



ORGANIZATIONAL ROLE STRESSORS AS PREDACTORS OF PPERSONAL AND ORGANIZATIONAL OUTCOMES AMONG PUBLIC SECTOR PARAMEDICS OF KHYBER PAKHTUNKHWA

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Abstract

The major objective of present research was to examine the impacts of organizational role stressors on personal and organizational outcomes. The sample consisted of (N=300) paramedics, out of which (n=158) were female and (n=142) male. The sample was selected by using the Convenient Sampling Technique from Khyber Pakhtunkhwa. The Maslach Burnout Inventory the Job Satisfaction Scale the Organizational Role Stressors Scale, and the Organizational Commitment Questionnaire were administered with entire sample to study the effect of role stressors. The organizational role stressors examined included role conflict, role overload, role ambiguity, inter-role distance and resource inadequacy. The personal outcomes, included emotional exhaustion, depersonalization of others, diminished sense of personal accomplishment, while organizational outcomes, consisted of organizational commitment and job satisfaction. To examine their association with other correlation were compute and to find out their predictors multiple regression analyses were run on the data. Results revealed that inter-role distance, role conflict, role overload and role ambiguity as contributing factors were significantly positively correlated with emotional exhaustion, depersonalization of others and reduced sense of personal accomplishment. However, inter-role distance was not a significant predictor of personal outcomes consisted of emotional exhaustion, depersonalization of others and reduced sense of personal accomplishment and organizational outcomes such as job satisfaction and organizational commitment. Further results revealed that role overload and resource inadequacy were not significant predictors of organizational commitment. The findings have practical implications in organizational settings by suggesting an utmost need to adequately control organizational role stressors in order to provide a stress free environment which in turn will increase increase productivity of the employees.

Keywords: Organizational Role Stressors, Organizational Outcomes, Job Satisfaction, Organizational Commitment

Introduction

In any organizational setting roles refer to specific attitudes and behaviour an individual is expected to hold and perform is of critical importance. According to Katz and Kahn (1978) roles are important for bringing order and predictability to the behavior of employee. To understand the dynamics of any organization, it is essential on part of the individual employee to know his/her role and see whether

he or she is conforming what is expected of him/her, without which employees can not adequately measure their activities. Employees use formal and informal sources of information, known as role-set, to understand and specify their roles. The concept of role stress and role set are essential in understanding the role dynamics. The disparity between how an individual perceives characteristics attributed to a specific role and what he /she accomplishes in that role give rise to role stress (Lambert, Lambert, & Ito, 2001). Cooper, Dewe and O'Driscoll (2001) argues that role stressors are common source of work stress and are more closely related to work set-up in an organization. Due to its critical nature and having the most influence-able in organizational settings, role stressors have been the focus of attention of numerous research and psychologists have conducted their studies on the effect of multiple roles in different settings. For example, Hashemi, Jamin, Kiumarsi and Shno (2015) studied the effect of role stress on performance and attitude toward resigning the job. Their results showed lower performance and increase in resigning of job. The findings further revealed that not only job stressors decreased job satisfaction but also of the employees' commitment to their job. Similar findings regarding stress affecting commitment to organization were also reported by Mathieu and Zajac (1999).

In another study Garg and Dhar (2014) examined effects of stress and perceived organizational support on service quality and mediating effect of organizational commitment. Findings concluded that job stress negatively affects organizational commitment. Individuals experiencing more than one stressors were found at even high risk of exacerbated effects of stress than those experiencing one stress-or. The current study focused on the effect of five role stressors, including, role ambiguity, role conflict, resource inadequacy, inter-role distance and role overload on the employees' personal and organizational outcomes.

Role ambiguity results when a person lacks clear cut and unambiguous information concerning his/her role in the organization (Rizzo, House, & Lirtzman, 1970) Under certain situations when consequences related to roles are unpredictable individuals develop role ambiguity. Employees in these kind of situations with role ambiguity are often not shured about how to perform jobs and thus lack a clear criteria for judging their performance (Breugh, & Colihan, 1994). O'Driscoll, and Beehr (1994) studied supervisors' behaviour, role stressors and uncertainty as predictors of personal outcomes for subordinates. Results showed a significant association between role ambiguity and psychological strain. Further findings revealed that behavior of supervisors and role stressors were predicting personal outcomes in terms of lower output, anxiety and high inclination toward absenteeism from job. Numerous researches have reported significant association between role ambiguity and psychological stress among the employees (Idris, 2011; Karimi et al., 2014). Role ambiguity has been reported to lower job satisfaction especially among the employees who were keen and highly motivated to their job (Nyanga, Mudhovozi, & Chireshe, 2012). Other researches reported that higher level of role ambiguity increased job dissatisfaction, lowered self confidence, self-esteem, and elevated depression and hypertension in employees (Sutherland & Cooper, 2000). Brough and O'Driscoll (2005), examined the effect of role ambiguity on anxiety, depression, confusion and frustration in paramedics who were matched in maximum variables except the role ambiguity. Their results showed that with increase in role ambiguity elevated the level of anxiety, depression, confusion and frustration among paramedics. In their study Zhou et al., (2014) found role ambiguity as positively correlated to role conflict and role overload.

Employees when are expected to complete some tasks but the information provided and requirements that are placed on them are conflicting it gives rise to conflict in performing their role. Rosen et al., (2010) refers to this incompatibility in communicating expectations to the employees by the employers as role conflict. Role conflict occurs when different conflicting expectations are imposed on the individuals concerning the role to be performed (Wincent, Ortqvist & Drnovsek, 2008). Inter-role conflict occurs when within a single domain of life an individual experiences incompatible

demands competing against others (Linda, & John, 2010). The individual feels overwhelmed when he/she faces mutually incompatible role expectations. Role conflict can also arise due to experiencing incompatible demands related to the work issues by the employees (Beehr, 1994). Inter-role conflict and intra-role conflict are the most critical types of role-conflict. Inter-role conflict occurs when an individual has to choose which of his/hers responsibilities across two or more domains of life are to be performed at a given time. The intra-role conflict, on the other hand, refers to conflict within a single domain of life, such as on the job, for example, when an employee is assigned two tasks by two seniors and both can not be accomplished at the same time (Linda, & John, 2010).

According to Pareek, (1983) inter-role distance refers to the experience of a conflict between an individual's organizational role and non-organizational roles. It is a conflict between concept of the self and the perceived role. It arises due to uncertainty in role. For example, an individual facing a choice between either travelling for work or spending more time with the family. Pareek (1983) attributes this experiences to the inability to find balance between organizational and non-organizational roles. Multiple researches indicate that high role conflict lower the level of productivity among the employees which also interferes with the completion of the given task (Roohangiz, Zoharah, Farhad, & Zinab, 2014, Rizzo, Nyanga, et al., 2012). Some researchers examined the impact of work stressors and coworkers support as predictors of psychological strain and job performance in employees. Result revealed that work stressors predicted higher psychological strain and lower performance but the perception of high coworkers support available to the employees lowered their level of psychological stress which in turn increased their job performance in terms of output (Behr, Jex, Stacy, & Murray, 2000).

Ruyter, Wetzels, and Feinberg. (2002) examined the effect of role stress on the performance and satisfaction of the employees. Result revealed that employees who perceived low level of role stress were the most satisfied with their job compared to those less satisfied. Further the highly satisfied employees had high level of output in terms of performance than low satisfied. In another study on the impact of role ambiguity on job satisfaction and performance among human resource management professionals in Zimbabwe Nyanga et al., (2012) found a close association between job satisfaction and high productivity in the employees. The conflict arises due to occupational stress has many consequences that negatively affect performance on the job (Buunk, deJonge, Ybema, & deWolff, 1991). Prison et al., (2000) examined the effect of dissatisfaction and stress on the job. The findings demonstrated that decrease in job satisfaction resulted increase in the possibility of turnover intentions and psychological strain and decrease in organizational commitment. A positive relationship between occupational stress and role conflict has also been reported by other research (Roohangiz er at., 2014).

Role overload occurs when an individual faces excessive responsibility to perform beyond his capability or the time available to perform a task (s) is not sufficient to perform it adequately. Role overload can also be explained in terms of perception of the worker by their inability to do tasks in an effective manner due to time constraints (Arnold, Cooper & Robertson, 2005). Dhabhar, Firdaus (2008) defined it as completion of all tasks but at a lesser level of competence than would be if additional tasks were not to be performed. Role overload results stress among the employees has been found by numerous research (Zhou, Zeng, Hu, & Tan, 2014). Role overload may be quantitative which refers to excessive responsibilities an individual is required to shoulder, or may be qualitative in nature refers to the complex nature of work with which employees need to handle effectively resulting overload. A study by Karimi et al, (2014) in an Iranian hospital showed that role overload in nurses resulted in more stress, tiredness and early retirement. Al-Ghamdi (2017) studied role overload, and job stress among the female university teachers. Results showed that female faculty members who had a lot of job responsibilities that resulted role overload experienced higher job stress than those were not subjected to role overload. As the effects of stress spill over into other areas of life, it is common that emotional exhaustion and tiredness are experienced by employees. Role overload not

only results in emotional exhaustion but also develops more severe problems such as low motivation to work, burnout and intention to turnover (Houkes, Janssen, De Jonge & Nijhuis, et al., 2001).

In our hospitals, mostly due to shortage of human and material resources and overcrowded patients the paramedics and physicians experience tremendous workload putting them at high risk of a variety of emotional and physical problems. Adequate resources are required if an individual is expected to perform his/hers job in an effective manner. Lack of resources severely hampers ability of an individual to do what is required of him/her. When enough resources are not available to an individual for adequately performing the job, the condition is called resource inadequacy. Adequate resources are vital for good performance in a role, as reported by Pareek, (1983) without them, permanence is likely to be suffered. As lack of resources takes a toll on mental health, stress is likely to occur and employees in resource lacking enterprises become less resilient and recover slowly from the impact of stress compared with those who have abundant resource availability (Stroebe et al., 1996). Srivastav (2007) suggests effective redistribution and conservation of resources for overcoming this issue. Research in this domain has also suggested employees' training for increasing efficiency in organization and thus reducing resource waste (Pestonjee, & Azeem, 2001). Health care institutions are suffering from resource inadequacy due to changing in market conditions, whereby a shift from retrospective reimbursement to prospective payment has put constraints on the resources that can be accumulated and it is one of the most critical issue felt by the healthcare workers.

Research studies conducted to unearth numerous stressors are responsible in one way or another for this psychological problem. In occupational context, the role of role stressors become more visible. Major role stressors which are considered as true precursor and antecedents to personal outcome (burnout) are role-overload, role-conflict, role-ambiguity and role-stagnation,(Zohar,1999).

The present study aimed to investigate the impact of these role stressors on personal and occupational outcomes such as emotional exhaustion, depersonalization of others and sense of personal accomplishments (burnout) and job satisfaction and organizational commitment respectively and their relative intensity as far, no comprehensive research for understanding burnout has been conducted in the province of Khyber Pakhtunkhwa.

Hypotheses

Following hypotheses were formulated.

There would be positive correlation between role stressors and emotional exhaustion, depersonalization of others, personal accomplishment, job dissatisfaction and organizational commitment.

Role stressors would be significant predictors of job dissatisfaction, organizational commitment, emotional exhaustion, depersonalization of others, and personal accomplishment.

Method

Sample

A sample of (N=300) paramedical staff including male (n=142) and female (n= 158) with age ranged from 18-59 years with M 34.27 and SD=6.97 participated in the study. The sample was taken from primary(24%), secondary(48%) and tertiary health care(21%) providers of KP. The response rate was 80%.

Instruments

Demographic Information Sheet

The Demographic Information Sheet consisted of such information as age, education, and service grade etc.

Organizational Role Stress Scale (ORS)

The Organizational Role Stress Scale (ORS) was developed by Pareek (1983). The scale consists of 50 items, five items measuring each dimension on a 5-point rating scale. For the purpose of present study only five sub-scales consisting of 25 items were used. These sub-scales included Inter-Role Distance (IRD) Role Conflict (RC) Role Overload (RO) Role Ambiguity (RA) and Resource Inadequacy (RIN). In current study negative items were reverse scored i.e., for negative items Strongly Agree (1) and Strongly Disagree (5). These scores were then added to get a composite score in order to measure level of organizational role stressors among the public sector paramedics of KP. Higher score on the scale indicates high effect outcome variable, i-e, burnout. The alpha coefficient of the original scale is 0.86 while of the translated version is 0.94—indicating high reliability of the scale. In the current study the Urdu version, adapted and validated by Haq (1995) was used.

Maslach Burnout Inventory (MBI)

The Maslach Burnout Inventory developed by Maslach, Jackson and Leither (1986) consists of 21 items and three sub-scales, namely (a) Emotional Exhaustion (9 items) characterized by loss of feelings and concern, loss of trust, interest and spirit, (b) Depersonalization of others (5 items), characterized by negative shift and overtime in response to others, and (c) Personal Accomplishments (8 items) characterized by negative evaluation, feeling deficient to achieve one's job and a common poor capable self-esteem. By using internal consistency the reliability coefficient for the sub-scales of the MBI determined is .90 for the Emotional Exhaustion (EE) is .79, for the Depersonalization, (D) and .71 for Personal Accomplishment (PA). The test-retest reliability for sub-scales are .82 for the EE, .60 for D and .80 for PA respectively. Although there co-efficiencies range from low to moderately high but all are significant beyond .001 level.

Job Satisfaction Scale (JSS)

The Job Satisfaction Scale was developed by Hackman and Oldham (1975). The job satisfaction was described as an overall measure of the degree to which an employee is satisfied and happy with the jobs. The Urdu version comprises of five items which is rated on 5-point scale. Two items were reverse scored. The alpha reliability coefficient for the present sample is .64

Organizational Commitment Scale (OCS)

The Organizational Commitment Scale was developed by Mowday, Steers and Porter (1979). The Urdu version consists of 15 items. Each item is scored on 5-point Likert type scale ranging from Never (1) to Always (5). Organizational commitment was characterized by acceptance of the organization's goals and values, willingness to use considerable effort and desire to maintain membership in an organization. In the current study the Urdu version, adapted and Validated by Haque (1995) was used. The alpha reliability coefficient for the present sample is .65.

Procedure

After getting permission from the concerned authorities, paramedical staffs were approached and were explained purpose of the study. The demographic information sheet concerning, gender, age and experience and scales were given to them. The respondents were assured that the information will be used only for research purpose and will be kept confidential. They were requested to read each statement carefully and respond as accurately and honestly as possible by checking the option that come closest to their personal feelings and experiences. There was no time limit for the completion of the questioner; however, the average time to complete the questionnaires was 40 to 45 minutes. At the end of each session participants and hospital administration were thanked for their co-operation.

Results

Descriptive statistics, Alpha reliability coefficient and correlation of all the variables used in the present study were computed. Multiple Regression Analysis was applied to examine the effect of role stressors in the prediction of outcome variable

Table 1: Descriptive Statistics and Alpha Reliability Coefficient for all Study Variables

Study Variables	No of items	M	SD	Coefficient Alpha
Sub scales Organizational Role Stress				
Inter Role Distance	5	16.18	4.22	.62
Role Conflict	5	12.32	3.31	.69
Role overload	5	13.10	4.01	.67
Role Ambiguity	5	12.18	3.47	.71
Resource Inadequacy	5	14.16	4.04	.66
Maslach Burnout Inventory				
Emotional exhaustion	7	15.74	5.09	.77
Depersonalization of others	5	9.98	4.03	.74
Personal accomplishments				
Job Satisfaction	5	14.08	2.78	.64
Organizational Commitment	13	44.04	6.97	.65

Table 1 shows alpha reliability coefficient of all scales and its sub-scales used in the study. According to the results reliability of all scales and sub scales is within except able range.

Table 2: Correlations Among all Study Variables (N = 300)

Study Variables	I	II	III	IV	V	VI	VII	VIII	IX	X
I.Inter Role Distance	-	-	-.05	-.01	-.04	-.02	-.3	-.02	-.06	-.01
		.07								
I.Role Conflict	-	-	.45**	.50**	.66**	.56**	.48**	.48**	.59**	-.09
I.Role overload	-	-	-	.35**	.44**	.45**	.37**	-.08	-	-.06
									.19**	
7.Role Ambiguity	-	-	-	-	.76**	.64**	.59**	.67**	.49**	.45**
7.Resource Inadequacy	-	-	-	-	-	-.05	.45**	-.02	.27**	.43*
I.Emotional exhaustion	-	-	-	-	-	-	.68**	-	.53**	.45**
								.45**		
I.Depersonalization of others	-	-	-	-	-	-	-	.45**	.52**	.62**
I.Personal accomplishments	-	-	-	-	-	-	-	-	.55**	.64*
7.Job Satisfaction	-	-	-	-	-	-	-	-	.57**	.49**
7.Organizational Commitment	-	-	-	-	-	-	-	-	-	.45**

Note: * $p < .05$, ** $p < .0$

Results in the above table demonstrate that except the inter-role distance which has negative correlation all with the study variables, and of the role overload having negative correlation with personal accomplishment and organizational commitment, and of the resource inadequacy having negative correlation with emotional exhaustion and depersonalization of others, the rest of the role stressors have positive correlation with maximum of the variables of the study under consideration.

Table 3

Multiple Regression Analysis of Role Stressors on Personal and Organizational Outcome Variables (N=300)

	Personal and Organizational Outcomes					Colinearity Statistics	
	EE	DO	RPA	JS	OC	VIF	Tolerance
Role stressors	β	β	β	β	β		
Inter role distance	.09	.08	.08	.13	.02	.58	1.71
Role conflict	.37***	.29***	.23**	.21**	.16*	.60	1.65
Role overload	.22***	.20***	.08**	.17**	.18*	.64	1.54
Role ambiguity	.16**	.29***	.18**	.19**	-.31***	.71	1.40
Resource inadequacy	-.08	.22***	.10	-.26***	-.04	.66	1.50
$\Delta R^2 =$.38	.35	.101	.104	.158		
F (Model) =	37.67***	33.43***	7.70***	7.96***	12.24***		

Note. EE = Emotional Exhaustion, DO = Depersonalization of Others, RPA = Reduced Personal Accomplishments, JS = Job Satisfaction, OC = Organizational Commitment

* $p < .05$, ** $p < .01$, *** $p < .001$

Results in the above show multiple regression analysis with role stressors as predictor variables whereas personal and organization outcomes as criterion variable. The tolerance and VIF scores for the predictor variables indicate that multicollinearity is not a serious problem. The ΔR^2 value of .38 indicates that 38% of the variance in the dependent variable can be accounted for, by the predictors with $F(5,294) = 37.67, p < .001$. The results show that except of the inter-role distance, role conflict, role overload, and role ambiguity are the significant predictors of emotional exhaustion, depersonalization of others, reduced sense of personal accomplishment, job satisfaction and organizational commitment. The ΔR^2 value of .352 indicates that 35.2% of the variance in the dependent variable can be accounted for, by the predictors with $F(5,294) = 33.43, p < .001$. According to which except the inter-role distance and resource inadequacy, role conflict, role overload, and role ambiguity are significant predictors of the study variables. The ΔR^2 value of .101 indicates that 10.1% of the variance in the dependent variable can be accounted for, by the predictors with $F(5,294) = 7.70, p < .001$. According to which except the inter-role distance and resource inadequacy, role conflict, role ambiguity and role overload are the significant predictors of personal and organizational outcomes. Similarly according to the ΔR^2 value of .104, 10.4% of the variance in the dependent variable can be accounted for by the predictors which indicates that except the inter-role distance, role conflict, role overload, role ambiguity and resource inadequacy are the significant predictors of job dissatisfaction. The ΔR^2 value of .158 indicates that 15.8% of the variance in the dependent variable can be accounted for, by the predictors with $F(5,294) = 12.24, p < .001$ which suggests that except the inter-role distance, role overload and resource inadequacy, role conflict and role ambiguity are significant predictors organizational commitment.

Discussion

The study was undertaken with the main objective to examine how role stressors affect personal and organizational outcomes of paramedics in the public sector of Khyber Pakhtunkhwa. The first hypothesis of the study assumed that there would a positive correlation between role stressors and personal outcomes in terms of emotional exhaustion, depersonalization of others, reduced sense of personal accomplishment and organizational outcomes in terms of job dissatisfaction and organizational commitment. The results shown in table 2 show positive correlation of role conflict, role overload and role ambiguity with emotional exhaustion, depersonalization of others reduced sense of personal accomplishment job dissatisfaction and organizational commitment. However, the correlation of inter-role distance with all the above mentioned variables was negative. It may be due to the fact that compared to other role stressors, the inter-role distance is least stressful in terms of effect. It is experienced when an individual perceives conflict between organizational and non-

organizational roles as when an employee wants to stay at home with family to enjoy live transmission of cricket match and at the same time having low tolerance to face criticism by the boss does not like it and go to work place to perform his/her job. These results support first hypothesis of the study partially and are in accordance with the previous studies reported positive correlation between role stressors and decrease in job satisfaction and commitment to organization (Hashmi et al., 2015). Mathieu and Zajac (1999) in their research also reported found similar findings.

Second hypothesis of the study stated that role stressors would be significant predictors of job dissatisfaction, organizational commitment, emotional exhaustion, depersonalization of others, and reduced sense of personal accomplishment. The results of multiple regression analyses shown in table 3 reveal that role conflict, role overload and role ambiguity are the significant predictors of personal outcomes which in the current study were emotional exhaustion, depersonalization of others and reduced sense of personal accomplishments and organizational commitment in terms of job satisfaction and organizational commitment. These findings are in line with previous research which showed that role ambiguity lowered job satisfaction even among the most motivated workers (Karimi et al., 2014).

Numerous research have reported that role conflict, role ambiguity and role overload have negative effects on the employees' motivation to work and job satisfaction (Roohangiz et al., 2014. Beehr et al., 2000). Similar findings in diverse population have been reported by earlier research (Allen, & Mellor, 2002. Idris, 2011). The incompatibility of demands from diverse sources including patients, relatives, supervisors etc gives rise to role conflict for paramedics and nurses has been reported by multiple research (Ashfaq, & Muhammad, 2013, Nawal, 2017). As the demands at work increase, due to the negative emotional reactions induced by increase in the demands develop role conflict among paramedics and because of this they find it difficult to perform effectively at their job. Sahar and Badawy, (2015) in their study on Egyptian teachers examined effects of role conflict and role overload on job stress. Findings demonstrated that role conflict and role overload increased the level of stress in these teachers.

The inter-role distance in the current study was not a significant predictor of all the variables of personal and organizational outcomes and resource inadequacy was not predictor of emotional exhaustion, reduced sense of personal accomplishments and organizational commitments. These findings may be explained in terms of the existing sereneo of Pakistan where due to non availability of job people accept jobs even when they are not according to their taste and aptitude in order to support their family and secondly, right from the beginning when they enter in job they face numerous problems such as lack of proper space and of medical equipment(s) and overcrowded patients with which they get use to with the passage of time.

Studies by Fenlason and Beehr (1994) and Kalliath and Morris, (2002) found role conflict as a major source of stress in organizations which affected psycho social work environment adversely. Role overload was also found responsible for high level of stress in nurses (Hillhouse & Adler, 1997). Role-overload forces the paramedics to spend increased time at work and do more effort which affects them adversely (Yoloye, 2003). The observation holds true whether the overload is quantitative or qualitative spending more than 40 hours in a week on duty renders a paramedic unproductive and the this has a strong impact on the quality of work they perform at their job.

The paramedics come to the job mentally prepared and are adware of the responsibilities of the job. They consider themselves an important part of the health department and do not want to loosen their ties with it. But having not enough control over their professional work conditions, they do not start tasks with enthusiasm and say no or little in matters related to hospitals. Despite being highly educated with requisite skills, they can not perform their duty adequately. It is clear that for the paramedics, there is imbalance between the costs of the efforts applied at the job and the resultant gains from it when taking into account the perspective of Siegrist's theory of Effort- Reward Imbalance (1996).

Conclusion

The findings of current study show that role stressors are significant predictors of personal outcomes which include emotional exhaustion, depersonalization others and reduced sense of personal accomplishment and organizational outcomes in terms of job dissatisfaction and commitment in the paramedics of KP. This supports the contention that the above mentioned variables are the major predictors of burnout which according to Marlach et al., (1996), is a complex construct with different dimensions. The findings of the current study concludes that role stressors are significant predictors of burnout which, in turn, lowered job satisfaction and organizational commitment in paramedics of KP.

Recommendations and Suggestions

The assessment of occupational stress due to role stressors experienced by the paramedics in the workplace is essential as it is a major cause of job dissatisfaction, and organizational commitment. Effective coping skills should be developed and enhanced among the paramedics. Further, programme to encourage workers to provide social support in critical times to their co-workers need to be started. Keeping in view their problems the policy makers should be motivated to make flexible policies in terms of moderate work load, flexible job schedule and financial security for the welfare of the paramedics. Above all, the paramedics need support of the administrators which is difficult to get but is very crucial for their stability. Future studies should focus on how this support can be attained and sustained and how training can be given to adjust to the various stressors experienced by paramedics, including the measures that can be taken to offset their negative effects.

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