and turnover intention.

According to the hypotheses and research model, there is a negative relationship between self-efficacy and turnover intention, and burnout mediates between self-efficacy and turnover intention.
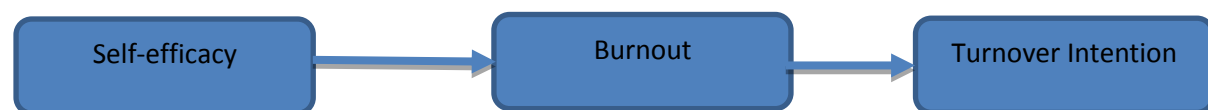
Figure 1: Theoretical Framework explaining mediation of Burnout between Self-efficacy and Turnover Intention

Methodology

The current study has used a descriptive cross-sectional survey as it is quite appropriate to test correlations between study variables (Chang et al., 2018). Uma Sekran (2013) states that cross-sectional or one-shot studies are done on data that are gathered just once, possibly for days/weeks/months, to answer a research question. For cross-sectional research, data is collected from various segments of the population (Sekaran, 2013). Usually, studies investigating multiple outcomes in prevailing situations opt for a cross-sectional research design (Mann, 2003). Cross-sectional research has multiple advantages such as convenience, cost-effectiveness and above all, it is time-saving.

The study has used the survey method as a data collection tool. The data gathered from the survey was used to test hypotheses for this study. Surveys are useful because they describe well the characteristics of a large population and provide the capability to ensure an accurate sample to gather results to conclude (DeFranzo, 2019).

According to the Pakistan Bureau of Statistics, Health Statistics of Pakistan states that the total population of registered nurses from 2017 to 2018 is 103,777 while the population per bed is 1,580 (Health Statistics of Pakistan, 2019). The current study has drawn a sample size of 384 registered nurses from Pakistan using Krejcie and Morgan's formula.

To measure the construct of self-efficacy among nurses working in Pakistani hospitals, the current use Chen et al.'s New General Self-Efficacy Scale. This scale is taken from the study of Phillips & Gully (2011) and Chen, Gully, & Eden (2001). It is a five-Likert scale that is comprised of 8 items ranging from strongly disagree to strongly agree. The current study used Maslach Burnout Inventory (MBI) as it is the more widely used scale of burnout (Scanlan & Still, 2019). This scale is taken from the study of Dwivedi, Purohit, & Bhambal, 2016. It is a five-Likert scale which is comprised of 22 items ranging from strongly disagree to strongly agree. To measure turnover intention, this study used a scale provided by Mobley in 1978. This scale has been taken from the study of Long, Thean, Wan Khairuzzaman, and Jusoh (2012). It is also a five-Likert scale which is comprised of 3 items ranging from strongly disagree to strongly agree. The collected data has been

analyzed using SPSS version 20 and SMART PLS was used to analyze and calculate Descriptive Statistics, Correlation, and Multiple Regression Analysis.

Findings

Reliability articulates data's accuracy. It means that the specific set of collected data produces the same accurate results under all similar situations. The reliability of data is measured using Cronbach's alpha. Table 1 depicts the reliability of the current study.

	Cronbach's Alpha
Burnout	0.954
Self-Efficacy	0.864
Turnover Intentions	0.953

Table 1: Reliability

The threshold value for Cronbach's alpha is that it must be either equal to or higher than 0.7. Cronbach's alpha measures the internal consistency of data which measures the closeness of the set of items being in a group or in a combined way. Table 1 shows that all of the values corresponding to three variables that are self-efficacy, burnout, and turnover intention are higher than that of 0.7. They are close to or higher than 0.9 which means the data is very much reliable.

Validity states the relevance of data. It defines how accurately and well the data can be measured using different techniques or tests. The set of data for the current study is valid which means it provides similar results over time. There are two types of validities; convergent and discriminant. The convergent validity shows the relatedness of the new scale with current variables. For this reason, variables must correlate with the related variables however they must not correlate with the dissimilar variables. One of the common tests to measure convergent validity is Average Variance Expected (AVE).

	Average Variance Expected (AVE)
Burnout	0.717
Self-Efficacy	0.798
Turnover Intentions	0.936

Table 2: Average Variance Expected (AVE)

The value for correct Average Variance Expected (AVE) should be greater than 0.5. According to Table 2, the values for AVE of all of the three variables that are self-efficacy, burnout, and turnover intention are greater than 0.5 which means that the data set for this study is valid. Discriminant validity tells about the constructs that are dissimilar from one another as they should not be correlated with each other. The value for discriminant validity should be lesser than coefficients of convergent validity (Hubley & Zumbo, 1996). It is measured through various tests such as Fornell-Larcker, Cross Loading, and Heterotrait-Monotrait (HTMT) Ratio of Correlations.

	Burnout	Self- Efficacy	Turnover Intentions
Burnout	0.847		
Self-Efficacy	-0.815	0.893	
Turnover Intentions	0.769	-0.779	0.968

Table 3: Fornell-Lacker

The Fornell-Larcker shows a significant and reliable coefficient between measured constructs. It explains the variable-to-variable correlation. The above table illustrates that self-efficacy has a strong negative relationship (-0.815) with burnout. Similarly, it can also be seen that self-efficacy has a negative relationship (-0.779) with turnover intention It means nurses who possess high self-efficacy are less likely observed to be burnt out and to have the intention to quit their job. On the other hand, turnover intention and burnout have a strong positive relationship (0.769) which shows that nurses who face burnout are more likely observed to have the intention to quit their job.

Like Fornell-Larcker, the Heterotrait-Monotrait (HTMT) Ratio of Correlations is also used to find the discriminant validity. It is useful to get insights into discriminant validity and to compare the traits, which are not far away from one another.

	Burnout	Self-Efficacy	Turnover Intentions
Burnout			
Self-Efficacy	0.839		
Turnover Intentions	0.791	0.805	

Table 4: Heterotrait-Monotrait (HTMT) Ratio of Correlations

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According to the HTMT threshold, the correlational value must be less than or equal to 0.9. All the values in Table 4: Heterotrait-Monotrait (HTMT) Ratio of Correlations can be seen as less than 0.9 which means that the data is quite valid and accurate.

R-square is a statistical measure, which shows the proportion of the variance, containing dependent variables that depict by independent variables in the model of regression. If the model of R2 is 0.50 then it means that the maximum number of observed variations can be depicted by the model's input.

	R Square	R Square Adjusted
Burnout	0.903	0.902
Turnover Intentions	0.592	0.591

Table 5: R-Square

The value for R-square must lie between zero and 1. Table 5 shows that the values for both R square and adjusted R square for burnout and self-efficacy are 0.9 and 0.5 which are between 0 and 1. It means that the proportion of the variance, encompassing dependent variables that represent by independent variables in the model of regression is 90.3% and 59.2%.

	Original Sample (O)	T Statistics ($\mid$O/STDEV$\mid$)	P Values
Burnout -> Turnover Intentions	0.769	35.189	**0.000**
Self-Efficacy -> Burnout	-0.105	2.928	**0.004**

Table 6: Path Coefficient

Bootstrapping helps to check the significance of collected data by calculating standard errors, building confidence intervals, and testing hypotheses for different types of sample statistics. The smaller p-value shows the stronger evidence in favor of the alternative hypothesis. The values for original samples are between +1 and -1, T values are more than 1.96 and P values are less than 0.005.

	Original Sample (O)	T Statistics ($\mid$O/STDEV$\mid$)	P Values
Self-Efficacy -> Burnout -> Turnover Intentions	-0.081	2.829	**0.005**

Table 7: Mediation Analysis

Table 7 shows that all value for the original sample is in between +1 and -1. The value for T statistics is greater than 1.96 and p-values are less than 0.05. It reveals that all variables are significant and burnout mediates between SE and TI.

	Hypothesis	Result
H1	There is a negative relationship between self-efficacy and turnover intention.	Accepted
H2	Burnout mediates between self-efficacy and turnover intention.	Accepted

Table 8: Result for Hypothesis

According to the above-explained data analysis, it is concluded that both hypotheses, H1 and H2 are accepted as all of them are showing significant impact.

Discussion

Nurses are considered one of the high-stress occupations. The shortage of nurses is a significant threat to the future of the healthcare system in Pakistan. For this reason, hospitals have difficulties with high turnover among nurses (Hee & Kyung, 2016). Previous literature shows that one of the major reasons behind turnover intention is burnout and verified that there is a high rate of burnout among nurses that can lead to poor health, professional dissatisfaction, depression, and work absenteeism. This paper also revealed similar results and have shown that nurses who have burnout syndrome are more likely to observe having the intention to quit their job.

Self-efficacy plays a significant role to manage burnout and turnover intention. The findings of this study would be beneficial for healthcare professionals to understand the factors that instigate turnover intention among Pakistani nurses. Their self-efficacy helps them to manage their capabilities to overcome their negative feelings and makes them strong to cope-up with harsh experiences they faced during their job. Self-efficacy contributes well to manage the depleted feelings of employees. For this reason, it helps employees to complete their tasks successfully and becomes a direct reducer of emotional exhaustion. Having high self-efficacy shows a beneficial effect on the outcomes of various workplaces as it influences how individuals interpret their surroundings. This is why

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investigating the mediation of burnout between self-efficacy and turnover will help firms to understand that whether self-efficacy works to overcome burnout and then turnover intention or not.

The study also explored the causes and reasons behind Pakistani registered nurses' intention to quit the job. Moreover, the role of burnout as a mediator is also be explored to check what role does it play in the relationship of self-efficacy and intention of quit among Pakistani registered nurses. The current study contributes to uncovering the results for problems related to nurses' burnout and turnover intention. The results of the study are helpful for the health care system to improve the quality of patient care including the well-being of nurses, patients, and the administration management system.

Conclusion

Turnover intention is a worldwide problem that needs to be resolved because it hurts the firm's reputation and affects its performance through various means. The reason behind exploring the antecedents and consequences of turnover intention is that it predicts the actual turnover. Although this problem is being faced by all types of firms around the world, however, the turnover intention is present highly among nurses. Healthcare institutions are striving hard to know the motives behind nurses' intention to quit their jobs. Literature has proven a variety of reasons behind this issue but the most common reasons are deficiency of self-efficacy and high level of burnout.

Based on this research it is safely concluded that nurses who possess high self-efficacy are proved to be protective against stress and burnout. Cynicism can be reduced among registered nurses if they are provided with psychological empowerment. There is a strong negative association between self-efficacy has and burnout. A higher level of self-efficacy helps employees to be confident that they can achieve a certain goal. The higher will be the self-efficacy; the lower will be the burnout. Moreover, burnout and turnover intention has a strong positive relationship, that is, a higher level of burnout often leads to burnout. Although past research studies about job burnout have explored the correlation between self-efficacy and burnout, less attention has been paid to the mechanisms or processes constructing it. Furthermore, the results of this study showed a negative relationship between burnout and self-efficacy which supports previous studies conducted by Chang, Friesner, Chu, Haung, Liao, & Teng, 2018. It means a high level of self-efficacy will reduce the level of burnout.

Recommendation

As the current study has proved that self-efficacy helps nurses to cope up with burnout which in turn helps to reduce the intentions to quit the job. Future researchers are recommended to explore factors that contribute to enhance self-efficacy and reducing burnout so the shortage of nurses' healthcare could be resolved. The analysis of previous research studies has observed that some major factors contributing to enhancing self-efficacy are setting goals, trying new things, doing things that nurses like, positively accepting criticism and failures, and approaching the goals constantly, without stressing about results.

This study has few limitations. One of the major limitations was COVID-19. As the nurses were very busy and they were continuously striving hard by providing their services day and night so it can be assumed that the results would be different after the pandemic. Hence, it is suggested to the future researcher to conduct the same research after the pandemic and compare both results

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