

-RESEARCH ARTICLE-

THE MEDIATING ROLE OF TRUST IN MANAGER IN THE EFFECT OF WORKLOAD ON JOB STRESS IN EMERGENCY HEALTH SERVICES*

Aykut YAĞCI¹ & Harun KIRILMAZ²

Abstract

Workload is the number of activities an employee or organizational structure must complete using its skills and potential. Job stress is a harmful physical and emotional reaction that can occur when an employee faces job demands and pressures unrelated to knowledge, skills, and abilities, making it difficult to cope. Trust in managers is based on the idea that employees believe that their managers will keep their word and have a consistent, fair, and egalitarian managerial approach without any discrimination among employees. This study aims to determine the mediating role of trust in managers in the effect of workload on job stress in emergency health services (EHS). There is no study in the literature examining the relationship between workload, job stress, and trust in managers in EHS. The use of trust in managers as a mediating variable in the study contributes to the originality of the study. A cross-sectional research design was used in the study. A questionnaire was applied to 372 people working in EHS in a province in Turkey. Descriptive statistical methods, Pearson correlation analysis, and PROCESS macro Model 4 were used in regression analysis. Workload has a negative effect on job stress. However, this negative effect does not increase when trust in managers is used as a mediating variable. In other words, there is no mediating effect of trust in managers on the effect of workload on job stress. The workload of EHS employees' leads to job stress. However, trust in the manager does not affect job stress. EHS managers should consider that workload can lead to job stress. The negative relationship between employees' trust in management and workload and job stress should be considered. Determining the optimal workload for healthcare workers and ensuring fairness in the distribution of tasks can reduce job stress and insecurity.

Keywords: Job Stress, Workload, Trust in Manager, Emergency Health Services.

JEL Codes: M10, M12, I10.

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ACIL SAĞLIK HİZMETLERİNDE İŞ YÜKÜNÜN İŞ STRESİNE ETKİSİNDE YÖNETİCİYE GÜVENİN ARACI ROLÜ³

Öz

İş yükü, bir çalışanın veya organizasyonel yapının beceri ve potansiyelinin kullanarak belirli bir dönemde tamamlaması gereken faaliyet sayısı olup niceliksel ve niteliksel iş yükü olmak üzere iki kategoriye ayrılmaktadır. İş stresi, bir çalışanın bilgi, beceri ve yetenekleriyle ilişkili olmayan iş talepleri ve baskılarla karşı karşıya kaldığında ortaya çıkabilen ve başa çıkmayı zorlaştıran zararlı bir fiziksel ve duygusal tepkidir. Özellikle sağlık çalışanlarında fiziksel ve ruhsal sorunların ve sağlık kuruluşlarında verimliliğin düşmesinin önde gelen nedenlerinden biri olup sağlık hizmetlerinin kalitesini olumsuz yönde etkileyebilmektedir. Yöneticiye güven, çalışanların yöneticilerinin sözüne duracağına inanmaları ve çalışanlar arasında herhangi bir ayrıma gitmeden tutarlı, adaletli ve eşitlikçi bir yönetsel yaklaşıma sahip olmaları düşüncesine dayanmaktadır. Yöneticiye güvenin örgütsel bağlılık ve iş performansı başta olmak üzere birçok değişkenle ilişkisi ortaya konmaktadır. Bu çalışmanın amacı, acil sağlık hizmetlerinde iş yükünün iş stresine etkisinde yöneticiye güvenin aracı rolünü belirlemektir. Literatürde acil sağlık hizmetlerinde iş yükü, iş stresi ve yöneticiye güven arasındaki ilişkiyi inceleyen bir araştırmaya rastlanmamıştır. Çalışmada yöneticiye güvenin aracı değişken olarak kullanılması, çalışmanın özgünlüğüne katkı sağlamaktadır. Çalışmada kesitsel bir araştırma tasarımı kullanılmıştır. Türkiye’de bir ilde acil sağlık hizmetlerinde çalışan 372 kişiye anket uygulanmıştır. Verilerin analizinde tanımlayıcı istatistiksel yöntemler, Pearson korelasyon analizi ve regresyon analizinde PROCESS makro Model 4 kullanılmıştır. İş yükü iş stresi üzerinde olumsuz etkiye sahiptir. Ancak bu olumsuz etki, yöneticiye güven aracı değişken olarak kullanıldığında artmamaktadır. Diğer bir ifadeyle, iş yükünün iş stresine etkisinde yöneticiye güvenin aracılık etkisi bulunmamaktadır. Acil sağlık hizmetleri çalışanlarının iş yükü iş stresine yol açmaktadır. Fakat yöneticiye güven iş stresini etkilememektedir. Acil sağlık hizmetleri yöneticileri, iş yükünün iş stresine yol açabileceğini dikkate almalıdır. Çalışanların yönetime güvenleri ile iş yükü ve iş stresi arasında olumsuz ilişki göz önünde bulundurulmalıdır. Sağlık çalışanları için optimal iş yükünün belirlenmesi ve görev dağılımında hakkaniyetin sağlanması, iş stresini ve güvensizliği azaltabilir.

Anahtar Kelimeler: İş Stresi, İş Yükü, Yöneticiye Güven, Acil Sağlık Hizmetleri.

JEL Kodları: M10, M12, I10.

“This study has been prepared according to Research and Publication Ethics.”

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1. INTRODUCTION

Recently when we examine the EHS literature, it is seen that clinical studies are intense (Camargo et al., 2022; Trehan et al., 2021; Trehan et al., 2019); organizational behaviour issues in the sample of healthcare personnel and healthcare institutions are addressed at a limited level (Gribben et al., 2019; Lu et al., 2022). As for during the Covid-19 pandemic, studies on topics such as stress, anxiety and well-being attract attention (Baumann et al., 2021; Blanchard et al., 2022a; Blanchard et al., 2022b; Rodriguez et al., 2020). Accordingly this study during the Covid-19 pandemic investigates the mediating role of trust in managers in the effect of workload on job stress.

The perspective of the countries at the level of development on health policies and the solutions they show against the problems are progressing in direct proportion to the increase in quality standards in health. In this progress, changes and developments in EHS, which are part of the health system, are of great importance (Paksoy, 2016). EHS, which include preventing further damage to patients and preventing death with rapid and effective intervention, serve as the first link in the health system. Disorders occurring in the first link of the wheel affect the system completely negatively (Aslan and Güzel, 2018). Based on the place and importance of EHS in the health sector, the research sample consists of EHS personnel.

The population per emergency health station in Turkey decreased by 2.6% from 27,415 in 2020 to 26,713 in 2021, and the population per emergency ambulance decreased from 14,641 in 2020 to 14,598 in 2021 (Ministry of Health, 2023). Despite the increasing number of stations and ambulances, inadequate personnel, incomplete and insufficient job descriptions, insufficient motivational practices, and insufficient social activity areas for healthcare personnel were listed among the weaknesses in the 2021 Annual Report (Ministry of Health, 2022a).

From this point of view, the workload in EHS in Turkey and the resulting job stress are important. Effective, efficient, and uninterrupted delivery of EHS is directly and indirectly related to rational workload planning and management of job stress. There are many factors affecting job stress in EHS (Koçak et al., 2015). In the literature, job stress and occupational satisfaction (Fırat, 2018), role conflict (Eray, 2017), organizational support (Demirel, 2013), occupational health and safety (Kaplan and Eren, 2018), organizational commitment (Serinikli, 2019), organizational identification (Turunç and Çelik, 2010), job satisfaction (Bayar and Öztürk, 2017), job performance (Özmutaf and Mizrahi, 2017), turnover intention (Tekingündüz and Seçkin, 2015), role ambiguity (Tezcan and Gözükara, 2022), burnout (Camci and Kavuran, 2021).

According to a study conducted in EHS, job stress is affected by a number of factors, such as excessive patient density, lack of trained personnel, and lack of medical equipment (Acar et al., 2013). However, job stress is affected not only by these stress sources but also by unpredictable working conditions (Akpınar and Taş, 2011). EHS

is a field where job stress is high due to its nature. Therefore, knowing the effects or mediating roles of other variables on job stress will contribute to the literature and EHS management. In this framework, this study aims to determine the mediating role of trust in managers in the effect of workload on job stress.

2. LITERATURE REVIEW

Many factors affecting employees negatively have a negative impact on their job performance. These negative factors also threaten the health and emotional states of employees. The general framework of these negativities is the concept of workload (Dağdeviren et al., 2005). The workload is the perception of employees that the work assigned to them is above their working perspectives and powers (Çelik and Çıra, 2013). Hart and Wickens (1990) explained workload as all of the responsibilities that fall to humans in terms of cost in cooperation with machines. Workload, one of the main issues of working life, is considered productivity and performance for institutions, while for employees, it is considered as the time and effort spent to reach the end of the given work (Kanbur, 2018). Excessive workload has individual and organizational effects. Workload creates burnout and job stress in individual employees, creates low performance in organizations, disruptions in functioning due to communication disorders, inefficiency in production, and financial losses (İnan, 2017). Stress has been identified as the main cause of the resources that negatively affect individuals working in business areas, and over time, the concept of job stress has become widely used and valuable as the concept of stress has been frequently discussed in the literature (Rageb et al., 2013). Job stress can be explained as the psychological and behavioural disorder of the employee due to the communication disorder that occurs in the working environment and among colleagues and the stressor factors (Karakoç et al., 2014). In addition, job stress can be defined as physiological and mental distress in individuals due to the sense of inadequacy felt by the organization's personnel and the environmental reflections of this distress as tension and restlessness (Özdemir, 2010). Some professional groups experience stress more intensely than others and can overcome it with more difficulty. Teachers, health workers, and law enforcement officers can be given as examples to these professional groups (Işıtan and Gökler, 2012). In today's conditions, people's working conditions, family and economic problems, interpersonal relations, and competition environment make them feel more and more every day, increasing the sources of stress day by day (Baltaş and Baltaş, 1999). The concept of trust in the manager, one of the subheadings of trust in the organization, is related to where the leader, the employer, sits in the perspective of his subordinates or employees. Employees' trust in their managers will affect the level of effectiveness of the manager in the organization (Bozdoğan and Aksoy, 2020). While Mayer et al. (1995) defined the concept of trust in the manager as “the belief of the employees that the practices and behaviours’ of the leader will have positive results for them”, in a different definition, trust in the manager is defined as the feeling that the staff can easily express themselves to the manager without fear and anxiety when they encounter any problems related to the job or make mistakes (Arslantaş and Dursun, 2008). Employees who trust their managers will be more self-sacrificing in obeying orders from their superiors, while their work commitment and

performance increase with their increased sense of trust in the organization. Employees who think their managers do not protect their rights and make unethical decisions will not trust their managers and will not voluntarily fulfil the instructions (Kabadayı and Türkay, 2020). Managers' implementing decisions fairly among employees, exhibiting consistency in their behaviours', communicating accurately and effectively, ensuring equal distribution of workload, involving employees in the decision-making mechanism, and showing interest and smiling faces towards employees will ensure the formation of trust in the manager (Whitener et al., 2013).

- H1: Workload has a negative effect on job stress.

The problem of workload perceived by employees has an important place among the main arguments of organizations trying to increase the performance of their employees. The fact that employees are asked to do more than they are expected to do pushes employees to hurry and act carelessly (Ahmed et al., 2016). As a result of the increase in the workload felt by employees, job stress emerges (Portoghese et al., 2014). In the literature review, it is possible to come across many studies showing the effect of workload on job stress. In a study conducted by Sheraz et al. with 200 surveyors in Pakistan, it was found that there was a positive effect between excessive workload and job stress and that workload was 38% effective in the occurrence of job stress (Sheraz et al., 2014). In the study conducted by Vanishree, it was stated that excessive workload caused job stress in employees and weakened decision-making skills (Vanishree, 2014). At the same time, Mazloum et al. (2008) found in their study that workload increases with time pressure, and job stress emerges as a result.

- H2: Trust in the manager has a positive effect on job stress.

There is intense stress in workplaces where organizational trust does not exist. Due to this stress, productivity and high performance will not be achieved for the organization, as well as the problem of focusing on work and quitting from the employee (Karcioğlu and Naktiyok, 2015). One of the most important factors in forming organizational trust for employees is trust in the manager. Employees think that their managers are the representative authority of the organization (Tokgöz and Seymen, 2013). Fındıklı et al. (2010) concluded that trust in the manager and trust in the organization move in a positive significant direction, and at the same time, there is a positive significant relationship between trust in the manager and the manager's in-house competence. Therefore, it is expected that the job stress occurring in the absence of organizational trust will also occur in trust in the manager, a sub-dimension of organizational trust. The research conducted by Ersoy (2015) in a five-star hotel organization concluded that employees who trust their managers do not experience stress. In the study conducted by Köse et al. (2020) the effect between career stress and trust in managers was investigated. As a result of the research, it was observed that there was a negative low-level effect between career stress and organizational trust and organizational trust sub-dimension trust in managers. It has been observed that employees aiming to climb the career ladder in their future planning, with the

increase in their trust in the manager, their thoughts that they will not be unfairly treated increase positively, and their stress will decrease.

- H3: Trust in the manager has a mediating role in the effect of workload on job stress.

In the literature, there is no study investigating the concepts of workload, job stress, and trust in the manager at the same time and investigating trust in the manager as a mediating effect. When the relationship between workload, job stress, and trust in the manager is analyzed in line with the above explanations, employees may experience job stress due to a high workload. At the same time, employees who do not trust their managers may also experience job stress. In addition, a high level of trust in the manager may positively affect job stress caused by workload. From this point of view, it can be said that trust in a manager has a mediating effect on the effect of workload on job stress.

3. METHODOLOGY

3.1. Research Design and Sampling

The survey method was preferred, and a cross-sectional correlational study was conducted. The study was conducted in an EHS unit in Sakarya province of Turkey, where 512 staff members work. As an inclusion criterion, all participants were required to have worked in EHS for at least one year. In line with this criterion, 485 healthcare professionals constituted the research population. The study aimed to reach the entire population and no sampling was done. 372 (76.7%) healthcare workers who agreed to participate in the research took part in the surveys. Among the participants, 53.3% were women, and the mean age was 37.23 ± 9.43 years. Most of the participants (83.1%) were undergraduates. The most important limitation of the study is that it was conducted in only one province. Therefore, to increase the generalizability of the study results, it is recommended that the study be repeated in different and larger samples.

3.2. Data Collection Tools

The data collection tool includes demographic questions on age, gender, marital status, educational status, employment duration, and three measurement tools.

Individual Workload Perception Scale: In order to measure the workload perception of EHS employees, there is the Individual Workload Perception Scale, which was developed by Cox and again tested for validity and reliability by Cox and colleagues (Cox et al., 2007) and adapted into Turkish by Saygılı (Çiftçioğlu et al., 2018). The original scale consists of 5 dimensions and 31 items. This study used the shortened form of the Individual Workload Perception Scale, adapted from the aforementioned scale by Kulaklıkaya (2013), with 9 items and a 5-point Likert structure. The scores obtained from the scale show the employees' perceptions of their working environment, and a high overall score indicates that the employees' individual

workload perception, that is, their positive perceptions of their working environment, is high (Karacabay et al., 2020). Higher individual workload perceptions of employees indicate lower workload. Since the statements in the scale are positive statements, and the concept of workload expresses negativity, the answers to the statements were analyzed by reverse coding. For example, a score of 5 for the statement "I can tell the manager about the difficult conditions of the working environment." indicates a high level of positive workload perception and a low level of workload. Cronbach Alpha coefficient of the scale was calculated as .916.

Job Stress Scale: It consists of the General Job Stress Scale developed by De Bruin. Consisting of 9 items, the General Job Stress Scale was evaluated on a 5-point Likert scale (De Bruin, 2006). The scale was adapted into Turkish by Teleş. The General Job Stress Scale aims to function as a short, one-dimensional indicator of job stress. The total score is a summary expression of the job stress experienced by the individual. High scores indicate high job stress, and low scores indicate low job stress (Teleş, 2021). The Cronbach Alpha coefficient of the scale was calculated as .943.

Trust in Manager Scale: There is a 12-items Organizational Trust Scale developed by Nyhan and Jr (1997) to measure organizational trust. The Turkish translation, validity, and reliability studies of the scale were conducted by Demircan. In the scale consisting of 2 parts, the first 8 items investigate trust in the manager, and the remaining 4 items investigate trust in the organization. The trust in manager sub-dimension in this study, which includes the first 8 items, was used and evaluated with a 5-point Likert scale. The higher the score of the answers given to the items on the scale, the higher the trust in the manager (Eroğlu et al., 2016). Cronbach Alpha coefficient of the scale was calculated as .952.

The data were collected between 17/04/2022 - 15/07/2022 by the researchers using a questionnaire method. Participants who met the inclusion criteria were included in the sample. In order to obtain clear and quick data, the face-to-face interview method was preferred. Before the questionnaire was administered, permission was obtained from the official authorities to collect data. In addition, the approval of Sakarya University Ethics Committee (document numbered 122527 and dated 07/04/2022) was obtained. The research meets the generally accepted ethical principles set out in the Declaration of Helsinki. Participants were informed about the confidentiality and anonymity of the questionnaires and then verbal consent was obtained from all participants. The questionnaire form distributed to the participants included information about the purpose of the study, the ethics committee, and institutional approval documents. Participants were given enough time to fill out the questionnaire anonymously. The questionnaire forms were collected in sealed envelopes to ensure the confidentiality and anonymity of the participants.

3.3. Statistical Analysis

SPSS 22 and PROCESS Macro were used to analyze the data. Since the hypotheses were one-tailed, the p-value was accepted with a confidence interval 0.025. First,

descriptive statistical analysis (mean, standard deviation) was performed. Then the internal consistency of the scales was tested, and the correlation between the variables was examined. Hayes' (2022) Model 4 was used to determine the mediating role of trust in managers in the effect of workload on job stress.

4. RESULTS

4.1. Descriptive Statistics and Correlation Analysis

In the study, it was found that there was a high positive relationship between workload and job stress ($r=.618$), a high negative relationship between workload and trust in managers ($r=-.700$), and a moderate negative relationship between job stress and trust in managers ($r=-.457$). In Table 1, the analysis results are presented in detail.

Table 1. Correlation analysis and descriptive statistics

	1	2	3	Mean	Standard Deviation
Workload (1)	1	-.700*	.618*	3.274	.954
Trust in the Manager (2)	-.700*	1	-.457*	2.451	1.007
Job Stress (3)	.618*	-.457*	1	3.021	1.062

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

4.2. Mediating Role Analysis

SPSS PROCESS macro Model 4 was used to determine the effect of workload on job stress and the mediating role of trust in managers in this effect. In Table 2 and Table 3, the analysis results in Figure 1 are presented in detail. In the regression model showing the effect of workload and trust in a manager on job stress, the effect of workload was statistically significant ($F=114.512$; $p=.000$), while the effect of trust in a manager was insignificant ($p>.05$). According to the results, the workload has a negative effect on job stress in a positive way ($\beta=.583$). However, it was found that trust in managers did not mediate the effect of workload level on job stress ($\beta=.034$, [CI (-.087), (.147)] (H_1 was accepted, H_2 and H_3 were rejected).

Table 2. The effect of trust in managers on job stress

Independent variable	Unstandardized coefficients		Standardized coefficients	t	p	R	R ²	F	P
	B	S.H	β						
T.M.	-.051	.060	-.048	-.852	.394	.618	.383	114.512	.394

Dependent Variable: Job Stress

Table 3. Correlation analysis and descriptive statistics

Direct Effect	Workload	Effect (B)	Standardized Effect (β)	S.H.	t	p	LLCI	ULCI
		.649	.583	.063	10.192	.000	.524	.774
Indirect Effect	Workload	.038	.034	.059			-.087	.147
	T.M.							

Total Effect	.687	.617	.045	15.115	.000	.598	.776
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T.M.: Trust in the Manager

Note: The dependent variable is job stress.

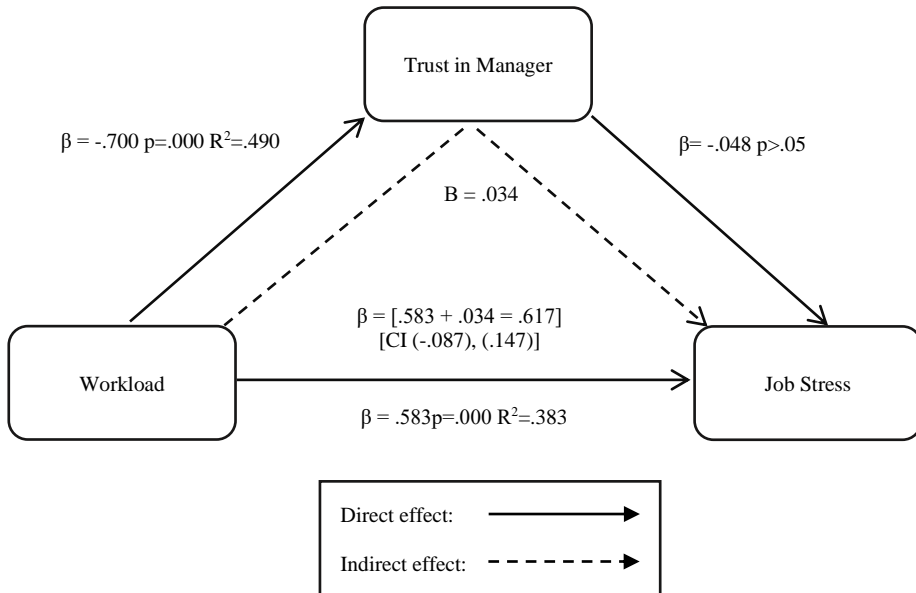


Figure 1. Research model

5. DISCUSSION

In 2020, there were 3,050 emergency health service stations in Turkey, and 159 stations were planned to be opened in the Ministry of Health activity targets for 2021. In the first 6 months of 2021, EHS stations, and 41 EHS stations were opened in the second 6 months (Ministry of Health, 2022a). With the increasing number of 90 EHS ambulances, while the population per EHS ambulance was 14,641 in 2020 (Ministry of Health, 2022b), there was a slight decrease to 14,598 in 2021 (Ministry of Health, 2023). This situation reveals that the number of EHS ambulances and stations could not be increased in parallel with the increasing population rate and use of pre-hospital EHS. In addition, the inadequate number of health personnel, inadequacy of activities to increase the motivation of employees, and inadequate active use of personnel with postgraduate education levels were listed among the weaknesses in the 2021 Annual Report (Ministry of Health, 2023).

The results of the study revealed that the mean of the answers given to the workload scale was 3.27. In the studies conducted using the same scale in the literature review, the average of the answers given to the scale was found as (\bar{x} :4.05) in nurses (Cox et al., 2006) and (\bar{x} :3.33) in healthcare professionals working in public hospitals (Saridiken and Çınar, 2021).

The results revealed that the mean of the answers given to the job stress scale was 3.02. In the studies conducted using the same scale in the literature review, the average of the answers given to the scale was found to be 3.02 for employees working in higher education institutions (\bar{x} :2.39) (De Bruin, 2006); nurses (\bar{x} :2.55) (Teleş, 2021); health workers in hospitals (\bar{x} :3.14) (Karadaş and Duran, 2022), occupational safety specialists (\bar{x} :2.45) (Olcay et al., 2021). When we look at the general averages of job stress in different sectors, it can be concluded that health sector employees experience more job stress.

In the research results, the average of the answers given to the trust in manager scale was 2.45. In the studies conducted using the same scale in the literature review, the average of the answers given to the scale was seen as industry employees (\bar{x} :4.34) (Ballı and Üstün, 2017); high school teachers (\bar{x} :3.51) (Biçkes and Yılmaz, 2017) and employees in the electrical products manufacturing business (\bar{x} :2.89) (İşcan and Sayın, 2011). Based on the results of this research, it is possible to say that EHS employees' trust in managers is lower than in other sectors (Ayçiçek, 2021; Kasil, 2010).

Based on the results of the correlation analysis, there was a positive relationship between workload and job stress (α : .618) and a negative relationship between trust in the manager and job stress (α : -.457). There was a significant positive effect between the level of workload felt by EHS employees and the job stress they felt (β : .583; $p < .05$), and there was no significant effect between the level of trust in the manager they felt and the job stress they felt (β : -.048; $p > .05$).

In the study conducted by Alkaş and Yolaç (2021) with employees operating in the service sector in Istanbul, there is a positive relationship and effect between workload and work stress. Hablemitoğlu and Özmete (2012), as a result of their study, put forward the effect of high workload on job stress in social workers. Okan and Özbek (2016) conducted a study among healthcare professionals (physicians, nurses, and other healthcare personnel) working in Gümüşhane and Osmaniye provinces and found both a positive relationship and a significant positive effect between workload demand and job stress. A positive and significant effect and relationship between workload and job stress were found in a study conducted by Vanishree (2014) on small and medium-size enterprise employees. In addition, Mazloun et al. (2008) found that mental and physical workload caused by excessive task demands and time pressure on employees played a role in job stress.

In addition, job stress occurs when employees exert more effort and perform more tasks but achieve less success. Unlike many other studies, Landsbergis et al. (2001) aimed to reveal the sources of stressors and the disease risks created by these stressors in terms of cardiovascular disease. As a result of the research, it was concluded that the workload of the employees causes job stress, and job stress increases the levels of cardiovascular disease. It is possible to find many studies that are similar to our research results on the effect of workload on job stress (Bolino and Turnley, 2005;

Choi et al., 2018; Karimi et al., 2014; Parvaiz et al., 2015; Sheraz et al., 2014; Yongkang et al., 2014). In the study conducted by Demircan and Ceylan (2003), it was stated that job stress would decrease with positive organizational trust and trust in the manager. In the study conducted by Ayaz and Batı (2021) on the employees in the kitchen departments of tourism enterprises, it was determined that there was a significant negative relationship between organizational trust and job stress. The study results show that the workload directly affects job stress at a high level. However, trust in the manager does not have a mediating role in this effect ($\beta=.034$, [CI (-.087), (.147)]). In the literature, no study deals with these three concepts simultaneously.

6. CONCLUSION

The increased workload level of EHS personnel increases their job stress. However, along with this effect, the increase in the level of trust of the employees in their managers does not significantly affect the level of work stress the employees feel. It has been concluded that workload significantly affects the increased work stress of EHS employees, and that the support provided by managers, colleagues and material support affects the level of workload felt by the employees. It is thought that employees who spend too much time worrying about their work have negative reflections on their social life and family. The fact that the employees think that the labour turnover rate of their managers will be high and that their trust in their managers to make fair and trouble-free decisions in their work is in a negative direction undermines the trust in the manager. It is thought that employees experience high levels of work stress due to the high workload in EHS, and accordingly, negative orientation occurs in their future thoughts about work.

Based on the results of the research, it is thought that by making the necessary changes, the positive perceptions of EHS employees about their work will increase, and this will reveal the existence of a health system that functions more healthily and regularly. A positive increase in the quality standards of EHS employees will increase the quality of service received by the people served. Accordingly, the following are suggested for employers and researchers.

It is recommended for the employer take the necessary measures by evaluating the workload and job stress levels of the employees, making resting and working areas suitable for the positive perception of the workload of the employees, organizing activities to increase motivation, and providing unity, to make clear task sharing of the employees and to ensure the participation of the employees in the decision-making mechanism. In order to generalize the study, it is recommended to investigate the relationships between workload, job stress, and trust in managers in different health institutions and on different samples and to make comparisons between institutions.

ACİL SAĞLIK HİZMETLERİNDE İŞ YÜKÜNÜN İŞ STRESİNE ETKİSİNDE YÖNETİCİYE GÜVENİN ARACI ROLÜ

1. GİRİŞ

Son dönemlerde acil sağlık hizmetleri literatürünü incelediğimizde klinik çalışmaların yoğunlukta olduğu (Trehan vd., 2019; Trahan vd., 2020; Camargo vd., 2022); sağlık personeli ve sağlık kurumları örnekleminde örgütsel davranış konularının sınırlı düzeyde ele alındığı görülmektedir (Gribben vd., 2019; Lu vd., 2022). Covid-19 pandemisi sırasında ise stres, kaygı ve ruhsal iyilik hali gibi konularda çalışmalar dikkat çekmektedir (Radriguez vd., 2020; Baumann vd., 2021; Blanchard vd., 2022a; Blanchard vd., 2022b). Bu doğrultuda, bu çalışma Covid-19 pandemisi sırasında iş yükünün iş stresine etkisinde yöneticiye güvenin aracı rolünü araştırmaktadır. Türkiye’de Acil Sağlık Hizmetlerinde iş yükü ve bu doğrultuda ortaya çıkan iş stresi önem arz etmektedir. Acil Sağlık Hizmetlerinin etkin, verimli ve kesintisiz sunumu rasyonel iş yükü planlaması ve iş stresinin yönetimi ile doğrudan ve dolaylı olarak ilişkilidir. Acil sağlık hizmetlerinde iş stresi aşırı hasta yoğunluğu, yetmişmiş eleman eksikliği, tıbbi malzeme eksikliği gibi bir dizi faktörden etkilenmektedir (Acar, Çevik, Uyguner ve Çınar, 2013). Ancak iş stresi sadece bu stres kaynaklarından değil, aynı zamanda öngörülemeyen çalışma koşullarından da etkilenmektedir (Akpınar ve Taş, 2011). Acil sağlık hizmetleri, doğası gereği iş stresinin yüksek olduğu bir alandır. Bu nedenle diğer değişkenlerin iş stresi üzerindeki etkilerinin veya aracı rollerinin bilinmesi literatüre ve acil sağlık hizmetleri yönetimine katkı sağlayacaktır. Bu çerçevede, bu çalışmanın amacı iş yükünün iş stresine etkisinde yöneticiye güvenin aracı rolünü belirlemektir.

2. YÖNTEM

Anket yöntemi tercih edilmiş ve kesitsel korelasyonel bir çalışma yapılmıştır. Çalışma, Türkiye’nin Sakarya ilinde acil sağlık hizmetleri biriminde gerçekleştirilmiştir. Basit tesadüfi örnekleme yöntemi ile çalışmaya gönüllü olarak kabul eden 372 sağlık çalışanı çalışmaya katılmıştır. Veri toplama aracı yaş, cinsiyet, medeni durum, eğitim durumu ve çalışma süresi ile ilgili demografik sorular ve üç ölçüm aracı içermektedir. Acil Sağlık Hizmetleri çalışanlarının iş yükü algısını ölçmek için Cox tarafından ve yine Cox ve arkadaşları tarafından geçerlilik ve güvenilirliği test edilen (Cox vd., 2007), Türkçe uyarlaması Saygılı (2008) tarafından yapılan Bireysel İş Yükü Algı Ölçeği kullanılmıştır. De Bruin tarafından geliştirilen Genel İş Stresi Ölçeği, 9 maddeden oluşmaktadır (De Bruin, 2006). Ölçeğin Türkçeye uyarlanması Teleş tarafından yapılmıştır (Teleş, 2021). Yöneticiye güveni ölçmek üzere Nyhan ve Jr (1997) tarafından geliştirilen 12 ifadeli ölçek kullanılmıştır. Ölçeğin Türkçe çevirisi, geçerlilik ve güvenilirlik çalışmaları Demircan tarafından yapılmıştır (Demircan, 2003). Verilerin analizinde SPSS 22 ve PROCESS Macro kullanılmıştır. Hipotezler tek kuyruklu olduğu için p-değeri 0.025 güven aralığında kabul edilmiştir. Öncelikle tanımlayıcı istatistiksel analiz (ortalama, standart sapma) yapılmıştır. Daha sonra ölçeklerin iç tutarlılığı test edilmiş ve değişkenler arasındaki korelasyon incelenmiştir. İş yükünün iş stresine etkisinde yöneticiye güvenin aracı rolünü belirlemek için Hayes’in (2022) Model 4’ü kullanılmıştır.

3. BULGULAR

Çalışmada iş yükü ile iş stresi arasında yüksek düzeyde pozitif yönlü ($r=,618$), iş yükü ile yöneticiye güven arasında ise yüksek düzeyde negatif yönlü ($r=-,700$), iş stresi ile yöneticiye güven arasında da orta düzeyde negatif yönlü ($r=-,457$) ilişki bulunduğu tespit edilmiştir. İş yükünün iş stresi üzerindeki etkisini ve bu etkide yöneticiye güvenin aracı rolünü belirlemek için SPSS PROCESS makro Model 4 kullanılmıştır. Çalışmada, iş yükünün ve yöneticiye güvenin iş stresine etkisini gösteren regresyon modelinde iş yükünün etkisi istatistiksel olarak anlamlı ($F=114,512$; $p=,000$), yöneticiye güvenin etkisi ise anlamsız saptanmıştır ($p>,05$). Sonuçlara göre iş yükünün iş stresi üzerinde pozitif yönde olumsuz etkisi ($\beta=,583$) bulunmaktadır. Ancak iş yükü düzeyinin, iş stresine etkisinde yöneticiye güvenin aracılık etkisinin bulunmadığı saptanmıştır ($\beta=,034$, [CI (-,087), (,147)]) (H_1 kabul, H_2 ve H_3 ret edilmiştir).

4. SONUÇ

Acil sağlık hizmetleri personelinin iş yükü düzeyinin artması hissettikleri iş stresini artırmaktadır. Ancak bu etkiyle beraber çalışanların yöneticilerine güven düzeylerinin yükselmesi, çalışanların hissettikleri iş stresi düzeylerinde anlamlı bir etki oluşturmamaktadır. Acil sağlık hizmetleri çalışanlarının artan iş streslerinde iş yükünün önemli ölçüde etkili olduğu, yönetici, meslektaş ve malzeme konusunda verilen desteğin çalışanların hissettikleri iş yükü düzeyinde etki bıraktığı sonucuna ulaşılmıştır. İşi üzerine çok fazla kaygı duyarak zaman geçiren çalışanların sosyal yaşantısına ve ailesine karşı olumsuz yansımalarının olduğu düşünülmektedir. Çalışanların, yöneticilerinin iş gücü devir hızının yüksek olacağını düşünmeleri, yöneticilerinin işlerinde adil ve sorunsuz şekilde karar alacağına olan güvenlerinin olumsuz yönde seyretmesi yöneticiye güveni sarsmaktadır. Acil sağlık hizmetlerinde iş yükünün fazlalığında çalışanlarda yüksek düzeyde iş stresinin yaşandığı buna bağlı olarak işe dair gelecek düşüncelerinde olumsuz yönelimin meydana geldiği düşünülmektedir.

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Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	<i>Aykut YAĞCI Harun KIRILMAZ</i>
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	<i>Aykut YAĞCI Harun KIRILMAZ</i>
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	<i>Aykut YAĞCI Harun KIRILMAZ</i>
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	<i>Aykut YAĞCI Harun KIRILMAZ</i>
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	<i>Aykut YAĞCI Harun KIRILMAZ</i>