

# A Study on Review of Employee Burnout in Health Care Sector

S. Naganandini<sup>1</sup>, Dr. P. Subburethina Bharathi<sup>2</sup>

Assistant Professor, MBA, Nehru College of Management, Coimbatore, India  
Associate Professor, MBA, MAM College of Engineering and Technology, Siruganur Tiruchirappalli, India

---

**Abstract:** *“Burnout is the index of the dislocation between what people are and what they have to do. It represents erosion in values, dignity, spirit and will – an erosion of the human soul”. With these words, Maslach and Leiter (1997) describe a particular negative psychological state that is also observed among health care professionals. Burnout is a metaphor that is commonly used to describe a state or process of mental exhaustion similar to the smothering of a fire, the extinguishing of a candle, or the draining of battery that cannot be recharged anymore in the dictionary “to burnout” is described as follows:*

*“To fail, wear out or become exhausted by making excessive demands on energy, strength or resources”.*

*In this paper the researcher understands the seriousness of employee burnout in the health care sector and outlines the signs and reasons of employee burnout in the health care sector and suggests and contributes some points to overcome burnout in the health care sector.*

**Keywords:** Employee Burnout, Health Care Sector, Emotional Exhaustion.

---

## 1. INTRODUCTION

The Indian healthcare industry is seen to be growing at a rapid pace and is expected to become a US\$280 billion industry by 2022. The Indian healthcare market is currently estimated at US\$35 billion and is expected to reach over US\$75 billion by 2012 and US\$150 billion by 2017. According to the Investment Commission of India the healthcare sector has experienced phenomenal growth of 12 percent per annum in the last 4 years. Rising income levels and a growing elderly population are all factors that are driving this growth. In addition, changing demographics, disease profiles and the shift from chronic to lifestyle diseases in the country has led to increased spending on healthcare delivery.

Even so, the vast majority of the country suffers from a poor standard of healthcare infrastructure which has not kept up with the growing economy. Despite having centers of excellence in healthcare delivery, these facilities are limited and are inadequate in meeting the current healthcare demands. Most public health facilities lack efficiency, are understaffed and have poorly maintained or outdated medical equipment. Approximately one million people, mostly women and children, die in India each year due to inadequate healthcare. 700 million people have no access to specialist care and 80% of specialists live in urban areas. In addition to poor infrastructure India faces a shortage of trained medical personnel especially in rural areas where access to care is altogether limited.

India faces a huge need gap in terms of availability of number of hospital beds per 1000 population. With a world average of 3.96 hospital beds per 1000 population India stands just a little over 0.7 hospital beds per 1000 population. Moreover, India faces a shortage of doctors, nurses and paramedics that are needed to propel the growing healthcare industry. India is now looking at establishing academic medical centers (AMCs) for the delivery of higher quality care with leading examples of The Manipal Group & All India Institute of Medical Sciences (AIIMS) already in place.

For the last five decades, the government has systematically nurtured the private health sector. This unwritten policy of the government runs parallel to the neglect, and now gradual, withdrawal of the state from the responsibility of people's health. Such a consistent support and encouragement to the private health sector are very important reasons for the failure

to provide universal basic health care to all people of the country. Today there are approximately 11,25,000 practitioners of different systems registered with various medical councils in the country. Of them, only 125,000 are in government service (including those in central health services, the armed forces, railways, state insurance etc). That leaves about a million doctors floating around in the private sector, not to mention tens of thousands of additional unqualified and unregistered medical practitioners. Fifty-nine % of all practitioners are concentrated in cities. For instance, 60 % of all medical graduates in Maharashtra are located in Mumbai, where no more than 11 % of the state's population lives! Similarly, 84 % of hospital beds are today located in urban areas, whereas 75 % of the population still resides in villages. This selective concentration of health care providers is a major concern to be addressed, especially since studies have shown that those living in rural areas spend about as much on health care as those in towns.

While the expansion of the private sector is primarily responsible for high and increasing inequity in access to health care, its internal functioning is riddled with problems and its claim of better efficiency and quality service are yet to be objectively proven. Besides, malpractice is very common, irrational and unnecessary diagnostic tests and surgeries are rampant, and ethics are by and large jettisoned. All over the world there is a tendency to move towards more organised national health systems and an increased share of public finance in health care. Almost all developed capitalist and socialist countries have universal health care systems where the public sector's share of the fiscal burden is between 60 to 100 %. This trend is inevitable in the pursuit of equity and universal coverage. A few countries which have not set up universal systems of health care, such as the USA, where 30 million people do not have reasonable access to health care, continue to have glaring inequities in health care provision despite being economically well-developed.

## **2. REVIEW OF LITERATURE**

**Wei Yi Tay, Year of publication 2014 pages 93 – 99** Burnout among nurses is a significant problem in healthcare establishments and has negative implications on clinical outcomes. International studies have shown the prevalence of burnout ranged from 30% to 80%. They have done a research with an objective to determine the prevalence of burnout among nurses at a community hospital in Singapore as well as explore the factors associated with burnout. This research reveals the extent of nursing burnout in intermediate and long term care sector as well as identifies factors associated with burnout.

**Yea-Wen Lin, Journal of Hospital Administration, 2013, Vol. 2, No. 1 pages 15 – 27** this study is to explore the causes, consequences and mediating effects of burnout as well as to highlight the correlation between burnout and related variables. The study conducted a cross sectional survey of 371 hospital employees in Taiwan. The questionnaire contains: job burnout, workload, role conflict, work autonomy, social support, organizational commitment and turnover intention. the study finds a direct correlation between employees' perceptions of low levels of emotional exhaustion and depersonalization and high levels of organizational commitment. In contrast, employees' perceptions of high levels of emotional exhaustion and depersonalization lead to high turnover intention. Finally, the result of the hierarchical regression analysis demonstrates a partial mediating effect of burnout in the current study.

**Collins Badu, Agyemang in International Journal of Business and Management; Vol. 9, No. 7, 2014,** The present study is one of the foremost research attempts on sector of work and worker health and safety with a comparative approach using sample from the manufacturing setting in Ghana. The researchers recommend that employers take necessary steps towards introducing a culture where a stress prevention plan exists and worker health and safety is prioritised. The researchers reckon this as necessary step for policy implementation as worker health and safety policies are fragmented in most developing countries.

**Schaufeli and enzmann (1998, P.61)** analyzed mean burnout scores of various professions, physicians, including nurses and mental health professionals using more than 70 U.S. studies published between 1979 to 1988. They found that compared with physicians, nurses experience slightly less emotional exhaustion but much less depersonalisation and personal accomplishment.

**Mr. Madala Gilbert Khosa, MrIshmael Tiriyo, Ms. Guillermina Ritacco (January 2014, issue volume 1)** published in International journal of Innovative Research in Management The study was conducted to assess the impact of stress and burnout on performance of registered nurses in the primary healthcare facilities of Bushbuckridge sub-district, in Mpumalanga province. A survey of the literature on nurses reveals that although a great deal of research has been carried out relating to occupational stress and burnout, little has been written about the impact of stress and burnout on performance of nurses in rural setting in South Africa.

**Heydarian and abhar** (2011) explained that an employee had to invest in more mental and physical standards and pay more efforts to complete an objective when it was enhanced the difficulty and reduce the achievability, workload, therefore was likely caused.

**Deepak** (2013) Excessive workload could harm the health and result in negative emotion that the generation of burnout would influence turnover intention.

### **3. ENTRY OF PRIVATE SECTOR**

Till about 20 years back, the private sectors venture in the health care sector consisted of only solo practitioners, small hospitals and nursing homes. The quality of service provided was excellent especially in the hospitals run by charitable trusts and religious foundations. In 1980's realizing that the government on its own would not be able to provide for health care, the government allowed the entry of private sector to reduce the gap between supply and demand for healthcare. The private hospitals are managed by corporate, non-profit or charitable organizations. The establishment of private sector has resulted in the emergence of opportunities in terms of medical equipment, information technology in health services, BPO, Telemedicine and medical tourism.

Large companies and affluent individuals have started five star hospitals which dominate the space for high end market. The private sector has made tremendous progress, but on the flip side it is also responsible for increasing inequality in healthcare sector. The private should be more socially relevant and efforts must be made to make private sector accessible to the weaker section of society.

#### **Medical Tourism:**

Medical tourism is a relatively new concept, which is becoming popular globally. India has several advantages in favor of medical tourism like infrastructure, technology, cost effective medical care and hospitalization qualified and skilled doctors. Traditional Indian rejuvenation methods like yoga, ayurvedic massage find favor with people in western countries and corporate hospitals and wellness centers are cashing on this.

#### **Employee Burnout:**

Burnout is related to psychology. Burnout is the result of long-term exhaustion due to heavy workload. When an employee continuously works for a long time on some project or assignment that he does not find interesting, in a phased manner, he may start losing interest in the job and after some time a situation may arise where he totally gets exhausted from work and feels depressed. In the final stages of the depression, an employee totally loses his interest in the work. Such a situation is called employee burnout. This generally affects professionals who have to perform multiple tasks at the same time. High expectations without sufficient time to complete the work are some of the reasons for causing burnout among employees.

Researchers suggest that burnout represents exclusively to a work-related syndrome of exhaustion and cynicism, while others believe that it is the unique case of the clinical depression or form of extreme fatigue. Historically, the term employee burnout was first depicted in 1974 by Herbert Freudenberger as a cluster of symptoms involving disillusionment, exhaustion and withdrawals while studying voluntary workers. Well-studied measurement of burnout has been described in literature by Maslach. The literature is commonly known as Maslach Burnout Inventory. Maslach and her colleague Jackson first recognized the concept of "Burnout" in the 1970s. Burnout entails physical, emotional and intellectual exhaustion. This normally interprets some normative qualities like weakened stamina, emotional fatigue and feelings of depression and helplessness which, in turn, cause the emergence of a negative approach. Such pessimistic approach develops towards oneself as well as one's work, life and people.

#### **Burnout in the Healthcare Sector:**

The working environment of hospitals is not considered pleasant and this work environment plays a major role in either increasing or decreasing the pressure that mounts on healthcare workers. There are many factors responsible for high pressure on healthcare workforce. Some of these factors are: patient satisfaction scores, competitive performance edge, performance and productivity targets and overall patient engagement scores. Healthcare is a high-demand, high-stress, high-risk industry. It operates in the 24\*7\*365 manner and mostly healthcare workers are involved in matters of life and death. Healthcare workers have to continuously work with other people at the emotional level. Healthcare workers get

attached emotionally to the patients when they treat them for a long time. They have to see a lot of things that normal people don't want to see. All these things have a great impact on the emotional wellbeing of healthcare workers.

There are various organizational factors that increase work pressure. These include: vague job description, lack of proper induction and training of employees, lack of reward-recognition and lack of clarity on career progression in the organization. Burnout in healthcare sector is more serious than other sectors, as healthcare workers have to deal directly with other people's lives. So, a 'burnout' employee can pose a serious threat to a patient's life. Hence, it is important for hospitals to take care of their healthcare workers.

The Department of Health and Human Services of US published a study on the 'rate of work place depression' for 2004-2006 for workers in the age group of 18-64 years. The department found some interesting facts. Around 7% of full-time workers were found to be heavily depressed, people working in personal care and service industry had the highest rates of depression (10.8%). Healthcare workers and technicians were placed third with a depression rate of 9.6%.

#### **Signs of Employee Burnout:**

- **Excessive Absenteeism:** When a disciplined healthcare worker suddenly starts taking excess leaves or starts reporting late for work, this could point either to his professional or personal problems.
- **Lack of Quality and Quantity in work:** When a healthcare employee feels depressed or dissatisfied with his work, the quality of his work decreases.
- **Lack of Interest:** When a dedicated healthcare worker leaves the hospital on time without finishing his tasks, it clearly shows his/her negligence towards the job.
- **Misbehaviour:** Sometimes, dissatisfied and depressed healthcare workers start misbehaving with patients and fellow workers.
- **Complaints by Employees:** Dissatisfied healthcare workers put forward many complaints to the HR department regarding salary, working conditions, employee benefits, working hours, etc.

#### **Reasons for Employee Burnout in the Healthcare Sector:**

- ❖ **Excess Workload:** Excess work load is the main reason of employee burnout in the healthcare sector. A healthcare worker performs many responsibilities at the same time which leaves him/her totally exhausted. A doctor has to meet patients, counsel them, conduct clinical trials and, in some cases, needs to counsel the relatives of the patient. All these activities consume a lot of time. As a result, healthcare workers feel guilty when they don't find any time for their family and personal life. The excess workload problems, if not solved in time, can give rise to the problem of employee burnout.
- ❖ **24\*7\*365 Work Environment:** The healthcare workers have to work in a 24\*7\*365 work environment, which is tough. The healthcare workers work in shift schedules. The changing shifts take a toll on an employee's health. This makes employees depressed and dissatisfied. For a healthcare worker who is working in shifts, a strong motivation is needed.
- ❖ **Emotional Involvement:** The healthcare job involves a lot of emotional involvement from the workers' side. During a clinical trial process, generally a healthcare worker gets emotionally attached to the patient. Such kind of emotional involvement leaves a healthcare worker stressed when the patient leaves the hospital after recovery or death. In case of patient's death, sometimes it takes a long time for an employee to recover from the loss.
- ❖ **Exposure to Infection:** Healthcare workers work in an environment where they are continuously exposed to many types of infections. Patients come with different types of diseases and sometimes they transmit these diseases to the nurses or doctors. An infected doctor or nurse may get into depression if the infection remains for a long time.
- ❖ **Occupational Allergies:** In the healthcare profession, various occupational allergies are involved. While treating a patient or because of the hospital atmosphere, sometimes healthcare workers come into contact with various kind of allergies. These allergies make healthcare workers stressed and if they keep on getting allergies at regular intervals, it makes them stressed and depressed.
- ❖ **Violence towards Healthcare Workers:** Violence towards healthcare workers is another reason of stress. The healthcare professionals are involved in matters of life and death. If a patient dies in abnormal conditions in the hospital or the patient's relatives think that the patient died because of the negligence of the hospital, sometimes the patient's

relatives become violent, they abuse doctors and nurses and, in some cases, also start manhandling doctors. All these types of incidents push healthcare workers into a deep depression that ultimately leads to burnout.

❖ **Work Organization and Health:** The way in which work is organized in hospitals has a significant impact on the health of healthcare workers. Work organization refers to the manner in which work is structured and managed. The work organization includes: management style, work scheduling, job characteristics such as complexity, diversity and number of tasks and control over decision making. If work organization is not proper in a hospital, the employees' health suffers.

❖ **Lack of Rewards and Recognition:** Lack of rewards and recognition for good work is also a reason of employee burnout in the healthcare sector. When the top management of the hospital does not recognize and reward the good work of employees, they may feel that they are not doing anything good for the organization. This is why the organization is not doing anything good for them. When this feeling is continuously repeated, may manifest itself in the form of depression.

#### **Impact of Employee Burnout on the Healthcare Sector:**

- **Low Productivity:** When a healthcare worker is depressed and dissatisfied, naturally his productivity deteriorates and the quality of his work suffers. He will not be able to provide the right kind of service to patients.
- **Poor Employee Morale:** Employee burnout leads to poor employee morale, which ultimately has an impact on employee performance.
- **High Employee Turnover Cost:** A depressed employee quits earlier than a satisfied employee. The burnout is the major factor in high turnover cost. Mostly, nurses and other junior level employees quit sooner because of depression and excess workload.

#### **6 Ways Healthcare Workers Can Beat Burn-Out:**

The stress and strains of working in the health care industry can take their toll on even the strongest personality. From persistent patients to strict regulations, healthcare workers are constantly facing challenges big and small, physical and emotional.

##### **1. Talk it Out**

##### **2. Recharge at a Retreat**

##### **3. Create a Stress-Free Zone**

##### **4. Learn to Say "No"**

##### **5. Develop a Career Plan**

##### **6. Nurture Relationships**

- **Talk to Out:**

Get your fears and frustrations off your chest. In a word, talk. Talk to your friends. Talk to your family. If needed, talk to a professional, or ask if your employer provides a therapist for employees who are going through a rough patch. Expressing your feelings will help you get to the route of your problem. There may be a deep-seeded issue that you aren't aware of yet, and a licensed therapist can help you delve into the problems you are having. Remember to talk to the right people. Patients and clients don't need to hear that you are doubting your career choices, and co-workers don't need to know that you can't stand your boss. However, sharing generalized frustrations with your peers can be very helpful. Maybe your co-workers are experiencing similar feelings, or they may be able to give you advice if they have dealt with the same issues previously. Bottling up your feelings only creates more pressure, and a healthcare worker under pressure is likely to explode.

- **Recharge at a Retreat:**

The growing acceptance of burnout in the healthcare industry has led to the development of numerous retreats and camps designed specifically for healthcare professionals. There are retreats for any and all healthcare workers, as well as get-always only open to those holding certain titles. Typically located in relaxing rural settings, retreats encourage healthcare workers to recharge in the company of their peers. Many retreats feature fun activities such as rock-climbing, meditation, and horseback riding along with time to talk our your issues with professionals. Retreats can last from one weekend to a number of weeks, so there is no need to stress about taking time off. If there isn't a retreat in your area, consider starting

one of your own with your co-workers. Not only will this give you a chance to get outdoors and relax, you will also bond with one another and strengthen your connection to the people who make your place of employment so great.

- **Create a Stress-Free Zone:**

If taking time off work doesn't fit in your busy schedule, consider creating a "Stress-Free Zone" at work. This can be an entire room or maybe just a corner of the cafeteria. Put up a sign declaring that area "Stress-Free" and add to the atmosphere by including fresh flowers, yummy food, or peaceful photographs. Anyone can visit the "Stress-Free" zone, but there is a catch: You are not allowed to stress out in the "Stress-Free Zone"! If an employee wants to vent, let them go somewhere else. You can vent anywhere, so make the "Stress-Free Zone" a place people want to come to relax. Some places go as far as to create employee lounges with massage chairs, hot tea, and soft music. Employee happiness is becoming important to employers, knowing that job satisfaction relates to job performance, so even if your boss turns down the idea of personal massage chairs, he/she might be able to create a room for your "Stress-Free Zone."

- **Learn to Say "No":**

You got into healthcare because you have a passion to care for others, so you probably find it difficult to turn someone down when they ask for a favour, no matter how big. However, if you can't say "No," you are going to end up feeling burned out – fast. Be polite and honest when you tell someone "No." A colleague may ask you to check in on a patient for them or swap shifts with you, but if you are already feeling overwhelmed, an extra task, even if it's small, could push you over the edge. Tell your co-worker that you would, but you have a lot on your plate today. If your spouse asks you to pick up dinner on the way home after you've had an exhausting 12-hour shift, let him/her know that you are tired and really just need to get home. Learning to say "No" at work and at home isn't a bad thing. It doesn't mean you aren't a good person or that you don't care. And we both know that you won't decline every time.

- **Develop a Career Plan:**

Whether you have been in your job for 10 years or 10 months, it's important to have a plan for where you are going. Are you looking to move up with the employer you already have? Or do your goals involve changing jobs in order to advance? These questions can stress anyone out, and if you aren't sure what you want, you can easily get burned out by getting stuck in a job you aren't thrilled about. Healthcare workers who feel trapped in their jobs often feel burnout at a greater rate than those who have goals of advancing. Write out a career plan for yourself – this may involve getting certified, trying for a promotion, or going back to school to further your education. Having a plan will help you look forward to your future, especially if you are at a not-so-great job. If you are at a job you love, but you are beginning to feel burned out, a career plan can help you see what it is that made you love the job in the first place and give you a path toward advancement.

- **Nurture Relationships:**

Many healthcare workers deal with clients and patients every day. These are people you may see on a weekly basis, or they may never cross your path again. No matter the case, take the time to nurture your relationships with your patients and clients. It doesn't matter if you are the medical secretary, the home health aide, or the pediatrician. Having high-quality relationships with those you care for strengthens your connection to your job and increases your desire to go to work. You may have a patient you see once a week, or once a month. Get to know him/her as a person and not just a client. Patients want to be treated like people and not numbers, so the effort you make will not only help you, but also make the patient feel good about their experience.

#### **Overcoming the problem of employee burnout in the health care sector:**

- **Introduce employee stock option:** introduction of stock options among the employees will create a form of willingness and commitment towards work. Healthcare workers will work seriously when they see that their activities are going to increase or decrease their income.
- **Work together with Employees to develop model behaviour of good health:** if an organisation works with employees to develop a model behaviour which will help the employees keep fit, most of the health care workers will like to contribute to such model behaviour.
- **Commit the employees to health promotion and disease management program:** committing employees to healthcare and disease management programmes will make them more conscious about their health and fitness. Employees will keep themselves fit to perform well on their respective jobs.

- **Free Acupuncture:** Providing free facility of acupuncture services in the hospital will help the healthcare workers to become stress free, as well as increase their productivity and accuracy in crucial operations.
- **Timely Team Meetings:** Calling timely team meetings of healthcare workers and discussing various work related issues with the employees helps the employees in distressing, as giving an indication to the higher authorities are caring for them. These meetings also serve as an instrument of feedback to the management.
- **Improving working conditions:** It is important for hospital to provide good working conditions to their workers if they want to serve patients well. Good working conditions give motivation to the hospital staff. They also help in distressing employees, as well as work as a motivational tool.
- **Flexible working hours:** To reduce the stress of the employees, the hospital can also give flexible working hours. However, the flexibility cannot be given to everybody. So, the employees who have some problems working at regular hours of their choice. Flexible working hours are particularly helpful for nurses and junior level staff.
- **Measure employee satisfaction:** It will be advisable for hospitals to measure the employee satisfaction regularly, as it will give an idea to the management about the satisfaction level of the employees. If the management finds lower morale of employees, it can take appropriate action accordingly.
- **Identify gaps across organisation levels and functions:** It will be very useful for hospitals to identify the gaps at various organisational levels and functions. This information will help management fill the gap between various organisational levels. It will also reduce the work pressure and stress of overloaded employees. Further, this exercise will increase will increase the overall efficiency of employees and will lead to providing better service to patients.
- **Conduct Yoga, Naturopathy camps:** Frequently yoga and naturopathy camps help employees distress. Yoga is an effective way of exercising as well as it helps a person calm down. In naturopathy camps, various natural herbs are used to relax and calm down a person.
- **Massage chairs for doctors:** The hospital can arrange massage chairs in the doctor's chambers. By using massage chairs doctors will be able to distress themselves after a crucial surgery. And these chairs will also help in increasing the efficiency of doctors by distressing them.
- **Recognizing and rewarding the good work of employees:** Recognizing the good work of the healthcare workers is a good way to improve their productivity and morale. Rewarding and motivates others to work hard to get the same kind of reward and recognition.
- **Conduct a complete audit and correct all hazards at workplaces of hospitals:** It is very useful for the hospitals to conduct timely audit of workplaces of the audit report. The audit helps in correcting hazards of work environment and makes working a pleasure for healthcare workers.

**According to Pattee**, there are seven different ways in which employers can help their staff succeed, feel a personal investment within the organization and stay healthy.

### **1. Take an active role:**

It's important for both management and human resources to take an active roll in an employee's life to ensure that burnout doesn't occur and significant turnover doesn't happen. They should know an employee's concerns as opposed to letting them develop, fester and potentially blow-up when an employee leaves.

### **2. Social engagement:**

Organizations should encourage their employees to work with multiple departments if possible, and offer/coordinate group programs that allow interaction with people outside of their team. Peer programs, mentoring and company outings support morale and mental wellness. "Creating luncheons where employees from various departments can collaborate on or develop different ideas and feedback is a great example," said Pattee.

### **3. Take breaks:**

Employers need to encourage breaks so that their staff doesn't overwork themselves to the point of burnout. Breaks force employees to walk away from stress.

#### **4. Encourage healthy habits:**

Health-focused programs like recipes in newsletters (which employees can contribute to), sponsoring workout classes, etc., encourages the important balance of physical and personal well-being.

#### **5. Continued learning program:**

Companies should promote/encourage ongoing learning and different educational situations. This allows employees to feel confident and in control of their careers. Personal development is another often overlooked arena of health and wellness.

#### **6. Vacation time:**

Make sure people are taking their vacation time. It's necessary because it promotes a healthy work-life balance. They need to feel valuable to the company at which they work, and rewards like this are good thing.

#### **7. Small budget gatherings:**

It isn't necessary to always put on big productions for your employees. Small gatherings, like potlucks, are just as effective. It's a couple hours of their day they get to relax and be social. It doesn't cost the company anything, except time, which balances out in the end if it increases the employee's longevity.

### **4. TRENDS IN THE HEALTHCARE SECTOR**

Lot of changes are taking place in the healthcare sector in the area of employee well being. Some of the trends are presence of a well devised activity calendar for hospital staff and well devised, implemented, audited training and development calendar. For the well being of hospital staff, hospitals are organizing employee wellness programs, conducting yoga sessions, and offering stress reliving tips to employees. Hospitals are also offering free gifts vouchers, health screening of employees and arranging conferences at far flung places to raise the spirit and morale of the employee. Other than this, hospitals are investing a significant amount of time and money in advising, counselling, coaching, mentoring, training and listening to hospital staff. The other area on which nowadays hospitals are focussing is performance management, as it is necessary for hospitals to recognise good and bad performance and reward and punish it accordingly. Appraisal of good performance on time on time creates a sense of belongingness among employees.

### **5. CONCLUSION**

Employee burnout in the healthcare sector is becoming a common issue in hospitals around the world. Depression, high rates of injury and prolonged absence from work is becoming a feature of work in health care sector. The economic and social costs of work related injuries borne by healthcare are considerable. All these costs have a direct impact on the health care workers abilities to deliver efficient and high quality services. Healthcare organisations need to develop the right kind of programs to handle the burnout problem of their employees. By “taking effective measures, hospitals can handle the burnout problem of healthcare employees. For recruiting and retaining good talent for the hospitals, the health care sector needs to create and maintain a healthy workplace.

### **REFERENCES**

- [1] Wei Yi Tay, Arul Earnest, Shu Yun Tan, Mathew Joo Ming. “Prevalence of Burnout among Nurses in a community Hospital in Singapore: A cross Sectional Study” *Proceedings of Singapore Health care* 23 No 2 (2014) 93 – 99. Web. 2 Jan 2016.
- [2] Yea-Wen Lin, “The causes, consequences, and mediating effects of job burnout among hospital employees in Taiwan” *Journal of Hospital Administration*, 2, No. 1 (2013): 15-27. Web. 5 Jan 2016.
- [3] Collins Badu Agyemang, Joseph Gerald Nyanyofio, Gerald Dapaah Gyamfi, “Job Stress, Sector of Work, and Shift-Work Pattern as Correlates of Worker Health and Safety: A Study of a Manufacturing Company in Ghana”, *International Journal of Business and Management*, Vol. 9, No. 7 (2014): 59 – 69. Web. 8<sup>th</sup> Jan 2016.
- [4] Rahil Kazemi Talachi, Mohammad Bagher Gorji, “ Job Burnout and Job Satisfaction among Industry, Mine and Trade Organization Employees: A Questionnaire Survey”, *International Journal of Academic Research in Business and Social Sciences* 3, No 7 July 2013: 21 – 41 Web.11 Jan 2016.



- [5] SONYA LIPCZYNSKA. “*Physician, heal thyself: Mental disorders and burnout among healthcare staff*” *Journal of Mental Health* 20(2), April 2011: 215- 217. web. 14 Jan 2016.
- [6] Mr. Madala Gilbert Khosa. “*Impact of Occupational Stress and Burnout on Employee Job Performance: A Study of Nurses in Rural Clinics of Bushbuckridge in Mpumalanga Province*” *International journal of Innovative Research in Management* 1, January 2014: 2-20. Web. 20 Jan 2016.
- [7] Yang Xiaoming, Ben-Jiang Ma “*Effects of Workload on Burnout and Turnover Intention of Medical Staff: A Study*” *Ethno Med*, 8(3) P.229 – 237. Web. 1<sup>st</sup> web 2016.
- [8] World Health Organization (2009). Mental health. Retrieved 22 September 2009, from: [http://www.who.int/topics/mental\\_health/en/](http://www.who.int/topics/mental_health/en/)
- [9] World Health Organisation, ‘Prevention of mental disorders. Effective Intervention and policy options’, 2204, pp 1-67. Available at: [http://www.who.int/mental\\_health/evidence/en/prevention\\_of\\_mental\\_disorders\\_sr.pdf](http://www.who.int/mental_health/evidence/en/prevention_of_mental_disorders_sr.pdf)
- [10] International Labour Organization (2005). The SOLVE approach to addressing psychosocial problems at work. Retrieved 22 September 2009, from: [http://www.ilo.org/wow/Newsbriefs/lang--en/WCMS\\_081593/index.htm](http://www.ilo.org/wow/Newsbriefs/lang--en/WCMS_081593/index.htm)