

# Effects of Supervisory Support and Core Self-Evaluation in Predicting Work Disengagement among Nurses in Public Hospitals in Pakistan

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## ***Abstract***

*This study was conducted to know the association between supervisory supports, core self-evaluation and disengagement from job. Public hospitals in major cities Pakistan (Islamabad and Rawalpindi) were the study population. The data were obtained through distribution of survey questionnaire from 278 nurses. Data collection was carried out using simple random technique. Hypotheses were developed on the basis of past literature and all hypotheses were accepted. Structural equation modeling technique was used for data analysis. The results showed that there was positive relationship between all variables. The study contributed in the literature of work disengagement, supervisor and self assessment. Implications and recommendations are provided for better work environment and avoidance of work disengagement among nursing staff.*

**Keywords:** *Supervisory support, core self-evaluation, work disengagement, Nurses, Pakistan.*

## **I. Introduction**

Employee engagement has been recently decreasing and employee separation is on the rise nowadays (Saks, 2006). It is estimated that just 30 per cent of the labor force is working worldwide. It means that 70 per cent are not consciously engaged or disengaged (Wollard, 2011). In study of Perrin (2013), in which he mentioned that 85 percent were disengaged in public hospitals as compared to only 15 percent engaged and 7 percent were total in Asia. Such statistics suggest an increasing trend in worker disengagement worldwide. Seventy-one per cent of American employees are "not interested" in their jobs or actively disengaged (Blacksmith & Harter, 2011). As mentioned by White (2011) this ratio is 63 and 83 percent in India and China and 58% reported disengaged in Malaysia (Norman, 2012).

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Pakistan has a significant strategic position among South Asian countries, and a populous with more 184.35 million citizens. The number of nurses registered in Pakistan is predicted to be 82119 by the end of 2014 and the ratio of nurses to population is one nurse for 3175 patients (Pakistan Bureau of Statistics, 2012). As per the WHO instructions, there should be one nurse for 200 persons. As mentioned by PBS (Pakistan Bureau of Statistics), (2012) that there is dearth of 60000 nursing staff in hospitals. Moreover, Pakistan has been placed at number 57 among countries that are facing human resource health crisis to deliver the essential health intervention required reaching the Millennium Development Goals by 2015. Quitting of nursing jobs in Pakistan has been reported to be 57 per cent more than western (Khowaja et al., 2005).

Majority of nurses were found to be depressed and unhappy form sever workload. The figure is estimated up to 81 percent (Khalid et al., 2010). Turnover rate and large percentage of distress between nurses lead researchers in Pakistan to look at the challenges, which could contribute to poor results.

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## **II. Literature review**

This study includes three variables namely; work disengagement (WD), core self-evaluation (CSE) and supervisory support (SS) which are discussed in the following paragraphs.

### **Work disengagement**

WD is seen as disconnecting individuals from their job positions in order to shield themselves from actual or perceived risks physically, mentally and/or emotionally (Wollard, 2011). WD is considered to distance, withdraw and pull itself out of the position of the worker. WD literature indicates that WD is temporary and typically evolves as a consequence of partial employment possessions (Kahn, 1990). The psychological mechanisms that can lead workers to WD under some circumstances were clarified by Leiter (1993) it is noteworthy that, while offering psychosomatic descriptions on the creation of WD between workers, the researchers address "self". Consequently, the ongoing danger to sense of self leads to a division technique to defend the self. Therefore, WD is characterized as keeping one self away from work and builds negative behaviour towards the job and environment (Demerouti et al., 2001).

### **Core self evaluation**

CSE's are the self-evaluations which are fundamental in nature. CSE indicates that implicit assumptions drawn by individuals influence all other self evaluations and the world (Judge et al., 2003). CSE is a broad integrative framework defined by the four characteristics: self-esteem, self-efficacy, control locus, and emotional stability. Self-esteem is an overall measure of one's self-worth / self-image, self-efficacy refers to the decisions of individuals regarding their capacity to coordinate and carry out actions required to achieve different types of success, the locus of control is linked to one's ability to regulate circumstances and outcomes in one's life, and the consistency of emotional stability is to remain calm, comfortable and secure in reaction to everyday events; it is a broad feature that expresses one 's perception of one's emotional stability.

CSE has been a common research subject in organizational sciences and organizational analysis ever since its conception (Chang et al., 2012). Evaluations of our self-concept are closely related to our environment implies that our work and life experiences that increase or diminish CSE (Judge, 2009). For example, Schinkle, et al. (2004) found that When people are turned away for a job, CSE decreased. CSE's are affected on short or long-term cycles by work or life experiences. CSE has been correlated with numerous literature outcomes, such as satisfaction, commitment, burnout and stress and pressure (Chang et al., 2012; Rich, et al., 2010; Wu and Griffin 2012; Yagil et al., 2008),. In this research, therefore, CSE is described as "the fundamental assessments that people make of their own positive self-image, competence, and abilities" (Judge et al., 1998b).

### **Supervisor support**

SS is one of the valued employment tools that can prevent or hinder WD's growth. Help from weak / strong managers increases / decreases the perceived intensity of environmental risks and reduces / facilitates the available coping strategies, thereby increasing / decreasing the risk of WD. SS has been verified repeatedly as the source of help most closely linked to WD and its prevention (Halbesleben, 2006; Eisenberger et al, 2002). SS is the degree to which workers interpret general perceptions of how much manager's worth their hard works, care and support for subordinates and community (Eisenberger et al., 2002).

### **Supervisory support, Work disengagement and Core self evaluation**

Repeatedly SS has been reported as the source of the assistance largely negatively linked to WD and its deterrence (Halbesleben, 2006; Eisenberger et al., 2002). Theoretically, resource management theory (Hobfoll, 2002) suggests individuals use avoidance strategies that are premised on coping mechanisms as experience resource depletion and eventual suffer exhaustion. Job services also have the motivational dimension which contributes to high dedication to work, low disengagement which excellent results. Strong SS outputs lower WD rates (Sochos, 2012; Luchman et al., ( 2013). Support from the boss tends to enhance personal benefits, thus strengthening the employees ' self-conception and therefore is less to produce beliefs of alienation from the self and from others detachment (Brotheridge & Lee, 2002). In the study of Thoresen et al. ( 2003), considered WD as strongly linked to both negative affectivity and lack of positive affectivity. Karatepe et al. ( 2010), discovered in their research that CSE partly mediates the cause of co-worker hold on job participation. SS helps strengthen self positive side and hence affects different job-related outcomes (Demerouti et al., 2001).The resources of social support reinforce positive aspects of self, so the workers are less expected to withdraw from work tasks. Resource management theory assumes that people seek to acquire, preserve, protect, and nurture valuable resources and mitigate any resource depletion threats (Hobfoll, 2002). Experimentally, Brotheridge and Lee (2002), identified that support network has a negative association to self-image. As mentioned by Steele (1988) in his self affirmation theory anything which affects self-conception, along with negative responses or bad experiences, may also inspire the need for self-affirmation. Pierce and Gardner (2004) concluded that the association among organizational capital and engagement, attitudes and efficiency is mediated by organizationally dependent self-efficacy. Karatepe et al. ( 2010) discovered in their research that CSE partly mediates the effect of co - worker support on work participation. In addition, Koumoundourou et al . ( 2011) showed that CSE

thoroughly mediated the relationship between the patriarchal style and the difficulties of female decision taking. The relationship between physical appearance, brains and employment, and financial pressure is also found to mediate CSE (Judge et al., 2009).

### Hypotheses

1. SS would have a strongly negative association with WD.
2. SS can have positive significant relation to CSE.
3. CSE would have a significant negative correlation with WD.
4. The relation between SS and WD will be significantly mediated by CSE.

### Conceptual model

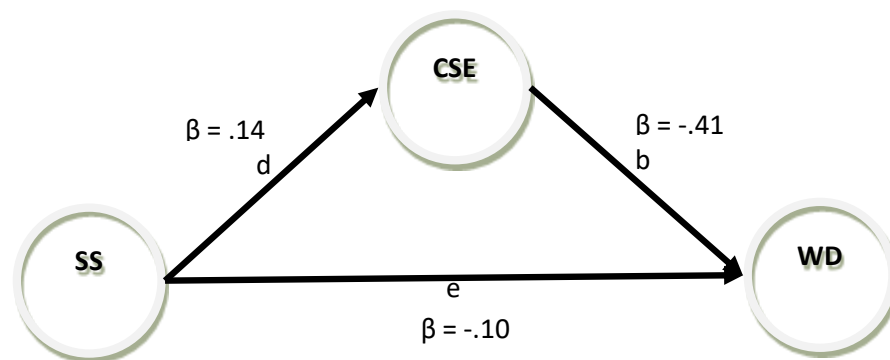


Figure1: conceptual model

## III. Methodology of the study

### Population

The research population was all of the Islamabad and Rawalpindi public hospitals. Population is the whole area from where the researcher takes samples to test and get results for the solution to the problem.

### Sample size

Sample is a very critical area in any study into the social sciences. It is derived from the major population. As mentioned, the study's major population was the public hospitals. About 350 nurses work in the two hospitals. The sample size was 278 nursing staff of both hospitals. Simple random technique was used to collect the data. The data was analyzed with the help of Smart PLS, and regression analysis to find the relationship between all variables.

## Measurement tools

The SS measure was based on nine item questionnaire (JCQ) from Karasek's (1985) job material. The CSE metric is based on twelve item CSES core self-evaluation scale by Judge et al . ( 2003). WD calculation was based on a scale of eight items from Demerouti et al . ( 2003) Oldenburg Burnout Inventory (OLBI).

## IV. Results and Analysis

Analysis was performed in separate phases using the statistical software package SPSS 23 version and Smart PLS, consisting of two paths: first, evaluation of the measuring model and evaluation of the structural model. The relation among latent variable and its objects is tested through measurement model evaluation, while the association among endogenous and other observed variables is studied by structural model evaluation (Hair et al., 2013). Structural model and measurement model results revealed that all hypotheses were supported at a confidence interval of 95 per cent as shown in Table 1. This implies that SS has significant negative relationship with WD, SS has positive association with CSE, CSE has negative relation with WD and CSE partially mediates the relationship between SS and WD. These findings are consistent with previous findings and show that WD is largely affected by SS and CSE of nurses in public hospitals.

Table 1  
*Path analysis summary*

| Sr. No. | Hypotheses | Relation       | Paths | beta  | SE.  | t.test | p     | Results  |
|---------|------------|----------------|-------|-------|------|--------|-------|----------|
| 1.      | 1          | (PSS -> WD)    | e     | -0.10 | 0.03 | 3.44   | 0.00. | Accepted |
| 2.      | 2          | (PSS -> CSE)   | d     | 0.14  | 0.04 | 2.60   | 0.00. | Accepted |
| 3.      | 3          | (CSE-> WD)     | b     | -0.41 | 0.04 | 9.04   | 0.00. | Accepted |
| 4.      | 4          | (PSS->CSE->WD) | b*d   | 0.07  | 0.05 | 2.30*  | 0.01  | Accepted |

## Implications

The results of this research indicate that improving the self-evaluation of Pakistani nurses will help to reduce the incidence of WD that is likely to occur in nursing profession. This is possible by offering instruction to Pakistani nurses focusing on target clarity, developing professional skills and effective hospital resource management. It is also possible to increase self evaluation by creating a resourceful atmosphere as job resources strengthen the personal

resources. Nursing managers and nurses need to be acquainted with various aspects of core self-assessment, which can be accomplished on a usual basis at weekly and monthly conferences and meetings, lectures, e-mails and reviewing the awareness of nurses by offering the latest information on the management of self-assessment, tools and relevant topics through the web portal of nurses.

## V. Conclusion

Study findings showed that support from Pakistani nurse supervisors largely affect nurses' level of engagement which is mainly due to CSE. In order to decrease WD and improve level of work engagement among Pakistani nurses it is necessary to provide them adequate support from supervisors and also providing proper training on managing nurses' CSE. This study implies the need for educating Pakistani hospital administration, nurse supervisory staff and subordinates on the current issues pertaining to SS, CSE and WD. Furthermore, the study findings suggest that nursing supervisors must be adequately trained to provide useful advice to the staff nurses. WD has received observable attention in international literature but it has been overlooked in Pakistani context. There is a dire need to provide training to nursing managers, nursing instructors and nurses on management of resources and self-evaluations at hospitals in Pakistan.

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