

AMOUNT OF WORK, PERCEIVED SOCIAL SUPPORT, AND PARANOID IDEATION AS PREDICTORS OF BURNOUT AMONG BREWERY EMPLOYEES

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ABSTRACT: *The need to identify factors which can make brewery employees vulnerable to burnout led to examine if amount of work, social support, and paranoid ideation would predict burnout. A sample of 53 brewery employees from two Breweries situated in Onitsha, Anambra State, Nigeria participated in the study. Their age ranged from 21 to 47 years, with a mean age of 36.32 and a standard deviation of 7.27. They were administered Maslach Burnout Inventory (MBI), Index of Organizational Reactions (IOR), Multidimensional Scale of Perceived Social Support (MSPSS), and Symptom Distress Checklist – 90 (SCL – 90). Multiple Linear Regression statistic was used to analyze the three hypotheses postulated. Result revealed that workload and paranoid ideation positively predicted burnout whereas social support did, but negatively. Accordingly, brewery employees and the management should maintain and improve on their sources of social support so as to not become vulnerable to burnout experience. Experience*

KEYWORDS: Burnout, Workload, Social Support, Employees, Paranoid

INTRODUCTION

Brewery companies in Anambra State have accommodated the use of machineries to compliment or enhance the services of their employees. Their employees continue to be the backbone (Nzewi, Arachie, Mohammed, & Okoli, 2018), for even the automated production equipment of these companies, are still operated by the employees. These employees are influenced by a combination of both physical and psychological factors. These factors could degenerate to burnout experience, considering that it could overtime lead to sapping of energy needed to carry out the assigned duties. This is bearing in mind the observation of Ganesh (2015) that employees are the most precious and important asset among all the asset of any organization.

The unpredictable environmental turbulence and dynamics in the business hindering performance of Nigeria brewing sector (Okoye & Akpan, 2020) are good enough to suspect that they will impact negatively on their employees, leading to burnout. Burnout is emotional exhaustion caused by long-term and

continuous stress, which could be easily generated by excessive demands (Lau, 2010). This is the kind of demand made on brewery employees as a result of the goal to meet daily production. Whereas burnout results into physical exhaustion and long-term fatigue (Shafieezadeh, 2011), such excessive demands can predispose to sense of helplessness and negative attitudes toward work, life, or other people, associated to burnout, as well as lead to feeling of frustration and interpersonal conflict (Dyrbye et al., 2011).

Burnout is divided into three dimensions namely emotional exhaustion, depersonalization, and diminished personal accomplishment. Emotional exhaustion emanates from exhausted feeling resulting to loss of energy and incapability of dealing with stress (due to workload); depersonalization involves showing negative reactions to others' attitudes like being easily irritable which would transfer, change, develop, or accumulate as time goes on (imminent with poor social support); and diminished personal accomplishment indicates inefficient and inappropriate feelings, negative self-evaluation, and the lack of achievement in

the interpersonal relationship (which could result to unjustifiable suspiciousness – paranoid) (Wu, Hu, & Jiang, 2012).

It is an erroneous belief to think that if workers are well-paid, they need not complain of the amount of work they do. Onwuka (2002) observed that many managers and supervisors do think that employees' performance on the job is proportional to the size of the employees pay package. This scholar argued that the effect of such package is short-lived, for sooner, employees will begin to perceive it as their entitlement other than incentive.

Workload refers to the intensity of job assignments, and workplace environment is contributory. Kohun (2002) stated that workplace is the sum of the interrelationships that exist between employees and the work environment. This included the physical environment of these companies which according to Heath (2006) involves the physical location as well as the immediate surroundings, behavioural procedures, policies, rules, culture, resources, working relationships, and work location. Others are noise level, protective equipment, workstations, office gadgets, computers and office space. Shortage or poor execution of all or any of these could foster burnout as employees are exposed to their negative impact. Nzewi et al., (2018) noted that the environment where people work, especially in Nigeria, is unsafe and unhealthy.

Internal environmental factors in brewery companies, such as lack of proper employee training and skill acquisition and poor conflict resolution strategies (Okoye & Akpan, 2020) could be an indicator that their employees are not well provided with support that helps to improve their services. Cherniss (1980) as cited by Schaufeli and Buunk (2003) noted that burnout involves an imbalance between resources and demands (stress), and the immediate, short term emotional tension, fatigue, and exhaustion (strain). These made it necessary for employees to have healthy support mechanism that helps to buffer the impact, for when job demands exceed the capacity of these employees, burnout results (Sadeghi & Khezrlou, 2016).

Due to poor social support, employees may become disinterested to work and show weariness (Khan, Rasli, Yusoff, & Ahmad, 2015). It further underscores that burnout is both individual and organizational problem (Maslach,

Schaufeli, & Leiter 2001). Social support refers to a feeling that one is being cared for, able to obtain assistance from others, and more importantly, is a member of a supportive network (Guruge, Thomson, George, & Chaze, 2015). Lack of proper employee training and skill acquisition, and poor conflict resolution strategies, for example, could make employees feel aloof and not connected, or cared for, by the brewery company.

Presence of social support increases healthy adaptability skills as individuals meet changes in life (such as excessive work demands) (Hirsch, 1981). It helps in stress management (Hamann, 1992). Cobb (1976) classified social support as three types of information that included the knowledge that one was cared for and loved (emotional support), information that caused an individual to feel valued (esteemed support), and information that an individual belonged to a network of mutual obligation that was common and shared. Peers at work are among providers of social support (McCallister & Fischer, 1983), and where it is available, it helps in relieving the effects of stress resulting from work (Walker 1997).

Paranoia was inclusive among the social symptoms. Severe forms of unfounded suspicion and mistrust of people are referred to as paranoia (Muller 2016). Individuals with paranoia have a bias towards a more negative interpretation of the world and hence of other people. This predisposition has a great deal with trust, leading to the tendency to rate others as less trustworthy. Such persons appear to have cognitive biases that included reasoning bias that heightens 'jumping to conclusions' (Dudley et al., 2011).

Brewery is a service rendering sector that needs employees with balanced psychological state. As a sector with huge potentials to maximize, the competitive nature of any brewery company depends on the crop of her employees. However, pay have been found not to always lead to optimal performance of employees, suggesting that understanding the interplay of factors inherent in the duties of these employees, is necessary. Accordingly, excessive demands made on brewery employees lead to emotional and physical exhaustion, coupled that workplace in Nigeria is unsafe and unhealthy (Nzewi et al., 2018). Such employees are suspected to be vulnerable to burnout due to work overload,

inability to derive social support via exposure to training and skill acquisition, and by suspecting that their colleagues or management are out to harm them. It is against the background that local empirical studies which have examined the productiveness of amount of work, social support, and paranoid ideation on burnout are scarce, that the present study became necessary in order to bridge the gap. Hence, the study set out to attend to these specific purposes:

1. To find out if amount of work will positively predict burnout among brewery employees.
2. To find out if social support will negatively predict burnout among brewery employees.
3. To find out if paranoid ideation will positively predict burnout among brewery employees.

LITERATURE

Multidimensional Theory by Maslach (1993): Burnout is multifaceted, and multidimensional theory of burnout by Maslach (1993) underscore that burnout is not unidimensional construct. It was proposed that the three dimensions of burnout are emotional exhaustion, depersonalization, and reduced personal accomplishment. The proponent argued that the assumptions of this theory are empirically derived from several years of exploratory research, not from an existing theory.

It proposed that emotional exhaustion refers to feelings of being emotionally overextended and depleted of one's emotional resources. A situation as this result when the amount of work to do is beyond the capacity or ability of the employee to shoulder. It is circumstance where the execution of quantity of work assigned to brewery employees eats up in their time to the extent that they do not have time for themselves. This creates an unbalanced state in their work and personal life, and because of this are exposed to both physical and emotional exhaustion.

Depersonalization, the second component, involves unhealthy and excessively detached response to other people, who are usually the recipients of one's service or care. This suggests that the individual choose this as a way to cope. It does not always happen the way employees think, for the management always

puts the organizational goal first. Consequently, these employees begin to get easily annoyed and choose to dissociate/distance themselves from their colleagues. These negative reactions not only depict their expression that their colleagues and/or management do not care for them, it further alienates them, making it unlikely for them to relate with people and feel valued. It is the inability to perceive and/or benefit from such care, or feel valued, that predisposes to burnout.

Employees who are unable to accomplish their personal goals in the company, often seem not happy with themselves over their unsuccessfulness at work. This has different possible effects, including suspecting that their colleagues/management do sabotage their effort, making them to decide to be on their own, even when it is necessary that they complain to the management where their job is affecting them negatively. Most times, their bases for suspecting others are unfounded and biased, showing a problem situation in how they see and interpret events and activities that happened in the brewing company. They become paranoia, making them to suspect and distrust their colleagues, even where there are evidences to show that their bases for this is not convincing.

Empirical Review

The empirical study by Okoye and Akpan (2020) on organizational environment and performance of selected brewery firms from Nigeria (1990 – 2020), used ordinary least square (OLS) technique in the evaluation of methodological issues. It was reported that the problems confronting the performance and sustainable survival of these brewery firms include turbulence and dynamics in the environment, exchange rate instability and frequent technological changes.

Nzewi, Arachie, Mohammed and Okoli (2018) looked at physical work environment and employee performance in selected brewing firms in Anambra State, Nigeria. Survey research design was adopted and 233 participants were employed. Pearson's product moment correlation statistic was used to analyze the data collected. The result showed a significant positive relationship existing between ergonomics and job satisfaction in the studied firms.

In a study by Xiaoming, Ma, Chang, and Shieh (2014), effects of workload on burnout was

among what was investigated. The study analyzed data from 327 medical staff in in Kaohsiung Chang Gung Memorial Hospital who were exposed to distinct stress and burnout from workload. Inclusive in their findings was that workload had significant positive effects on burnout. Hsieh and Tsai (2019) looked at how workplace social support affect the relationship between work stress and the physical and mental health of military personnel in Taiwan, among other study's purposes. Findings after their analysis revealed that military personnel expressed significantly high perceptions of work-related stress, and that social support from supervisors and colleagues is a crucial factor in buffering the effect of work-related stress on perceived health, and increasing the physical and mental health among military personnel. It means that personnel who perceived higher stress and gained more social support from supervisors and colleagues were less likely to have physical and mental issues.

Tuğsal and Ülgen (2017) carried out an exploratory investigation on to find out if social support predicts burnout, among other of the study's purposes. They collected data from five sectors via online survey conducted with three 5 points Likert type scales. Multiple regression and ANOVA statistics were used to analyze the data. It was reported that emotional support predicted depersonalization, and that informational and instrumental support is a predictor of personal accomplishment.

In a study by Ye, Huang, and Liu (2021) on social support and academic burnout among university students, data were collected from 503 students in a Chinese university through a composited survey. Conditional process modeling was used for data analysis and the investigation of combined effects in the model. It was found that social support negatively associated with academic burnout. A study was conducted by Khan, Rasli, Yasir, and Khan (2019) to examine the relationship between workload and burnout dimensions (emotional exhaustion and disengagement) and identified the interaction effect of social support with job burnout among academicians. Hierarchical Multiple Regression statistic was used for data analysis. It was obtained that workload has positive relationship with burnout dimensions, while supervisory and colleague support

influence the relationship between workload and burnout dimensions.

Kirka, Gilmoura, Dudley, and Ribya (2013) investigated the effects of paranoid ideation on evaluations of trustworthiness from unfamiliar faces in a nonclinical sample. They assessed 122 typically developing young adults using measures of paranoid beliefs about others. It was reported that individuals categorized with high paranoid ideation ($n = 25$) and low paranoid ideation ($n = 23$) subsequently rated unfamiliar faces that had previously been manipulated to look untrustworthy, of average trust, and trustworthy. It was found that individuals high in paranoid ideation rated faces as significantly less trustworthy than those low in paranoid ideation. Equally found was that both groups altered their ratings according to the trustworthiness of the face, but those high in paranoia rated all faces as less trustworthy.

In an investigation carried out by Muller (2016) on paranoid ideation and social anxiety among undergraduates and clinical populations, a sample of 253 undergraduates was randomly assigned to a neutral or fearful experimental emotion induction. Both groups were assessed for presence of self-referential thoughts and persecutory ideation. Following the induction, participants completed ratings of self-referential and persecutory ideation and additional measures of social anxiety, general anxiety, depression and cognitive reasoning biases. These responses were compared to the level of self-referential and persecutory ideation in a sample of 46 individuals diagnosed with schizophrenia who completed self-report ratings of self-referential and persecutory ideation, general anxiety and depression but did not participate in the emotion induction. It was found that the fear manipulation increased persecutory and self-referential thoughts in undergraduates. It was also reported that social anxiety and cognitive reasoning biases were related to increases in persecutory ideation, such that the undergraduate group who were high in social anxiety or cognitive biases at baseline had paranoia at equivalent level as the schizophrenia group following emotion induction. This study provides evidence that ideas of reference and persecutory thoughts are not confined to individuals diagnosed with psychotic disorders as they can be enhanced by fear in individuals high on social anxiety and

cognitive biases. The results suggest that fearful states, cognitive biases and social anxiety are potential mechanisms for increases in paranoid thought.

Carvalho, Pinto-Gouveia, Peixoto, and da Motta (2014) investigated how paranoid beliefs are present across different populations following their argument that it is not exclusively to patients who present with schizophrenia. Portuguese versions of the General Paranoia Scale and the Paranoia checklist were used. They compared the endorsement of paranoid beliefs in 187 subjects (64 healthy controls from the general population, 32 relatives from schizophrenia patients, 30 patients in remission and 61 patients with acute schizophrenia symptoms). It was found that paranoia is present throughout the population, from non-clinical forms to more severe clinical samples, demonstrating a continuum of increased frequency and intensity until it reaches a delusional level.

Sequel to the above, following the dearth of local empirical studies on the study variables, and the need that this gap be bridged, the following hypotheses were postulated.

Hypotheses

1. Amount of work will significantly predict burnout among brewery employees.
2. Social support will significantly predict burnout among brewery employees.
3. Paranoid ideation will significantly predict burnout among brewery employees.

METHOD

Participants: A sample of 53 employees of brewery company that met the inclusion criteria were selected from two Breweries situated in Onitsha South Local Government Area, Anambra State. Total population sampling technique was used in sampling them. Their age ranged between 21 to 47 years, with a mean age of 36.32 and a standard deviation of 7.27. These factories were Life Breweries Company and SABMiller PLC.

Instruments: Four instruments used in this study were: Maslach Burnout Inventory, Index of Organizational Reactions (MBI), Index of Organizational Reactions (IOR), Multidimensional Scale of Perceived Social

Support (MSPSS), and Symptom Distress Checklist – 90 (SCL – 90).

Maslach burnout inventory was a 22-item inventory developed by Maslach (1983). It was designed to assess burnout syndrome which is a state of physical and emotional depletion resulting from the conditions of work. It has the following subscales: Emotional exhaustion, dehumanization and reduced personal accomplishment. It is scored using Likert response pattern of 1 to 6. Each subscale has some items that are directly scored and some others that are of reverse scoring. Coker (1999) provided the psychometric properties for Nigerian samples and obtained Cronbach alpha of .86, Split half of .57, and Odd-Even of .92 by correlating the subscales of MBI with PSC by Omoluabi (1987). Coker (1999) obtained concurrent validity coefficients in the range .01-.36. From adult professionals in the general population, Coker (1999) obtained the adjusted normative scores. Present researcher carried out a pilot test and obtained a Cronbach alpha reliability coefficient of .83.

Index of organizational reactions (IOR) is 42-item inventory designed to assess eight different kinds of specific job satisfactions in work organizations. These specifics include supervision, company identification, kind of work, amount of work, co-workers, physical work conditions, financial rewards, and career future. It was only the amount of work items 18-21 that was used. It was scored using Likert response pattern of 1 to 5. Mogaji (1997) provided the psychometric properties for Nigerian samples and reported reliability coefficient of .85 for amount of work, after 72 days' time interval. The scholar also obtained the concurrent validity coefficient of by correlating six scales of IOR with appropriate subscales of job descriptive index by Smith et al., (1969), and the remaining two (company identification and physical conditions scales) with the subscales of Minnesota Satisfaction Questionnaire by Weiss, Dawis, England and Lofquist (1967). Present researcher carried out a pilot test and obtained a Cronbach alpha reliability coefficient of .75.

Multidimensional scale of perceived social support is a 12-item inventory designed to measure a feeling that one is being cared for, able to obtain assistance from others, and is a member of a supportive network. It has 3 groupings of

family, friends and significant others that relate to the source of the social support. It is scored using the Likert format of 1-7. Study by Aloba, Opakunle, and Ogunrinu (2019) is among the studies that have used this scale in Nigeria.

Symptom distress checklist-90 (SCL-90) is a 90-item inventory developed by Derogatis, Lipman, and Covi (1977) to assess 10 primary categories of symptoms (sections A-J representing the following: A - Somatization, B- Obsessive-Compulsive, C- Interpersonal Sensitivity, D- Depression, E- Anxiety, F- Hostility, G- Phobic Anxiety, H- Paranoid Ideation, I- Psychoticism, and J- Neuroticism) associated with distress among psychiatric outpatients and with the experience of anguish arising from the problems of living among people in the general population. Only subscale H that was used in this study (items 68 – 73). It is scored using Likert response pattern of 0 to 4. Erinoso (1996) provided the psychometric properties for Nigerian samples, and reported concurrent validity coefficients between Retirement Stress Inventory (Omoluabi, 1996) and SCL-90 Scales which ranged from .26 for Scale F (hostility) to .47 for Scale J (neuroticism). Present researcher carried out a pilot test and obtained a Cronbach alpha reliability coefficient of .77.

Procedure: Researcher's self-addressed letter was submitted to the Managing Directors (MD) of the two Breweries seeking for their permission to engage their employees as participants in this study. Thereafter, the researcher honoured the invitation of each of the MD to come and provided a detailed account of how the study will be carried out. The MDs then granted approval, orally, and assigned an employee to be of assistance to the researcher in meeting with the prospective participants. The researcher first created good rapport with each employee met and after due explanation of the reason for the study, some of them volunteered to participate. At a scheduled time, the researcher administered the instruments following detailed explanation of their right as participants and how the instrument should be attended to truly. Considering the nature of their work the instruments were collected after 2 days interval. Of 55 instruments administered, only 2 were unreturned, the rest were properly attended to.

Design and Statistics: This is a survey study that used predictive design. Multiple linear regression statistic was used to analyze the data generated.

RESULT

Table 1: ANOVA Summary Table for Amount of Work, Perceived Social Support, and Paranoid Ideation

Model Summary		ANOVA				Coefficients			
R Squared	Adjusted R Squared	Df	Total	F	Sig	Beta	Total	T	Sig
.016	-.044	3	53	.265	.85	'AW' .042	53	'AW' .292	'AW' .771
					1	'SS' -.089		'SS' -.612	'SS' .543
						'PA' .083		'PA' .584	'PA' .562

Predictor = Burnout; P<.05 ('AW' = Amount of Work; 'SS' = Social Support; 'PA' = Paranoid Ideation)

Findings:

1. That amount of work is a positive predictor of burnout among employees of brewing companies.
2. That social support was found not to be a positive predictor of burnout, but a negative one.
3. That paranoid ideation is a positive predictor of burnout.

DISCUSSION

Result revealed that amount of work is a positive predictor of burnout among employees of brewing companies. This means that if an

employee feels that the amount of work assigned to them to do, which they do, is higher than what they can handle, they are experiencing work overload. This finding answers the research question couched for it in the affirmative. It agrees with Xiaoming et al. (2014) that found that workload had significant positive effects on burnout. This could be that such overload is beyond the ability of the employees to cope, hence the burnout. Similarly, understanding that the source of the overload could be inclusive of their working environment, one argues that the finding reported by Nzewi et al. (2018) is in

agreement, for if the environment is not excessively demanding, this positive prediction might not have been obtained. Okoye and Akpan (2020) noted that these dynamics in the environment of brewing companies in Nigeria are among the problems confronting their sustainable survival.

The second revelation made from the findings is that social support was found not to be a positive predictor of burnout, but a negative one. This finding answers the research question couched for it in the affirmative. Ye et al. (2021) also found social support to be negatively associated with burnout. This means that when employees feel that they are cared for, or belong to a supportive network, the impact of work will not generate burnout feelings due to the fact that social support will be cushioning the adverse effect of the impact. The finding obtained by Hsieh and Tsai (2019) agrees with ours. It could be that the buffering effect of social support outweighs the adverse effect of stressful work experience, hence, why the participants were shield from burnout. Such a mediating and positive role of social support between workload and burnout was found by Khan et al., (2019). However, Tuğsal and Ülgen (2017) found social support to have predicted dimensions of burnout, namely depersonalization and personal accomplishment. A finding as this disagrees with ours. Such a finding is possible when the adverse effect of work outweighs the availability of support one gets or perceives.

It was also obtained that paranoid ideation is a positive predictor of burnout. This finding answers the research question couched for it in the affirmative. Paranoia leading to distrustfulness and suspicion could engender stressful experience considering that by withdrawing to self and keeping aloof, the employee will not be able to derive support that comes with interpersonal relationships. Kirka et al. (2013) obtained a finding that agreed that paranoid ideation predisposes to lack of trust. In consideration of the clinical implication of paranoid ideation, the findings of Carvalho et al. (2014) and Muller (2016) confirmed that it is equally present in non-clinical population, like this study's participants.

Implications

The findings continue to lay support that amount of work affect employees. Same thing goes for them when they are paranoid. Such experiences appear to lead them to burnout which is likely to affect their efficiency, effectiveness and productivity. Also, brewery companies are in a competitive market, requiring that their employees should be functioning optimally. The experience of burnout as likely caused by the amount of work employees do, or their expression of paranoid, will continue to thwart optimal performance of their employees. However, if management of these companies continue to provide support to their employees, the finding showed that it can help to prevent the impact of workload and paranoid ideation leading to burnout.

Conclusion

This study is concluding that presence of burnout among brewery employees result from interplay of some psychological factors. These factors are amount of work and paranoid ideation, while some others like social support serve as buffer to it.

Future Research

1. Future research in the area among brewery employees should focus in understanding what actually brings about their paranoid ideation. This is necessary considering that such psychological state could hamper optimal performance.
2. Studies should seek to know what actually constitute the social support of brewery employees. By knowing that it negatively predicts burnout among such employees, effort should be made to strengthen them when the contributors to such support are known.

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