

Job Satisfaction and Emotional Exhaustion of Emergency Services (Rescue 1122) Employees in Pakistan

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Abstract: The purpose of this study was to check the affective commitment of the employees of Rescue 1122. In addition, the study aimed to explore the satisfaction as well as the level of emotional exhaustion among employees in reference with their jobs. The study was carried an employees working in Rescue 1122. Total 170 questionnaires were distributed among the employees of the company out of which 140 were recovered. Furthermore, Pearson Correlation analysis was conducted to check the relationship between emotional exhaustion and affective commitment and between job satisfaction and affective commitment. The results suggest that employees perceptions of affective commitment is positively related to their perceptions of job satisfaction while employees perception of affective commitment is negatively related to their perceptions of emotional exhaustion.

Keywords: Job Satisfaction, Emotional Exhaustion, Affective, correlation, Statistical estimation, Normality, Qualitative analysis

JEL Classification: J28, C13, C25

1. Introduction

The most important thing for the organization in today's world is to retain the motivated people in the organization (Sonia, 2010). A well-managed organization sees worker as the root cause of quality and productivity. An effective organization will always promote a sense of commitment and satisfaction among its employees. The significance of the concept of affective commitment in terms of desirable outcomes such as increased productivity, reducing absenteeism and turnover has already been documented in many studies such as Porter *et al.*, (1974).

Medical Service sector is an important and crucial sector in any country either developed or developing particularly the Emergency Service Units. World has changed rapidly in the last decade as the bloodshed became the daily talk of the news. Pakistan has effected severely in this era after 9/11.

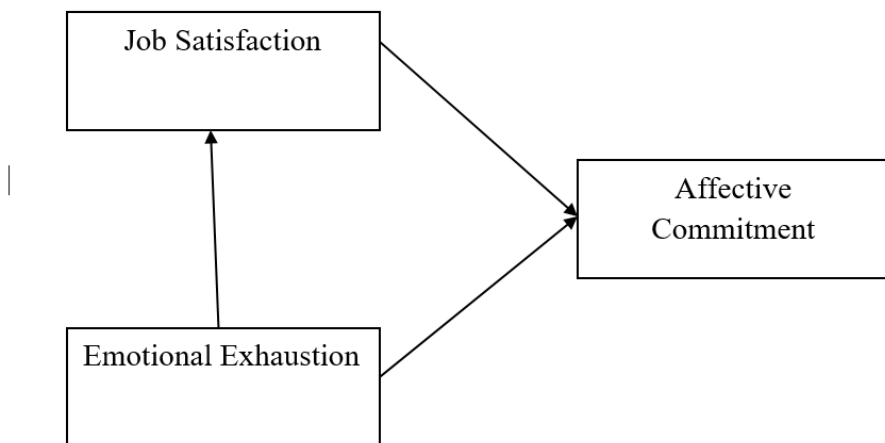
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Bomb Blasts, suicide bombings, target killings are all the stories we are now much familiar with it. In this case, the emergency services employees has to face different situations daily which can affect them emotionally as well as can vary their satisfaction and commitment towards the job.

The concepts of these two variables have extensively examined in organization behavior literature, however, relationships between job satisfaction and emotional exhaustion on affective commitment have received scarce attention for emergency services employees particularly in Pakistan. Therefore, it is important to have some research on job satisfaction and emotional exhaustion along with their effect on affective commitment of the employees of the employees of Rescue 1122. The objective of the study is to identify the relationship between affective commitment, job satisfaction, and emotional exhaustion and to check the impact of Burnout on job satisfaction.

2. Theoretical Framework

Figure 1: Relationship of Job Satisfaction, Affective Commitment and Emotional Exhaustion



Source: Author's own compilation

3. Literature Review

Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in the organizational behavior and human resource management, for a long period (Rizwan, 2010). For an organization to be successful, it is mandatory that those people who are working in your firm must be satisfied with their work because satisfied worker is the efficient worker (Tenkorang, 2012). What are those factors or elements, which is to be proved vital in satisfaction and dissatisfaction of workers? Now in today's world when we talk about labor in a place of work it does not mean individual functioning for income or for remuneration. For any company to flourish its business it is compulsory that those people who are functioning in your corporation must be pleased with their job because satisfied employee is the competent employee (Tenkorang, 2012).

Organizational commitments allow the workers to work more efficiently and competently for the company. As a result, organizations repeatedly try to encourage commitment in their staff in order to attain permanence and decrease turnover. As an attitude, organizational commitment can be considered as willingness, intention or positive feeling to just remain the member or part of any particular organization. Moreover, a feeling or desire to be in the same workplace environment as in they are now. There are three mindsets, which can be characterized an employee's commitment to the organization. Normative Commitment involves the workers mind-set of responsibility to keep continue with the company. Our focus will be an affective commitment.

4. Data and Methodology

4.1 Research Design

The study is been conducted to have an apparent and understandable view about the level of satisfaction and commitment among the employees of rescue 1122. In this study, affective commitment is being analyzed through the levels of satisfaction and emotional exhaustion at work. The research was conducted on rescue 1122 in Gujranwala, Lahore, and Rawalpindi. The respondents were the employees working in Rescue 1122. The data was

collected from person to person, which means that the unit of analysis is based on individuals.

4.2 Instrument Development

The data was collected through questionnaire, which was adopted, and for the measurement of responses, we use Likert Scale. The responses were measured by the given options i.e. 1 which was denoting Strongly Disagree, 2 used to denote Disagree, 3 was denoting Neutral, 4 was representing Agree and 5 was used for Strongly Agree).

4.3 Data Collection Procedure

The data was collected through questionnaires from the employees of Rescue 1122. Total 170 questionnaires have been distributed among the employees out of whom 140 were recovered and useable.

4.4 Data Analysis Techniques

For the analysis of the data, Pearson Correlation Analysis and Regression Analysis are used. The Pearson correlation is used when you have two variables that are normal/scale. Correlation matrix indicates the association among all the pairs of the variables. Correlation tells about the strength of the relationship along with direction of relationship. To check the impact of IV on DV Regression analysis is conducted. It is also used to predict the dependent variable through independent variable(s).

5. Results and Analysis

5.1 Demographics

Out of 100, 95% of the respondents were male who had filled the questionnaire and the remaining respondents were female which are 5% of the population. The respondents, which have age bracket of less than 25 years those are 1.4 % while respondents lying in the age of 25-35 are 98.6 %, of the total population. Out of 100, 47.1% of the respondents are married, 52.9% respondents are single. 7.1% of our population is working as SVO (Specialized Vehicle Operator), 15% as fire rescuer, 48.6% are

either rescuer or Dirt rescuer and the remaining 29.3% of the respondents are from admin. While looking at the number of years served, 16.4% of the respondents are working in the organization since 2 to 4 years and 83.63% of our population is working in the company for more than 5 years. Data is collected from three cities. 22.1% from Gujranwala, 45.7% form Lahore and the remaining 32.1% of the data is being collected form Rawalpindi and Islamabad. While looking at the income group 13.6% of the population is working on less than Rs.22000 per month, a vast majority of our sample i.e. 79.3% is working between the incomes groups of Rs.22000 to Rs.25000 per month while 7.1% is earning between Rs. 25001 to Rs. 35000. Of our population 24.3% is having either 1 or 2 children, 3.6% of the total population has either 3 or 4 children, 6.4% of our population have more than 4 children while the rest of 65.7% has no children.

Table 1: Demographic Analysis

Variable	Category	Percent	Variable	Category	Percent
Gender	Male	95	City	5 - 8	83.6
	Female	5		Gujranwala	22.1
Age	Below 25	1.4	Income	Lahore	45.7
	25-35	98.6		Rawalpindi	32.1
Marital Status	Married	47.1	Children	Below 22K	13.6
	Single	52.9		22 - 25 K	79.3
Position	SVO	7.1		25 - 35 K	7.1
	FR	15		1 - 2	24.3
	DR/R	48.6		3 - 4	3.6

	Admin	29.3		Above 4	6.4
Years	2 – 4	16.4		No Child	65.7

Source: Author's own compilation.

5.2 Data Screening and Cleaning

There are four purposes of data screening and cleaning which are:

- (a) To check if the data have some values that is out of range.
- (b) To check if there exist some missing value or not.
- (c) To check the outliers in the data.
- (d) To check the normality of the data.

5.2.1 Out of range

Run descriptive statistics on the data and the results clearly shows that there is no out of range value exists in the data.

5.2.2 Missing Values

After running the EDA the results do not show any missing value present in the data.

5.2.3 Outliers

Outliers are farthest values as put side by side to the rest of the data. The determination of values as “outliers” is skewed. Outliers can be of two forms, the one is Mild which can be identified as a circle in the results. Mild outliers mean that the outlier is not too far away from the data. The second type of outlier is Extreme, which can be identified as a star in the results. Extreme outliers show the result is far away from the data.

It is possible the outlier is due to a data entry mistake. Maybe the question is poorly worded or constructed. There exist some outliers in our data, which is removed by two methods:

- The mild outliers are replaced by taking the average of that particular item or variable.

- The extreme outliers are removed by taking the previous value and subtracting 1 from it and if it is at lower end than take next value and add 1 to it.

5.3 Normality

By running the EDA the results of skewness and kurtosis should be zero for normality but it can never be at zero. Our data results for skewness and kurtosis are close to zero in some cases and in some cases, it exists far from zero. The value of skewness and kurtosis must lie with in +1 and -1. Therefore, we rely on the results of Skewness and kurtosis. Table 2 shows the results of skewness and kurtosis.

Table 2: Normality

Items	Skewness	Kurtosis	Items	Skewness	Kurtosis	Items	Skewness	Kurtosis
JS1	.181	-1.252	EE1	-.678	.022	EE13	-.350	-1.505
JS2	-.513	1.865	EE2	.555	-.824	AC1	-.133	-1.080
JS3	.019	-.931	EE3	-.469	-.808	AC2	-.826	-.810
JS4	-.300	-1.010	EE4	-.961	2.017	AC3	.009	-1.256
JS5	.180	-.753	EE5	-.077	-.347	AC4	-.536	-.164
JS6	.065	-.408	EE6	.307	-1.401	AC5	.374	-.797

JS7	-.137	-.712	EE 7	-.959	.603	AC 6	-.023	- 1.234
JS8	.176	- 1.325	EE 8	-.645	-.309	AC 7	-.476	-.400
JS9	-.316	-.738	EE 9	-.085	-.884	AC 8	-.878	1.016
JS1 0	-.297	- 1.086	EE 10	-.291	.002	AC 9	-.848	1.495
JS1 1	-.657	-.600	EE 11	-.880	-.053	AC 10	-1.168	.692
JS1 2	.449	-.348	EE 12	.106	-.141	AC 11	-.485	.535
JS1 3	-.213	-.896						

Source: Author's own compilation.

5.4 Reliability

Reliability is run to check the connection between all proportions of a particular variable. It checks that all the objects or items in a variable are hand together and describe a single conception from different perspective It also relate the internal consistency between the items. For that intention we use the value of Chronback Alpha. The condition for reliability is that the value of chronback alpha should be greater than 0.60. Table 3 shows the reliability of all independent variables.

Table 3: Reliability Analysis (Inter Item Consistency)

Serial name	Variable name	Cronbach's alpha	no of items
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1	JS	0.606	5
2	EE	0.649	9
3	AC	0.676	11

Source: Author's own compilation.

5.5 Factor Analysis

Factor analysis is permutation of methods, which is used to examine how our construct scales influence the response of related variables.

Many scientific studies are supported by the reality that different variables are used to distinguish objects. Even though the use of these variables the study turns out to be complex but it is a good way to measure the different aspect of same underling variable.

Factor Analysis and most Principle Components Analysis both are used to contract the enormous data of objects to smaller form of scope and components. These practices are used when questionnaire is used in study to investigate the relationship between the items. It is furthermore used in general to minimize a larger set of variables to a smaller set of variables that clarify the important degree of inconsistency.

The EFA has two assumptions, which have to fulfill for rendering of further analysis:

- i. The value of KMO should be greater than 0.6.
- ii. The score of Bartley's test significance should be less than 0.05.

EFA shows that the reflection of items on the variable. Table 4 shows the loading score and the values of KMO and Bartley's test.

Table 4: Exploratory factor analysis

Serial no	JS	EE	AC
1	.544	.032	.247

2	.822	.381	.353
3	.704	.772	-.148
4	.530	.235	.400
5	.492	-.021	.707
6		-.193	.772
7		-.482	-.047
8		.138	-.295
9		-.437	-.262
10			.003
11			-.183
Variance explained	40.00	57.98	60.03
KMO	0.600	0.600	0.627
Barttlet	.000	.000	.000

Source: Author's own compilation.

In the above results, the value of KMO in all the cases is either greater than .60 or equal to .60. In the first case, only KMO was slightly less than .60 at .585 by rounding off the figure it came closer to .60. It means that all the variables are fulfilling the assumption and the value of Barttlet test is significant in all cases.

5.6 Descriptive Analysis

The study is a quantitative type so the data collected from questionnaires and run all analysis on the basis of that collection of data. Sample size was 105. Mean represents the average level. It is calculated by summing or adding up all values and dividing it by total number of respondents.

Standard deviation interprets about the spread of the data. It is the square root of average of squared deviations from mean. Minimum and maximum shows responses of majority of the respondents of questionnaires. It also helps to check the minimum response and the maximum response given by the respondent. Skewness is a measure of symmetry, or more precisely, the lack of symmetry. Kurtosis is a measure of whether the data are peaked or flat relative to a normal distribution.

Average level of achievement in the work for employees is 3.57 with a standard deviation of .5586. It means that the average response of the respondent trend in the first variable is going towards 'agree', which is according to likert scale and its variation is below than 1 and its minimum value is 2.00 while the maximum value is 4.80. Data is normal because if the value of skewness is between +1 to -1 then it considered being a normal data.

Table 5: Descriptive Analysis

Variables	N	Mean	Std. Deviation	Minimum	Maximum	Skewness	Kurtosis
JS	140	3.21	.5875	2.20	4.60	.543	-.358
EE	140	3.39	.4586	2.22	4.22	-.852	.399
AC	140	3.61	.4577	2.36	4.55	-.260	-.796

Source: Author's own compilation.

5.7 Correlation

The Pearson correlation is used when two variables that is normal/scale. Correlation matrix indicates the association among all the pairs of variables. Correlation expresses about the strength of the relationship along with direction of relationship. Strength of the relationship can be check from its value and the direction of the relationship can be found from its sign, which is either positive or negative. Direction means positively correlated or negatively correlated. The correlation matrix shows how other independent

variables and dependent variable are strongly correlated with each other. Secondly, to check the strength and direction of the variable.

99% and 95% is the confidence level that the data had collected truly correlated. The given table gives the data of three variables. The first variable Job Satisfaction shows a weakly negative relationship with emotional exhaustion i.e. -.331. It shows those independent variables are not correlated with each other.

Table 6: Correlation

Variables	JS	EE	AC
JS	1		
EE	-.331**	1	
AC	.454**	-.218**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Author's own compilation.

5.8 Regression

To check the impact of IV on DV Regression analysis is conducted. It is also used to predict the dependent variable through independent variable(s). It also indicates that how much the dependent variable will change by changing one unit of independent variable(s). If the value of all IV remains zero, then DV will remain at constant. It is also used to test hypothesis to determine the existence of significant relationship between X and Y by testing β (slope of population) is equal to zero. To apply regression to test the hypothesis of the study i.e. rejected or accepted. Significance means that the p value must be less than .05. If the p value is significant than our hypothesis is accepted otherwise it will be rejected. The table gives the results of our independent variable that affect our predicted variable i.e. Affective Commitment of employees of Rescue. If the change is one unit

of job satisfaction the dependent variable or affective commitment will be changed by .334 units. R square represents the fitness of the model and in cross sectional data, the r square value should not be less .20 as well as it should not be higher than .50.

Table 7: Regression Analysis

variables	B	S.E	t-value	p-value	Hypothesis
Constant	2.798	.390	7.167	.000	
JS	.334	.063	5.330	.000	Supported
EE	-.076	.080	-.951	.000	Supported

Note: $R^2=.211$, $f(1, 103) = 2.780$, P value < .05

variables	B	S.E	t-value	p-value	Hypothesis
Constant	4.657	.353	13.205	.000	
EE	-.424	.1.3	-4.115	.000	Supported

Note: $R^2=.109$, $f(1, 103) = 5.246$, P value < .05

Source: Author's own compilation.

5.8.1 Discussion

The results show that the first hypothesis is not rejected. The study depicts that there is a positive relationship between the employees' perceptions of job satisfaction and affective commitment as suggested in hypothesis 1. The second hypothesis is also not rejected as results show that there is a negative relationship between employee's perceptions of emotional exhaustion and affective commitment. Likewise, the third hypothesis is also not rejected; there is an effect of job satisfaction and emotional exhaustion on affective commitment. Perceptions of the employee's affective commitment depend on their perceptions of job satisfaction and emotional exhaustion. Similarly, Fourth hypothesis is not rejected too; there exists a high level of job satisfaction and emotional exhaustion in employees working in Lahore as

compared to Gujranwala and Rawalpindi. Therefore, job satisfaction and emotional exhaustion are primary antecedents of affective commitment.

5.9 Demographics Based Analysis

To investigate further and through more detailed and elaborative view of study analysis based on the demographics are conducted. In Table 8 analysis was conducted on City basis to compare the three cities. After analysis, the results showed that the employees of the city, which has seen less bloodshed, are not emotionally exhausted but they are less satisfied with their jobs. Moreover, in case of Lahore the most struck city from the start of bloodshed era, its employees are satisfied with jobs as well as they are not emotionally exhausted with their jobs. On the other hand, employees working in Rawalpindi are emotionally exhausted as well as they are not satisfied with their jobs.

Table 8: City Wise Analysis

City	Model	Variables	B	S.E	t value	p value
Gujranwala	1	Constant	3.612	1.278	2.826	.009
		JS	.298	.202	1.473	.152
		EE	-.325	.244	-1.333	.193
Lahore	1	Constant	1.993	.499	3.994	.000
		JS	.450	.087	5.171	.000
		EE	.043	.096	.448	.656
Rawalpindi	1	Constant	5.166	.689	7.496	.000
		JS	.033	.096	.344	.733
		EE	-.485	.152	-3.188	.003

Source: Author's own compilation.

In the Table 9 analysis was conducted on Marital Status wise to compare the level of Job Satisfaction and Emotional Exhaustion. After analysis, the results shown that the Married Employees are less satisfied with their jobs but they are not emotionally exhausted. On the other hand, employees who are single has satisfied with their jobs as well as they are not emotionally exhausted.

Table 9: Marital Status

Status	Model	Variables	B	S.E	t value	p value
Married	1	Constant	3.258	.762	4.275	.000
		JS	.281	.113	2.488	.016
		EE	-.174	.141	-1.233	.222
Single	1	Constant	2.708	.487	5.559	.000
		JS	.337	.087	3.881	.000
		EE	-.045	.124	-.364	.717

Source: Author's own compilation.

In table 10 analysis conducted, that is based on number of years with the organization to check the level of Job Satisfaction and Emotional Exhaustion. After conducting analysis the results shown that the employees working between 2 - 4 years are satisfied with their jobs as well as they are not exhausted with their jobs. On the other hand, the employees working between 5-8 years are satisfied with their jobs as well as they are not emotionally exhausted.

Table 10: Year Wise

No. Of Years	Model	Variables	B	S.E	t value	p value
2-4 Years	1	Constant	2.195	.417	5.257	.000
		JS	.686	.080	8.598	.000
		EE	-.182	.094	-1.946	.066

5-8 Years	1	Constant	3.281	.473	6.940	.000
		JS	.229	.073	3.145	.002
		EE	-.131	.095	-1.375	.172

Source: Author's own compilation.

In table 11 analysis conducted, that is based on income to check the level of Job Satisfaction and Emotional Exhaustion. After conducting analysis the results shown that the employees having income less than Rs. 22000 are satisfied with their jobs but they are emotionally exhausted with their jobs. On the other hand, the employees having income within 22000-25000 range are satisfied with their jobs as well as they are not emotionally exhausted. While on the other hand employees having income within 25000-35000 range are not satisfied with jobs as well as they are not emotionally exhausted.

Table 11: Income Wise

Income	Model	Variables	B	S.E	t value	p value
<22000	1	Constant	-1.848	.899	-2.056	.057
		JS	.658	.146	4.516	.000
		EE	.866	.211	4.106	.001
22001- 25000	1	Constant	3.230	.480	6.725	.000
		JS	.259	.079	3.277	.001
		EE	-.139	.098	-1.421	.158

25001-35000	1	Constant	10.074	5.474	1.840	.108
		JS	-.670	.734	-.913	.391
		EE	-1.274	.982	-1.298	.236

Source: Author's own compilation.

6. Conclusion and Recommendations

Working conditions at emergency services are not only intense but also stressful. Investigation of job satisfaction, emotional exhaustion, and affective commitment, and the relationships among them are important research subjects in emergency services. Job satisfaction, emotional exhaustion, and affective commitment are effective factors to enhance organizational performance. Increasing job satisfaction and decreasing emotional exhaustion of emergency services employees would enhance affective commitment of their organizations. Employees with affective commitment demonstrate a willingness to exert considerable effort to serve the organization. The success of organizations is closely related to the perceptions of employees' job satisfaction and emotional exhaustion and their affective commitment of the organization. This study endeavors to make both a theoretical and practical contribution to existing literature. It enhances the understanding about the antecedents of affective commitment for the emergency services employees. In particular, this is the first study scrutinizing the relationship between the employees' perceptions of job satisfaction, emotional exhaustion and affective commitment at emergency services in public hospitals. According to the findings of this study, perceptions of job satisfaction and emotional exhaustion play an imperative and antecedent role in the formation of affective commitment. Perceptions of the employees' affective commitment are correlated with job satisfaction. Perceptions of the employees' emotional exhaustion have negative correlation with their perceptions of employees' affective commitment. In addition, there is a positive effect of job satisfaction and emotional exhaustion on affective commitment. It has been shown that higher levels of affective commitment were experienced only when employees had higher levels of perceived job satisfaction and lower levels of emotional exhaustion. This study is focused only on Rescue 1122

employees in Pakistan and it cannot be generalized. There is need of a study involving all branches of emergency services units in Pakistan.

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Appendix

Items	Measurement
Job Satisfaction	<p>Do you have enough liberty to treat your patients as you consider better?</p> <p>Do you have enough amount of time for each patient?</p> <p>Do you enjoy good association with your patients?</p> <p>The compensation I receive is enough against the work requirement.</p> <p>There exists harmony of relationships among my colleagues and staff associates.</p>
	<p>I receive enough encouragement from my colleagues.</p>
Emotional Exhaustion	<p>There exists ample learning opportunities for increasing my knowledge.</p> <p>There exists good chances of promotion and career development.</p> <p>Do you ever treat critically ill patients without sympathy?</p> <p>Do you ever feel that, If there is benefit of your job?</p> <p>Do you think that most unpleasant aspect of your job is night shift?</p> <p>Relatives of some victims think that we are not able to provide optimal medical care for patients</p> <p>I receive too little acknowledgement from my superiors</p> <p>There are days when I feel tired before I arrive at work.</p> <p>It happens more and more often that I talk about my work in a negative way.</p>

	<p>After work, I tend to need more time than in the past in order to relax and feel better</p> <p>I can tolerate the pressure of my work very well.</p> <p>I find my work to be a positive challenge.</p>
Affective Commitment	<p>During my work, I often feel emotionally drained.</p> <p>Over time, one should leave this type of job</p> <p>When I work, I usually feel energized</p> <p>I have experienced long periods of stress that have affected my family life as well</p> <p>I have had one or more severely stressful events that have affected my well being</p> <p>Do you ever work for long time without leave or days of relaxation?</p> <p>Sometimes I feel sickened by my work tasks</p> <p>After my work, I usually feel worn out and weary</p> <p>I would be very happy to spend the rest of my career with this organization</p> <p>I really feel as if this organizations problems are my own</p> <p>I do not think I could become as attached to another organization as I am to this one</p> <p>My life would be disrupted if I decide to leave my organization now</p> <p>I would be happy to work at my organization until I retire</p> <p>Help is available from my organization whenever I need it.</p> <p>Jumping from organization to organization seems unethical to me</p> <p>I feel a strong sense of belonging to my organization</p>

	<p>I feel personally attached to my work organization</p> <p>I am proud to tell others that I work at my organization</p> <p>Working at my organization has a great deal of personal meaning to me</p>
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