

# The Moderating Role of Psychological Maturity on the Relationship between Nurses' Career Plateau and Burnout in Arjomand and Raziéh-Firoz Hospitals in 2014

Malikeh Beheshtifar, Mahmood Nekoei Moghadam

**Abstract**— Career burnout is a painful experience for individuals and for organizations is a costly phenomenon. Plateau is a key factor for increasing this problem and mental maturity could reduce to some extent the relationship between the two variables. Hence, the aim of this study was to investigate the relationship between career plateau and burnout due to the moderating role of nurse's psychological maturity in Arjomand and Raziéh-Firoz hospitals in 2014. In this study, correlational and cross-sectional method is used. The population of this study consisted of nurses in Arjomand and Raziéh-Firoz hospitals that the total number is 142 people. To determine the sample size of 100 people chosen based on Morgan table. The study used three questionnaires: plateau questionnaire validity 0.98 and reliability 0.94-questionnaire career burnout with validity 0.98 and reliability 0.93 and the questionnaire individual trust with reliability 0.94 and validity of 0.92 and mental maturity questionnaire validity 0.95 and reliability 0.88. For data analysis, the approach of partial least squares (PLS) with Smart PLS 2 software used. The results showed that there is relationship between plateau and its components with career burnout in Arjomand and Raziéh-Firoz hospitals. In addition, there is not relationship between the moderating role of nurse's psychological maturity of plateau (plateau job content) with career burnout, in Arjomand and Raziéh-Firoz hospitals. However, there is an inverse relationship between the moderating role of psychological maturity at plateau hierarchical relationship with nurse's career burnout in Arjomand and Raziéh-Firoz hospitals. Given that the individual is suffering from fatigue, soon with his colleagues, and the devastating effects that the erosion of the effectiveness and performance of the individual, the individual diagnosis and prevent the spread of the organization are essential. One of the aggravating factors is plateau that should consider in the organization. If the nurses in the workplace has high psychological maturity they can enjoy some plateau hierarchical relationship and reduce burnout. Therefore, the promotion of psychological maturity and reduce the plateau at work considered.

**Index Terms**— plateau, burnout, psychological maturity

## I. INTRODUCTION

Burnout is a phenomenon that in recent years attracted psychologists and management scientists. Technical use of the term career burnout, originally Freudenberg (1974) (one who the first articles in 1974 wrote about the concept) (Ross,

translation Khajehpour, 2006) and a state of emotional, mental and physical exhaustion resulted of stress is too long (Sowmya & Panchanatham, 2011: 51). Maslach and Jackson (1986) have defined three aspects of career burnout: 1) growth and increase emotional exhaustion among employees, so that the emotional resources depleted and staff feel able to do things that previously did not 2) The willingness of employees to growth negative and cynical behavior towards customers. This feeling can express as depersonalization. 3) reduced personal accomplishment (Adekola, 2010: 886). Gemilket al (2010) in a survey was conducted among employees of the health sector in Turkey showed there is an inverse relationship between burnout and organizational commitment in health sector employee in Turkey. Adekola (2010) also conducted a study among university staff, there is a significant differences in levels of emotional exhaustion and depersonalization there are not in two groups of male and female employees. It also confirmed that female employees had higher levels tend to achieve of decline-experienced characters than male counterparts did. Garcia and colleagues (2011) in a study on 70 workers were employed at the University of Mexico, showed that burnout among staff, efficiency and performance are lowered and symptoms was also observed in some of them. Burnout also causes absenteeism and apathy staff to jobs. Several factors influence employee burnout. One of the bad behavior in the field of career plateau that is very common in the workplace. Career plateau occurs when employees in a position to expect further improvement or new entries have more responsibility (Appelbaum and Finestone, 1994: 12). Career plateau a predictor for adverse outcomes such as low satisfaction, high stress, poor performance, low organizational commitment and increasing turnover (Hillman et al., 2008). Psychologist and early theorist in the field career plateau in the career path did extensive research, believes that more people are skilled at a job within three years. After this common work is uniform and there is nothing to learn. In this case, the person feel helpless that your business worth more unpleasant and less valuable. The rest is natural experience (Taleghani, 2002: 3). Career plateau occurs when employees in a position to expect further improvement or new entries have more responsibility (Appelbaum and Finestone, 1994: 12). Studies show that career plateau affects productivity, ethics and organizational measures (Cable, 1999: 22). Saedi (2012) in their study, career plateau and working positive attitudes of staff in Kerman Customs studied. The results showed that there is an inverse relationship between career plateau and work attitudes. Burke and Mikkelsen (2006) examined a study in career plateau between police officers, three-career plateau: 1. Hierarchical 2. Content 3. Life plateau raised and

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concluded that plateau to feeling of plateau of work is involved in the returns (according to the Salami, 2010: 72). On the other hand, several factors can affect the relationship between these two variables. Nurse's psychological maturity is a key factor in this regard. Maturity is the planned attempt to create a kind of transformation that aims to help organizations to work on members who are obliged to do it better than before to fulfill. Maturity is a new category of staff in the organization considered a superior solution and approved by experts and knowledge management. Organizational Maturity introduce special skills and their relationship to issues such as organizational innovation, job satisfaction, leadership and management style, performance and other states and provide better strategies and organizational models to meet the organization needs (Yar Mohamadian et al., 2008: 37)

The results of various studies on the organizations stressed that the development of individual responsibility for the staff and for the organization is fruitful. Allowing people to work so that we can help them achieve growth and maturity that is beyond the physiological and safety needs to satisfy their needs and this in turn compels them to achieve the goals of the organization, and the ability to spend more (Kiakjori, 2004: 58). Izadi Yazdan Abadi (2009), on research designed questionnaire to measure the maturity of staff. Results showed that 60% of the variance explained by maturity scale. The results of this study, it is important for nurses to focus on career plateau it is essential that the success of any organization depend on individual success and individual success achieved when employees are looking for professional and personal growth. If this development does not exist, that is, career plateau, organizations cannot expect success and the expected goals of its own staff. The career plateau can lead to burnout. The reduction in staff's career burnout results such as reduced absenteeism and employee turnover, reduce the cost of wasted time, increase satisfaction, performance, efficiency and commitment and loyalty of employees, lead to improve service quality. In addition, allowing people at work, psychological maturity, which is sure to help them to achieve organizational goals abilities given the above, the following questions arise:

1. How is the relationship between career plateau and burnout in Arjomand and Razieh-Firoz hospitals?
2. How is the moderating role of psychological maturity of the relationship between career plateau and burnout in Arjomand and Razieh-Firoz hospitals?

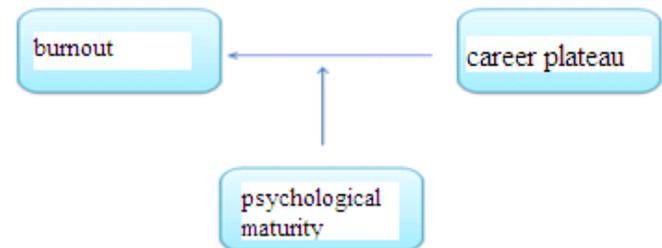
## II. THEORETICAL FRAMEWORK

Allen et al. (1999) component of career plateau designed two aspects:

- Hierarchical plateau: in this kind of plateau progress probability of staff is very low. Staff usually arrives to the point that they are reluctant to higher levels of organizational improvement. It organizational staff, opportunities for personal development within the organization is very limited and they are looking for a job are higher.
- Job content plateau: in this type of plateau, jobs are not challenging for the staff, hence they compete for jobs is meaningless. Routine and repetitive tasks and business activities for staff is often is a chance to learn and grow in the job does not exist (Lentz, 2004: 80).

Maslach psychological burnout components of their work consist of three components: fatigue or emotional exhaustion, depersonalization or alienation, decrease the desire to realize the characters (Sharifi, 2007).

In this study, using their mental maturity Frank (2005) with the following parameters will be measured; emotional maturity, intellectual maturity, professional maturity and social maturity (Soltani, 2008: 133). Thus, according to the above models, conceptual model designed as follows:



## III. PROCEDURE

In this study, correlational and cross-sectional method used. Correlational method is generally one of the methods described. The study population included nurses in Arjomand and Razieh-Firoz hospitals are 142 people. To determine the sample size of 100 people elected based on Morgan. Sample 51 nurses in Arjomand hospital and 49 nurses in Razieh-Firoz hospital.

Career plateau questionnaire using Allen et al. model (1999) has two components: the hierarchical plateau and content career plateau respectively had 6 and 8 questions. These components using a standard questionnaire had 15 questions. Maslach Burnout Inventory (1986), of Palo Alto group, California has developed it is same Burnout Inventory of Human Services. The questionnaire included 18 items and based on Likert scale, and 3 aspect of emotional exhaustion (9 items), depersonalization (5 items), and reduce the desire to realize the characters (4 items) measured. Psychological maturity consist emotional maturity (questions 1 to 4), intellectual maturity (5 to 9), professional maturity (10 to 14) and social maturity (15 to 19). All through the Likert scale questionnaire evaluated. Using content validity, validity of career plateau by Saeedi (2012) 0.98, the validity of burnout questionnaires by Zare (2012) 0.949, and validity of psychological maturity by Taheri (2014) 0.88 estimated. The reliability of the questionnaires, then distribute them among nurses, using Cronbach's alpha reliability of career plateau 0.94, burnout 0.95 and psychological maturity 0.92. For data analysis, the approach of partial least squares (PLS) by Smart PLS 2 software, as well as to check the normality of the variables, the Kolmogorov - Smirnov one sample used and the significance level was set at 0.05.

## IV. RESULTS

Demographic description of the nurses of Arjomand and Razieh-Firoz hospital is specified in Table 1.

Table 1. Frequency distribution of surveyed samples according to demographic index

		Frequency	Frequency%
Sex	Man	7	7/0
	Female	91	91/0
	no reply	2	2/0
marital status	Single	19	19/0
	Married	78	78/0
	no reply	3	3/0
Education	Diploma	7	7/0
	Associate Degree	13	13/0
	BS	68	68/0
	MA	7	7/0
	Ph.D.	2	2/0
	no reply	3	3/0
Age	30 years and under	11	11/0
	40-31 years	51	51/0
	41 years and more	34	34/0
	no reply	4	4/0
Years of service	Less than 10 years	52	52/0
	20-10 year	29	29/0
	21 years and more	7	7/0
	no reply	12	12/0

To check the status of variables from one sample t-test was used (normal qualitative variable). The results of this test given in Table 2.

Table 2. One-sample t-test to check the status of variables

Variable	Theoretical mean = 0.3				
	average observed	Standard deviation	T-statistic	Degrees of freedom	Significant
Career plateau	2/82	0/80	-2/164	99	0/033*
Career burnout	2/62	0/60	-6/245	99	<0/001*
Psychological maturity	3/65	0/65	9/948	99	<0/001*

\* At the level 0.05 Significant

The results of one sample t-test showed that the mean career plateau variables scores and the career burnout are less than desirable average and average psychological maturity is higher than average undesirable individual ( $0.05 > p$ ).

#### Analyze data using structural equation modeling

In this section, using structural equation modeling (SEM) approach partial least squares (PLS) by Smart PLS 2 software a used.

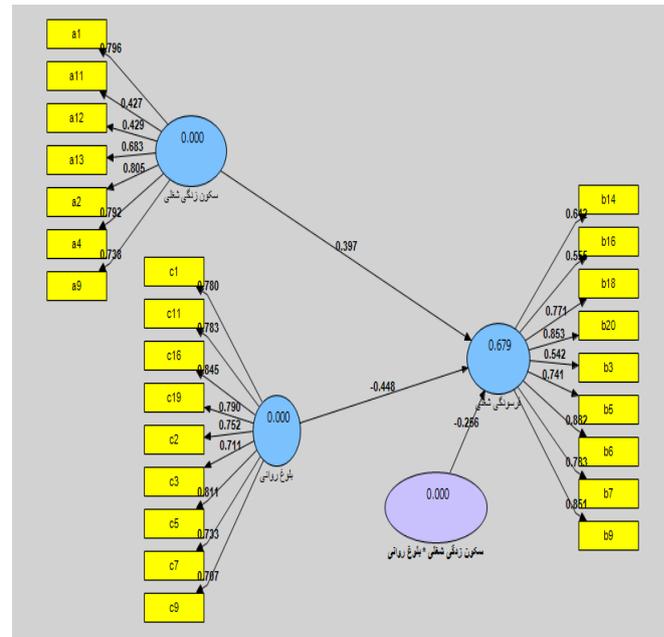


Figure 1 . The model runs with coefficients of factor loadings after removing the factor loadings less than 0.4

Table 3. Cronbach's alpha and composite reliability and AVE values for the variables studied

Variable	Cronbach's alpha	Reliability combined	AVE	R <sup>2</sup>
Career plateau	0/814	0/854	/469 0	
Career burnout	0/913	0/928	/591 0	
Psychological maturity	0/895	0/916	/555 0	/679 0
Acceptable value	≥0.7	≥0.7	≥0.4	

#### 4. Check the validity of the variables studied

Variable	Cronbach's alpha	Reliability combined	AVE
Career plateau	0/684		
Career burnout	-0/399	0/768	
Psychological maturity	0/652	-0/664	0/744

Cronbach's alpha and composite reliability of study variables is greater 0.7, showed good reliability of research variable showing good convergent validity and validity of the results of the model.

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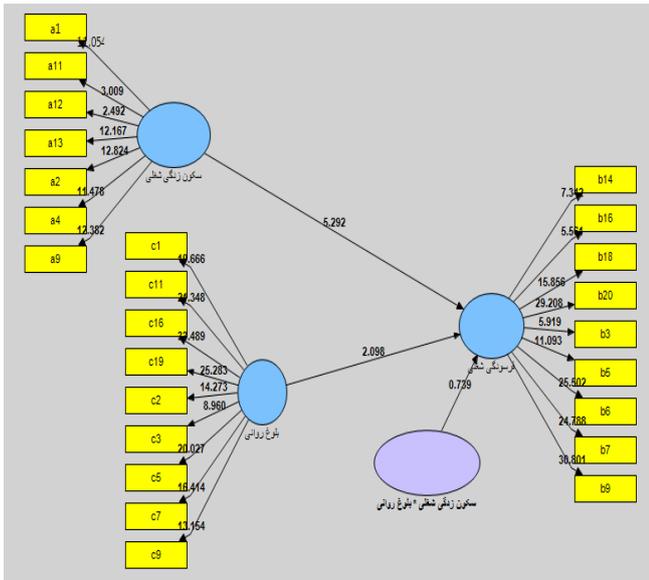


Figure 2: drawing model with significant coefficients Z

Structural model fitness using the coefficients Z in this case the ratio should be more 1.96 so at 95% their significant confirmed. As is clear from Figure 4-2. All the significant coefficients Z are more 1.96 the significance of all the question of relations between variables in the level of 95% approved. However, significant coefficient Z of career plateau variable \* psychological maturity, 0.739 calculated

because less than 1.96 indicates that the effect of psychological maturity at level of 95% as modified variable approved.

The main hypothesis 1: How is the relationship between career plateau and burnout in Arjomand and Razieh-Firoz hospitals?

As indicated in Figure 2 significant factor Z among the nurse's career plateau and burnout variables is 5.292 that is more than 1.96 that show the relationship between nurses career plateau and burnout. As Figure 1 shows that standardized coefficient between the career plateau and burnout, variable 0.397 shows the relationship between these two variables, and suggest that career plateau as much as 39 percent of the changes burnout directly explained.

The main hypothesis 2: How is the moderating role of psychological maturity of the relationship between career plateau and burnout in Arjomand and Razieh-Firoz hospitals?

As indicated in Figure 2 significant factor Z career plateau \* psychological maturity variable, 0.739 calculated because less than 1.96 indicates that at the 95% confidence level effect the psychological maturity as moderating variable is approved. In other words, at 95% cannot confirm that the personal trust variables, the relationship between career plateau and burnout adjusted.

V. RESULTS OF TESTING HYPOTHESES

Hypothesis	Coefficients Z	Standardized coefficient	Result	Type of Relationship
1. There is relationship between the nurse's career plateau and burnout in Arjomand and Razieh-Firoz hospitals.	5/292	0/397	Confirmed	Direct relationship
2. there is relationship between the moderating role of psychological maturity in relationship of nurses career plateau and burnout in Arjomand and Razieh-Firoz hospitals	0/739	-0/256	Disapproval	-
3. There is relationship between the nurse's content career plateau and burnout in Arjomand and Razieh-Firoz hospitals.	2/182	0/263	Confirmed	Direct relationship
4. There is relationship between the moderating role of psychological maturity in relationship of nurses content career plateau and burnout in Arjomand and Razieh-Firoz hospitals	0/365	0/182	Disapproval	-
5. There is relationship between the nurse's hierarchical career plateau and burnout in Arjomand and Razieh-Firoz hospitals.	5/787	0/480	Confirmed	Direct relationship
6. There is relationship between the moderating role of psychological maturity in relationship of nurses hierarchical career plateau and burnout in Arjomand and Razieh-Firoz hospitals	2/985	-0/226	Confirmed	Inverse relationship

VI. DISCUSSION

The results showed there is relationship between the nurse's career plateau and burnout in Arjomand and Razieh-Firoz hospitals. Poor working conditions, is a sense of

organizational inefficiencies, lack of personal development, there are few opportunities for promotion and dry and cumbersome laws and regulations in the organization are important factors in the development of burnout (Alavi, 1992). Thus, career plateau can be a strong predictor of burnout. If the organizatin effectively handle career plateau,

the organization benefits by reducing employee turnover, increased job satisfaction, improved employee relations, increase staff morale... (Ongori & Agolla, 2009: 270). Sori Zehi et al. (2013) and Fiazi and Ziaee (2014) have confirmed the relationship between career plateau and burnout. In addition, Rilovick (2005) in his end career plateau effects on job turnover, found that one of the major effects of career plateau, burnout that this factor can lead to turnover.

This expected to reduce the content career plateau and hierarchical career plateau, nurse's burnout rate reduced. Results showed it is relationship between the nurse's career plateau and burnout in Arjomand and Razieh-Firoz hospitals. In the content career plateau is not challenging for employees, so the competition for jobs is meaningless. Career tasks and activities is repetitive and ordinary for employees is usually an opportunity to learn and grow on the job does not exist (Lentz, 2004: 80). It is certain that these conditions can lead nurses to burnout. The findings is consistent by the Sori Zehi et al. (2013) and Fiazi and Ziaee (2014). The rest is expected to increase content career plateau in hospitals, in the form of lack of challenging jobs for nurses, do not expect the person to compete with others, lack learning opportunity on the job, ordinary and repetitive jobs and limited job responsibilities, lack of required nurses to expand their knowledge and ability in the job, does not require highly skilled nurses, and they are tired of repetitive tasks, to significantly increase burnout. The findings suggest that there is relationship between nurse's hierarchical career plateau and burnout in Arjomand and Razieh-Firoz hospitals. In the hierarchical career plateau, likelihood of developing staff is very low. Staff usually arrives to the point that they are reluctant to higher levels of organizational improvement. According to organizational staff, the organization is very limited opportunities for personal growth and higher job they are looking for (Lentz, 2004: 80). These conditions can cause burnout.

The findings are consistent with the findings Rilovick (2005) and Sori Zehi et al (2013). So expect to increase hierarchical career plateau in form of the limited progress nurses in the hospital, not wanting to move to the top, do not expect continuous improvement of nurses, lack of opportunity for growth and advancement, and the lack of nurses expected to title high burnout rate. The findings suggest that it is not a relationship between moderating role of psychological maturity of nurse's career plateau and burnout, content career plateau and burnout, in Arjomand and Razieh-Firoz hospitals. Meaning the psychological maturity of nurses has not an impact on the relationship career plateau and burnout. In other words, psychological maturity not reduces or intensifies this relationship.

The findings suggest it is relationship between moderating role of psychological maturity of hierarchical plateau and burnout among nurses in Arjomand and Razieh-Firoz hospitals. This means that nurses psychological maturity the relationship between career plateau and burnout reduced. The nurses have higher psychological maturity, relationship between hierarchical career plateau and burnout moderated. Psychological maturity means having the ability to interact and create ambitious but achievable, achievement motivation, interest and ability to accept responsibility and training or experience in an individual or group (Mirkamali, 2001: 132). Aware of the maturity level of the staff, educational planners, could effective training in effective management practices

designed to increase the maturity level staff. For employees may have a greater ability to work criteria successfully expand the organization (Hashemi, 2012: 7). It expected to gain nurses psychological maturity, intellectual maturity, professional maturity and social maturity, relationship between career plateau and burnout adjusted.

## VII. RESEARCH PROPOSALS

1. It is proposed to apply the measures for the development of hospital managers, nurses, encourage nurses to move to the top levels of the organization, opportunities for growth and their progress, provide grounds for reducing the inertia removing a hierarchy so that they also reduce burnout.
2. It is recommended managers challenging jobs for nurses, expectations of nurses to compete with others, learning opportunities for all people, require nurses to expand their knowledge and ability in jobs, and improve the skills of staff of inertia reduce sickness content so that they also reduce burnout.
3. It recommended the promotion of mental maturity nurses the ability to understand the position of growth, achievement motivation, the ability to understand problems, problem solving ability, ability to predict potential problems and solve them, as well as the field of decision-making and accepting responsibility, being responsible for the environment and an understanding of organizational tasks, understand their expectations and the ability to communicate, many destructive behaviors such as organizational inertia reduced sickness and burnout.

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