

# The Association between Psychological Capital and Burnout: The Moderating Effect of Job Fulfilment

Dr. Farah Iqbal<sup>a</sup>, Mahwish Saeed<sup>2</sup>, <sup>a</sup>Professor – Department of Psychology, University of Karachi, Pakistan, <sup>b</sup>University of Karachi, Pakistan

The study aims to focus on determining the association among the psychological capital and employee burnout along with the moderating effect of job fulfilment. This study is quantitative in nature in which the data has been gathered from the primary sources of information. The researcher instrument used in the study is survey questionnaire. The researcher has adopted the convenience sampling in order to gather the data. The data in this study is analysed with the help of SEM technique in which CFA and path analysis were considered using SmartPLS. The analysis carried out in this study has determined that there is a significant effect of psychological capital over the employee burnout which is also positive. On the other hand, with respect to the moderating effect job fulfilment, it has been determined that there is insignificant moderating effect of job fulfilment over the relationship of psychological capital and employee burnout. However, the direct effect of job fulfilment was determined over the employee burnout. This study has focused on determining the association of psychological capital over the employee burnout in the moderation of job fulfilment. This study is restricted to psychological capital as the factor which influence the employee burnout. However, there are other factors which must be considered while determining the causes of employee burnout.

**Key words:** *psychological capital, job fulfilment, employee burnout.*

## 1. Introduction

The job burnout has high prevalence among the employees and is also considered as the prominent problem for the companies and their employees (Li et al., 2019). It is due to the reason that the burnout could adversely affect the mental health of the employees which further affects the work performance, increase the turnover intention and decrease job satisfaction. The study of Labrague et al. (2017) argued that burnout could negatively influence the mental health of the workers by decreasing the job satisfaction. In this manner, it generates the need for the companies to take appropriate strategies for the prevention of job burnout. However, prior making effective strategies or interventions, both the protective factors and risk factors must be clearly defined and influence the path of these factors over the job burnout must be clearly explicated. On the other hand, the personal resources and job situation are the significant predictors of the work engagement (Zhang, Zhang & Hua, 2019).

In order to deal with the increased burnout, the psychological capital is one of the methods which helps the employee and companies to minimise the effect of job burnout. In this manner, the psychological capital denotes to the person's set of resources which can help in terms of improving their success and their performance on the job (Cenciotti, Alessandri & Borgogni, 2017). On the other hand, the effect of psychological capital has been widely studied in the context of job burnout (ur Rehman et al., 2017; Malekitabar, Riahi & Malekitabar, 2017; Kim & Kweon, 2020). However, there is lack of literature regarding the moderating role of job fulfilment among this relationship. Therefore, this study has focused over determining the association among psychological capital and burnout along with the moderating role of job fulfilment. The findings of this study will help the companies in order to reduce the burnout among employees through psychological capital and job fulfilment.

## 2. Literature Review

Various studies have determined the factors which affect the performance of the employees which also causes burnout among them (Rezaei et al., 2018; Moukarzel et al., 2019; Dinibutun, 2020). In this manner, it has been determined that among the most prominent reasons for the burnout and poor performance of the employees is the adverse effect over the psychological health of workers. Moreover, for the purpose of comprehending the human assets, there has been a framework which is useful in terms of actualising the potential of employees provided by the psychological capital (Manzano-García & Ayala, 2017). On the other hand, the psychological capital proposes the way to comprehend and support the optimal employee performance in the company or at the job (Lei & Wang, 2020). The study of Ali et al. (2019) argued that psychological capital is the positive psychological stage of the individual for the development which helps the individuals to succeed in the challenging

tasks. In this manner, it makes it necessary for the companies to focus over the enhancement of psychological capital among the employees.

In addition to this, it has also been determined that the building the psychological capital helps in order to decrease the occurrence of burnout. As per the study conducted by ur Rehman et al. (2017), there is a significant association of lower level of burnout with the psychological capital and authentic leadership. Therefore, it is essential to ensure the presence of psychological capital among the employees as it tends to reduce the burnout among the employees while having positive influence over their job performance. It is due to the reason that the positive psychological resources will help to deal with the stressful and challenging situations for the employees who have suffered from the job insecurity. Based on the above assumption, the following hypothesis has been developed and tested through the analysis:

*H1: Psychological Capital has a significant impact on burnout.*

Most of the employees feel fulfilled at their work places when they have connection, ability and autonomy with others. This type of behaviour among the employees help them to perform well at the job as they have all the available resources and motivation to perform their tasks. The study of Kim et al. (2017) argued that the job fulfilment helps the employees to enhance the psychological capital among them. In addition to this, the increased psychological capital among the employees helps in order to reduce the burnout among the employees. The job fulfilment derive the need among the individuals in order to enhance their abilities which are required at their jobs or at work places. As per the study conducted by Pinzone et al. (2019) it has been determined that job fulfilment is necessary among the employees for the purpose of ensuring their increased performance and mitigating the issues of stress among them. It is because of the reason that the issues related to job stress further lead to burnout among the employees which adversely affect the performance of the employees. Therefore, it is imperative to ensure the behaviour of job fulfilment among the employees which will generate the positive thinking among the employees. This also aligns with the findings of Heng et al. (2020) which suggested that the job fulfilment moderates the association among psychological capital and burnout among the employees. In this manner, the second hypothesis has been developed for the purpose of testing the moderation of job fulfilment over the association of psychological capital and burnout. This hypothesis has been presented below:

*H2: Job Fulfilment moderates the relationship among psychological capital and burnout.*

### **3. Conceptual Framework**

The below Figure 1 shows the conceptual model of the study with respect to the variables considered in the study. In this manner, it can be determined from the below Figure 1 that the

independent variable of the study is psychological capital which involves self-efficacy, optimism, hope and resilience. On the other hand, the dependent variable is employee burnout which includes sub variables as personal burnout, work related burnout and client related burnout. Moreover, the job fulfilment is the moderating variable which include job satisfaction and work appreciation as the sub variables.

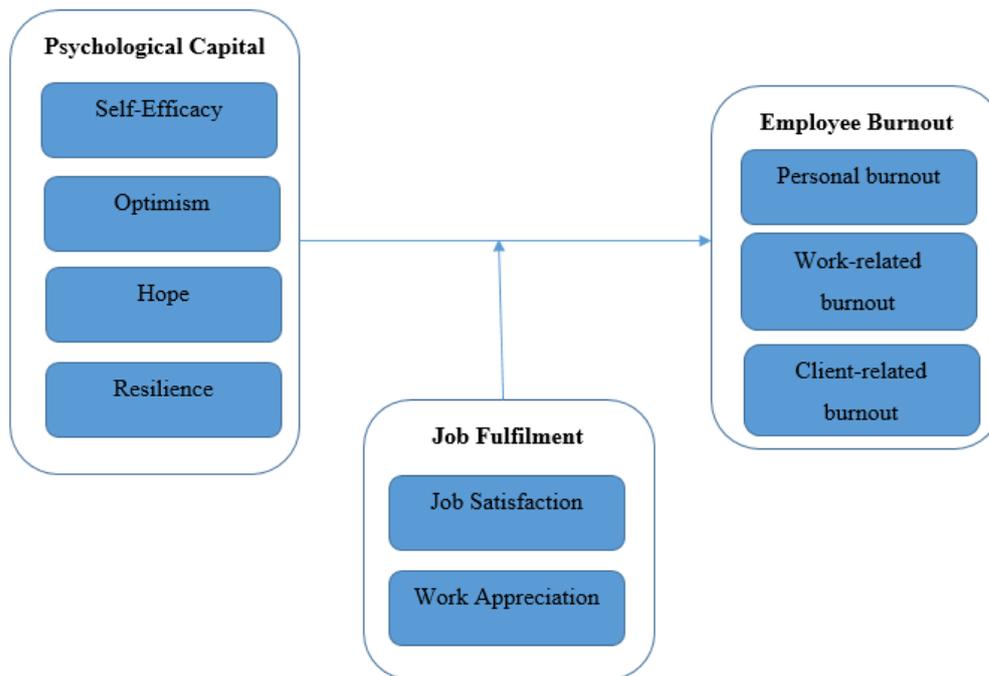


Figure 1 Conceptual Model of the Study

#### 4. Theoretical Framework

The employee burnout has become a crucial challenge for the companies which has adverse influence over the performance of these companies in the industry. In this study, the effect of psychological capital has been tested over the employee burnout with the moderation of job fulfilment which relates to the Maslach theory of burnout. According to Maslach and Schaufeli (2017), syndrome of reduced depersonalisation, personal accomplishment and emotional exhaustion among the employees. It relates to the development of psychological capital among the employees for the purpose of mitigating the effect of burnout.

#### 5. Research Methods

##### 5.1. Data Collection and Population

The data in this study has been gathered from the primary sources of information i.e. through the survey questionnaire. As the study has focused over determining the effect of

psychological capital over the employee burnout therefore, the employees from various companies have been considered in the study. However, it is unrealistic to include all the employees therefore, it is imperative to determine the adequate sample size for the study. For this purpose, the study of Fugard and Potts (2015) has been considered in order to determine the adequate sample size which is presented below:

$$n = \frac{z^2 \times p \times q}{e^2}$$

Pertaining to the above equation, the 'z' refers to z-score which is estimated at 1.96 while CI is computed at 95%. Additionally, 'e' refers to the error which is calculated at 5% and 'p' is considered as the variability proportion which is calculated at 50%. Furthermore, the 'q' refers to the percentage of population which has not been considered in the study.

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2} = 384$$

As per the above calculation, the adequate sample size of the study is determined to be 384. In this manner, the researcher provided 450 questionnaires to the employees out of which 405 responses were obtained. Therefore, the response rate of the study is 90%.

### ***5.2. Sampling Technique***

The researcher has adopted the specific sampling technique for the purpose of including respondents for this study. In this manner, the non-probability convenience sampling has been adopted by the researcher which has allowed the researcher to gather the data based on convenience. The study of Selby et al. (2018) argued that the convenience sampling allows the researcher to gather the data based on convenience and reachability.

### ***5.3. Research Instrument***

As discussed above, the primary method for data collection has been adopted in which the survey questionnaire has been used for the purpose of obtaining the responses of employees. It is a self-administered questionnaire which is based on 5 point Likert scale. It took respondents about 10 to 15 minutes for the purpose of completing the questionnaire.

### ***5.4. Data Analysis Method***

In this study, the research has adopted the Structural Equation Modelling (SEM) technique for the purpose of analysing the data. The study of Martínez-López (2013) stated that SEM is considered as the imperative technique for the purpose of analysing the data which is used for

analysing the survey response. Moreover, the study of Marsh (2014) argued that SEM is grounded over confirmatory factor analysis (CFA) for the measurement of the model. However, another significant aspect of the SEM which is path analysis has also been included in the study. For this purpose, the researcher has used SmartPLS in terms of assessing the data.

## 6. Results

### 6.1. *Confirmatory Factor Analysis (CFA)*

As per the prior discussion, the CFA is regarded as the significant aspect of SEM. According to Brown (2012), the factor assessment in the CFA is necessary for the determination of association among the constructs and latent variables while identifying the degree to which latent variables explain the constructs. The first aspect of CFA is the factor loading which has been measured with the help of outer loadings. As per the study conducted by Garson (2012), the factor loading helps to determine the variance extracted from the variable. The study of Shau (2017) stated that 0.6 is the threshold of outer loadings. Therefore, it can be determined from the below Table 1 that minimum factor loading is obtained as 0.740 which is above the threshold of 0.6. The other aspect of the CFA is associated with testing the reliability through Cronbach's alpha and composite reliability. As per the study conducted by Ahmad, Zulkurnain&Khairushalimi (2016) the threshold for both the composite reliability and Cronbach's alpha is 0.6. With respect to the below Table 1, it can be determined that the lowest value for Cronbach's alpha is 0.783 which is above 0.6 while the lowest value for the composite reliability is 0.875 which is also below the threshold of 0.6. Thus, the results of composite reliability and Cronbach's alpha confirms that the constructs are reliable.

Lastly, the validity of the latent constructs is also considered as the significant aspect of CFA which is tested through convergent validity with the assistance of average variance extracted (AVE). According to Afthanorhan (2013), the AVE is regarded as the measure which determine the convergent validity of the constructs having a threshold of 0.5. Based on the below Table 1, it can be determined that the lowest value for AVE is 0.700 which is well above the threshold of 0.5. Thus, it depicts that the constructs possess validity and are eligible for further analysis.

*Table 1 Convergent Validity, Composite Reliability and Cronbach's Alpha*

<b>Constructs</b>	<b>Indicators</b>	<b>Factor Loadings</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Client Related Burnout	EBC1	0.942	0.943	0.963	0.898
	EBC2	0.958			
	EBC3	0.942			
Personal Burnout	EBP1	0.740	0.801	0.883	0.717
	EBP2	0.904			
	EBP3	0.888			
Work Related Burnout	EBW1	0.897	0.913	0.945	0.852
	EBW2	0.924			
	EBW3	0.948			
Job Satisfaction	JS1	0.922	0.915	0.947	0.855
	JS2	0.938			
	JS3	0.914			
Hope	PCH1	0.809	0.831	0.899	0.748
	PCH2	0.902			
	PCH3	0.882			
Optimism	PCO1	0.823	0.783	0.875	0.700
	PCO2	0.899			
	PCO3	0.784			
Resilience	PCR1	0.887	0.853	0.911	0.774
	PCR2	0.921			
	PCR3	0.828			
Self-Efficacy	PCS1	0.856	0.841	0.904	0.759
	PCS2	0.875			
	PCS3	0.882			
Work Appreciation	WA1	0.912	0.906	0.941	0.842
	WA2	0.925			
	WA3	0.916			

The below Table 2 shows the discriminant validity of the constructs which has been assessed through the Heterotrait-Monotrait (HTMT) ratio. According to Franke and Sarstedt (2019), the threshold for HTMT is 0.9. On the basis of the below Table 2, it can be determined that none of the values exceeds the threshold of 0.9 which posits that the constructs possess discriminant validity.

*Table 2 Discriminant Validity*

	EBC	EBP	EBW	JS	PCH	PCO	PCR	PCS
EBC								
EBP	0.691							
EBW	0.787	0.693						
JS	0.713	0.666	0.635					
PCH	0.787	0.754	0.778	0.782				
PCO	0.631	0.733	0.627	0.612	0.877			
PCR	0.608	0.601	0.618	0.830	0.653	0.541		
PCS	0.613	0.730	0.615	0.619	0.866	0.877	0.584	
WA	0.724	0.696	0.721	0.872	0.869	0.768	0.721	0.709

For the second order constructs, the outer loading criteria has been considered. According to Ciavolino (2013), the rejection and acceptance in the second order construct is subject to several measures which include factor loading. As per the study of Duarte and Amaro (2017), 0.7 is the threshold for outer loading for second order constructs. Based on the below Table 3, it is evident that none of the value from outer loading exceeds the threshold of 0.7.

*Table 3 Outer Loadings for Second Order Constructs*

Constructs	Outer Loadings
EBC	0.910
EBP	0.831
EBW	0.874
JS	0.921
PCH	0.949
PCO	0.785
PCR	0.756
PCS	0.798
WA	0.968

## 6.2. Path Analysis

In the path analysis, the latent variables have been computed based on the sub-variables which are treated as the formative factors for the main variables. On the basis of this, the structural model has been tested. The below Table 4 shows the path coefficients of the variables which have been considered in the study. In this manner, it can be determined that there is significant effect of the job fulfilment over the employee burnout as  $B= 0.286$ ,  $p= 0.000 < 0.01$ . Since the effect is positive, it depicts that the increase in job fulfilment will also increase the burnout among employees. In addition to this, the effect of psychological capital is also determined to be significant over the employee burnout as  $B= 0.574$ ,  $p= 0.000 < 0.01$ .

It posits that the change in psychological capital will have influence over the employee burnout. On the other hand, the moderation of job fulfilment was determined to be insignificant over the relationship among psychological capital and employee burnout as  $B=0.012, p=0.538$ .

Table 4 Path Coefficients

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
JF*PsyC -> Employee Burnout	0.012	0.616	0.538
Job Fulfillment -> Employee Burnout	0.286***	6.003	0.000
Psychological Capital -> Employee Burnout	0.574***	11.999	0.000

\*Significant at 10%; \*\*Significant at 5%; \*\*\*Significant at 1%

### 6.3. Quality Analysis Model

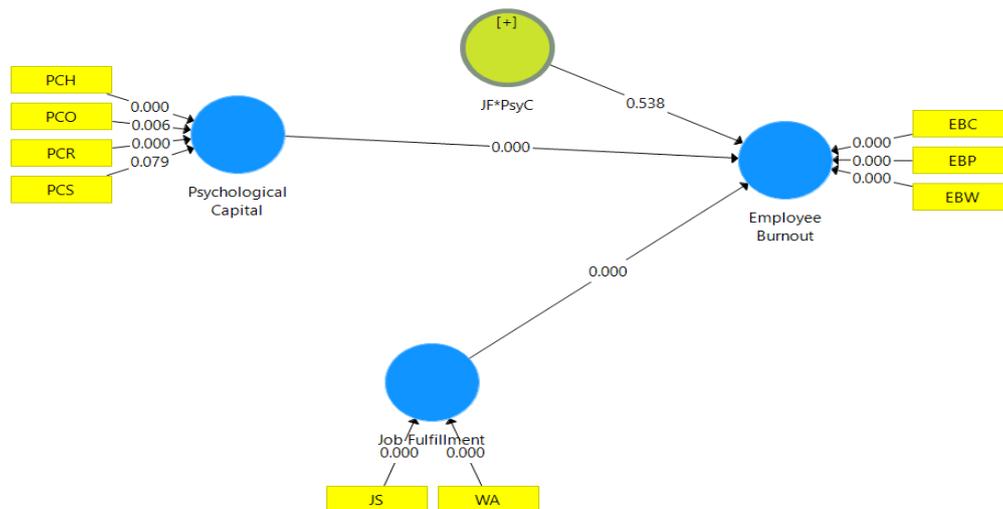


Figure 2 Measurement Model after Bootstrapping

Despite the CFA and path analysis, the assessment of quality of the model is also necessary. In this manner, the Table 5 below shows the quality of model adopted in this study. The R-square for employee burnout has been determined as 0.677 which depicts that the variance in psychological capital is explaining 67.7% of the variance in employee burnout. In contrast to this, the variance is adjusted at 67.5%.

Table 5 Quality of Model

	R Square	R Square Adjusted
Employee Burnout	0.677	0.675

## 7. Discussion and Hypothesis Assessment Summary

S.NO	Hypothesis	Status
H <sub>1</sub>	Psychological Capital has a significant impact on burnout	Accepted
H <sub>2</sub>	Job Fulfilment moderate the relationship among psychological capital and burnout.	Rejected

A strong focus on a positive point for the effective management of human resources is one of the most fundamental and the most significant approaches in the contemporary organisational setting. This research has put forward the idea that there is an influence of employee burnout on the psychological capital. Positive organisational behaviour has been defined in the study conducted by Rezaei et al. (2018) the study of the application of human resource strengths and psychological capacities which are positively oriented and can potentially be measured, managed and developed for improvement in performance. Through the lens of positive organisational behaviour, contemporary research has four distinct positive psychological constructs which are potentially important for decreasing the employee turnover of the organisation. These include resilience, optimism, self-efficacy and hope. The understanding that the construct of psychological capital has used in this research study is a representation of a blend of all of these four positive psychological constructs. As per the findings of this study, these characteristics imply their call for development and change in the long-term study the timeframe within the organisational context.

The results and the findings of this study are in a complete resonance with the existing corporate research literature in that psychological capital is always open for development and change. On these grounds, there are a few micro interventions which have been redesigned in order to enhance the impact of psychological capital itself. These interventions must be implanted within the organisational structure. The results of this study also emphasize upon the fact that the rational employee of the organisation may as well react to the perceived organisational insecurity after experiencing employee burnout. This result ultimately underlines that developing human resource strategies on these grounds is very important for the business organisation in the modern world.



## **8. Conclusion**

This particular research literature has studied the impact of psychological capital on employee burnout and has also evaluated the moderating role of job fulfilment in the burnout and psychological capital relationship within the business context. The results of this study have shown that psychological capital is negatively correlated with burnout. Various statistical tests were employed in order to verify this particular hypothesis in this research study, while the results of the same are in complete harmony with the existing corporate research literature.

## **9. Policy Implications**

From the findings of this study, two policy implications may be drawn for the business organisation of today. The first implication is that of minimising the burnout rate of the employees by deploying strategies pertaining to the same. The second policy implication is that of strategizing continuously, using extrinsic as well as intrinsic factors of motivation for the employees, so that the employees remain motivated, their job remains fulfilled and they keep contributing towards the organisational objectives with the level best of their performance.

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