RESEARCH ARTICLE

Effect of Psychological Capital on Burnout: Mediation Effect of Organizational Commitment

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Abstract: The study was aimed to analyze the effect of Psychological Capital on Burnout with the mediating role of Organizational Commitment. This cross-sectional study has a sample size of 324 private school teachers of the Khyber Pakhtunkhwa. Purposive sampling was adopted and the sample size was determined through statistical significant procedure. Hayes's PROCESS 23 version has been used for mediation analysis. The study found that psychological capital has negative impact on burnout while organizational commitment has also negative effect on burnout. However, organizational commitment and psychological capital are found positively related with each other. Moreover, organizational commitment mediates the relationship of psychological capital and burnout. The study has managerial implications for the educational sector. Several recommendations have been suggested for reducing job burnout among employees.

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1 Introduction

Fulfillment at workplace reveals the measure of happiness and satisfaction of employees at their jobs. It also reflects the positivity or negativity of emotions or feelings that the

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employees have towards their workplace (Gupta & Shaheen, 2017; Wright & Cropanzano, 2004). According to many researchers, happiness appears to be a "basic" human emotion and happiness has attracted the attention of philosophers since the dawn of written history (Kun & Gadanecz, 2019; Morgan, 2014).Employees' happiness at the workplace is commonly productive, whereas unhappy employees do not pay full attention and stay alienated at their workplace (Gupta & Shaheen, 2017; Kun & Gadanecz, 2019).Feelings of satisfaction, work engagement and affirmative attitude towards jobs are considered to be positive (Hakanen et al., 2008). While, stress, depression, anxiety, burnout, and turnout intentions are considered to be negative feelings at work (Kobayashi et al., 2020; Panatik et al., 2012).The concept of burnout was introduced in early 1970s as a psychological state of mind having anxiety, stress, low work involvement, and lack of interest in job related activities as a result of laborious work activities and lengthy duty hours (Dollard et al., 2000). Some researchers described burnout as "emotional exhaustion" and impersonalisation at job due to long exposure to stressful time consuming work (Maslach & Jackson, 1981). Emotional exhaustion implies the mental tiredness that results in loss of interest in work. While, depersonalization means to keep a distance in work and oneself and stay away from work. Job burnout is the outcome of emotional stress and strain that develop due to excessive work load.

Job burnout is the state of extreme physical fatigue and mental stress that is developed as a result of extra duty load and strain (Colon et al., 2020). The effects of job burnout is not restricted as an employee's personal issue rather envelop whole organization and its workplace outcomes (Colon et al., 2020; Liu et al., 2018). The burnout, if continue to persist, leaves an adverse impact on an organizational environment by decreasing employees morale and increasing the turnover (Mohammed et al., 2020). Job burnout is a special type of stress associated with the e associated psychological phenomenon that causes exhausts employees physically or emotionally or both. Physical or emotional exhaustion significantly reduces degree of employees' energy, eagerness, motivation, and willingness in their effective accomplishment. Notwithstanding to the preceding research studies showing positive relationships between academic PsyCap and organizational commitment and negative correlation with burnout , the purpose of this research is to investigate the effectiveness or efficacy of PsyCap in preventing or overcoming the psychological degradation at workplace due to the prevalent burnout amongst employees (if any) with mediating interplay of organizational commitment.

Foregoing in view, drawing from the domains of Self-determination theory (SDT) and conservation of resources (COR) theory the current study aims to find the impact of Psychological capital on employees Burnout and mediating effect of organizational commitment on the relationship of psychological capital and organizational commitment in government school teachers of Khyber Pakhtunkhuwa (KP).

1.1 Literature Review

1.1.1 Psychological Capital

Psychological capital is one of the up-to-date management concepts that keeps a key role in organizational performance. The concept relates with organizational behavior and its foundations are linked with positive psychology. Positive psychology relates with personal satisfaction, gratification, hope, optimism, and happiness (Seligman et al., 2002). Psychological capital is comprised of four elements namely, self-efficacy, optimism, hope, and

resilience (F. Luthans, Avolio, et al., 2007). Luthans and his fellow researchers (F. Luthans, Youssef, & Avolio, 2007) thoroughly analyzed the concept of Psychological capital and conducted several validity tests. They reveal that Psychological capital has several elements such as hope, optimism, resilience and self-efficacy. Psychological capital denotes to a set of capitals that helps an employee to advance his job performance to a level of appreciable accomplishment (Baloch et al., 2016). According to (F. Luthans, Avolio, et al., 2007), PsyCap is an optimistic psychological state of employee development which is characterized by:

"confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; making a positive attribution (optimism) about succeeding now and in the future; persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success" (p.3).

The central and constructive construct of psychological capital (PsyCap) entails optimistic psychological resources such as; optimism, hope, effectiveness, efficacy, resilience, and positivity, which occupies principal position in today's human resource development process and performance management (Avey et al., 2011; Carmona-Halty et al., 2019). Avey et al. (2011) in their Meta analyses assert that there exists significantly inverse correlation between PsyCap and counterproductive work behaviors such as; skepticism, pessimist, cynic, turnover intentions, workplace stress, anxiety, and workplace deviance.Workplace deviance is considered to be a cautious and deliberate attempt with mischievous intentions of sabotage workplace environment in any an organization which is mostly a reactive response to abusive supervision or dark leadership behavior in the workplace (Raza et al., 2019). Psychological capital prevents the surfacing effects of workplace deviance and Job burnout (Peng et al., 2013).

Research studies conducted in the field of psychological capital reveal that it has a significant effect on the employee performance and efficiency and reduces the rate of absenteeism in turn reduces stress and turnover amongst employees (Avey et al., 2006). According to Avey et al. (2011), psychological capital greatly affects the behaviours of employees and add in their satisfaction. Another study revealed that psychological capital of managerial staff of tourism agencies in New Zealand effectively coupe against stress anxiety through disaster hit area (Prayag et al., 2020). The literature suggests numerous apparatuses designed by various researchers for determining and quantifying self-efficacy, hope, optimism, resiliency, and other positive psychological constructs., researched, and validated. However, this research adopted scale from K. W. Luthans et al. (2019) for the purpose of measuring PsyCap interventions.

1.1.2   Burnout

Phenomenon of Job burnout is theorized as a distinct category of job-related irritant resulting from chronic workplace stress that has not been successfully managed. Maslach & Jackson (1981) defined burnout as a psychological disorder encompassing emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment that occurred among various professionals who work with other people in challenging situations. Burnout became the attention of social research in the 1970s when Freudenberger (1974) defined burnout as a condition of punishing tiredness or frustration, loss of optimism and appetite for one's job that resulted from professionally futile discourse that failed to yield the anticipated rewards.

Burnout denotes to the psychological exhaustion or emotional depletion and forfeiture of motivation that result from sustained exposure to chronic emotional and interpersonal stressors on the job. Burnout is described differently by different researchers and one of the most widely accepted scales on burnout is composed of the three extents of exhaustion, cynicism, and inefficacy (Maslach & Jackson, 1981; Maslach et al., 1986). Psychologically, emotional collapse is the feeling that one is sensitively damaged due to the job environment, and is emotionally unable to assign himself to the workplace. Depersonalization is one's being indifferent to his workmates with whom he is interacting and to whom he serves; low feeling of achievement is one's feeling of not being successful at the job and being less-competent (Maslach & Jackson, 1981; McCay, 2019). The authors suggested that such feelings are common in medical workers and nurses. Negative consequences of burnout include low organizational commitment where the relationship of burnout and organizational commitment has been proved negative (Brown et al., 2019; Lee & Ashforth, 1996; Leiter & Maslach, 1988). Further to the above, Shirom et al. (1997) reported that persistent job burnout leads to low job satisfaction amongst employees at workplace.

Burnout refers to a prolonged response to chronic emotional and interpersonal stressors caused by work, manifested as emotional exhaustion, depersonalization, and reduced personal accomplishment supplemented by an overpowering sense of hopelessness (Lin et al., 2019). Alarcon et al. (2009) in their Meta-analysis endorsed personnel factors as responsible predictors of all three dimensions of Burnout; psychological fatigue, depersonalization, and personal achievement. Most of the research studies have been found in consensus that PsyCap and resilience positively prevent job burnout and enhances job performance (Montero-Marin et al., 2015; Prentice & Thaichon, 2019; Rad et al., 2017). Phenomenon of Job burnout is a distinct category of job-related stress that represents a state of physical or emotional exhaustion involving a sagacity of abridged achievement and loss of individuality (Pruthi et al., 2018). According to Pruthi et al. (2018)identified numerous predictors of job stress including; one's inability to effect his job related decisions, uncomforted at work, vague job description, over centralization or lack of control and empowerment at work, non-cooperated peer attitude, work-family life imbalance, and un-fulfillment of low order needs.

1.1.3 Organizational Commitment

Organizational commitment signifies the degree of employees' ownership and identification with the organization in which they work. The level of organizational commitment is a direct outcome of intrinsic and extrinsic rewards delivered by the organization. Organizational commitment is considered to be an extension of job satisfaction, as it deals with the positive attitude that an employee has toward the organization therefore, organization commitment has found strong connectivity with job satisfaction and fluctuation (Ali & Baloch, 2009; Gopinath, 2020; Lim et al., 2017). Therefore, organizational commitment is determined it helps predict employee satisfaction, employee engagement, distribution of leadership, job performance, job insecurity, and similar such attributes (Yousef, 2017; Yusuf, 2018).Since organizational commitment regulates duration of the employees stay with the organization, therefore committed employees, with extended service attachment, become organization's assets and intellectual capital and yield key benefits such as; productivity, productive team player, less absentees, and competitively advantageous human resource (Albalawi et al., 2019). Owing to these advantages, employees with higher level of commit-

ment become source of organization's higher business performance, amplified profitability, enhanced productivity, employee maintenance, more customer satisfaction and helping organizational culture and harmonized workplace (Albalawi et al., 2019; Loan, 2020; Yousef, 2017).

Organizational commitment is a person's affiliation and involvement with an organization in which he/she is working. Moreover, three main components of organizational commitments have been described as abiding the goals of the organization, willingly performing for the organization for the fulfillment of these goals and accepting to be as member of organization (Jehanzeb & Mohanty, 2018). Meyer & Allen (1991) have conducted a detailed research study on organizational commitment, its elements and antecedents; and found three elements of organizational commitment namely, affective, normative and continuous commitment. Accordingly, affective commitment is the sense of affective an individual developed with the organization, continuous commitment is the willingness to continue to perform as organizational members and normative commitment they described as the moral obligation of an individual to work for the organization. In a study on educational sector, it is found that teacher-principal interaction in the organization enhances the organizational commitment of teachers (Ford et al., 2019). In a similar study conducted on teachers reveal that turnover, commitment, and satisfaction has a significant positive relationship (Conley & You, 2018; Loan, 2020).

1.2 Theoretical Framework and Hypothesis Development

The review of the past researches confirmed that the relationship of organizational commitment and job burnout exists. It is found that organizational commitment moderately affect stress and job burnout (King & Sethi, 1997). Similarly in another study, it is found that organizational commitment has a positive effect on burnout (Tan & Akhtar, 1998). Studies have confirmed that burnout and stress are directly related with each other (Griffin et al., 2010; Kahn & Langlieb, 2003). The relationship of burnout and organizational commitment has been proved negative by the past researches and further reported that burnout leads to low job satisfaction (Griffin et al., 2010; Lee & Ashforth, 1996; Leiter & Maslach, 1988).In the light of discussion conducted in review of literature exercise, following hypotheses have been developed;

H1: There is a significant relationship between Psychological Capital and Organizational Commitment

H2: There is a significant relationship between Organizational Commitment and Burnout

H3: There is a significant relationship between Psychological Capital and Burnout

H4: organizational commitment mediates the relationship of Psychological Capital and Burnout
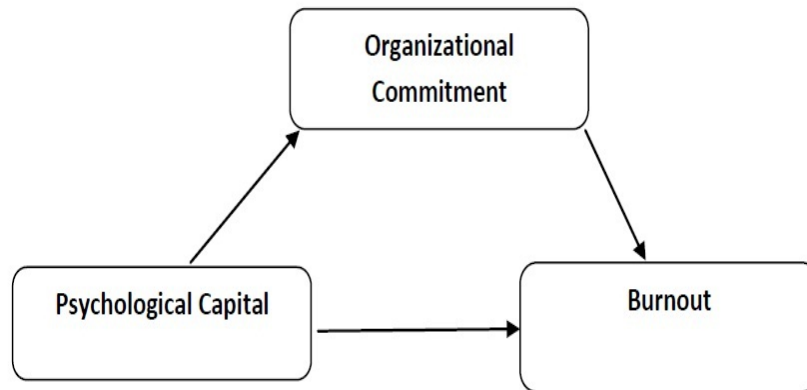
Figure 1: Theoretical Framework

2 Methods

It is quantitative research where already existing theories of Psychological capital, employee burnout organizational commitment are tested. The survey research collected data through self-administered, adopted, questionnaires of PsyCap, Job burnout, and organizational commitment. The instruments were adapted, after necessary amendments and modification as the result of pilot study conducted for all questionnaires. Research population of the current study was all the private school teachers of the province. For data gathering, non-probability purposive sampling technique was employed and those schools were included in sample who all fit on the criteria i.e. ranking among top 20 private schools in the metric exam results in their respective Board in 2019.

2.1 Measurement Instrument

All of the instruments measuring different variables of the constructs are adapted as follows:

a. Psychological Capital: Adapted from F. Luthans, Avolio, et al. (2007). The reliability of the scale was tested by using Cronbach Alpha (). The value was found as 0.79 which shows that the scale is statistically reliable.

b. Organizational Commitment: Organizational commitment was measured from the adopted scale of Marsden et al. (1993). The Cronbach's Alpha was determined as 0.80 which confirms that the scale is statistically reliable

c. Burnout: Burnout questionnaire was adapted, with some modifications, from the study of Weisberg (1994). The reliability found was 0.81 confirming the scale is reliable.

3 Results

Descriptive statistics in table.1 shows that PC, OC and BO has positive and significant correlations.

Table 1: Descriptive statistics

	Mean	Standard Deviation	Alpha	1	2	3
Psychological Capital	3.78	1.003	0.79	1		
Organization commitment	3.74	0.98	0.8	.436**	1	
Burnout	3.67	0.774	0.81	.531**	.431**	1

* N=324, **p=.001, *p=.005

3.1 Validity

Exploratory Factor Analysis for the construct validity of adapted scales, was performed through Principle Component Analysis using Varimax rotation method. The eigen values higher than 1 were kept and retained. The KMO value was 0.915 higher than standard value of 0.60 (Howard, 2016).

Table 2: KMO Test

	PC	OC	BO
KMO	0.811	0.83	0.84
2	331	280	301
DF	12	14	15
Sig	0	0	0

Table 3: Principle Component Analysis

Items	Psychological Capital	Organizational Commitment	Burnout
PC1	0.744		
PC2	0.781		
PC3	0.767		
PC4	0.79		
PC6	0.81		
PC9	0.834		
PC11	0.76		
OC1		0.82	
OC2		0.736	
OC3		0.758	
OC4		0.839	
OC5		0.722	
OC6		0.778	
BO1			0.815
BO2			0.842
BO3			0.793
BO5			0.732
BO6			0.842
BO7			0.788
BO9			0.840
BO10			0.766
BO16			0.833
BO17			0.798

Common Bias Method: For testing the common bias, Harman's single factor test was used. It was found that variance was below 50% hence, no common bias issue.

Regression and Mediation Analysis: Hayes PROCESS 23.0 version was used for mediation analysis. Results of mediation analysis are described below.

3.2 Regression and Mediation

Table 4: Regression and Mediation

	b	SE	t	p	LLCI	ULCI
PC-BO (a)	0.411	0.073	5.6	0.00	0.288	0.581
OC-BO(b)	0.244	0.065	4.04	0.0001	0.1263	0.3734
PC-OC-BO (c')	0.239	0.066	3.92	0.0001	0.133	0.366
PC-BO (c)	0.346	0.068	5.85	0.00	0.243	0.461
Indirect	0.108	0.036			0.044	0.178
Effects (ab)						

The results show that PC has significant positive relationship with BO (b=.411, p=.000) and R^2 = .180 , F=32.6, p=.000 which prove the second hypothesis H2. Besides, OC has a positive significant relationship with BO (b= .244, p=.0001) with R^2 = .248, F= 29.0, p=.000 which confirm H3. Furthermore, the results reveal that OC partially mediates between PC and BO (b= .239. p=.0001) which confirm H4.The indirect effect was checked and found as significant while Sobal test is also statistically significant at p=.001.
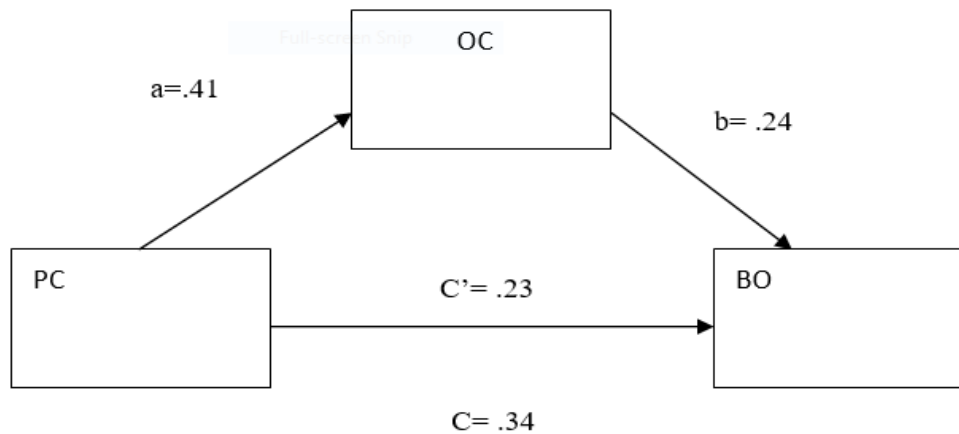
3.3 Path diagram

Figure 2: Path diagram

The path diagram shows the relationship between (a) PC and OC, (b) OC and BO (c) PC and BO (d) mediation analysis between PC, OC and BO.

4 Discussion

This study research study investigated the relationship between PsyCap and burnout and the mediating role of organizational commitment in the relationship between the PsyCap and the job burnout among the school teachers of KP, Pakistan. The study results supported that the psychological capital affect job burnout when organizational commitment mediates the relationship (Baloch et al., 2016; Peng et al., 2013). It is revealed that psychological affect has a negative effect on burnout. Job burnout results as work overload and stressful duty hours. However, psychological capital greatly reduces the effect of burnout. The study also shows that job burnout is reduced through organizational commitment. It implies that employees with high organizational commitment have less job burnout. The findings of the research matches with past researches (Ford et al., 2019; Griffin et al., 2010; Loan, 2020). The results confirm that psychological capital along with its all dimensions greatly help to reduce the burnout effect among employees. As its components of hope, resilience and self efficacy support an employee to reduce burnout affect.

Moreover, the study gives another insight of organizational behavior that psychological capital positively affects organizational commitment. It implies that psychological capital enhances the level of organizational commitment among the employees. The results provide many managerial implications such as it provides an insight to the mangers that employees should be kept relax, satisfied, focused and happy at their work place and the psychological capital may be provided with hope, resilience, self-efficacy and self-confidence to prevent negative effect of burnout (Montero-Marin et al., 2015; Prentice & Thaichon, 2019; Rad et al., 2017). Moreover, the organizational commitment should be enhanced among the employees. These two combined to reduce the effect of job burnout. In this regard, certain strategies and long term policies should be included in the organizations strategic plans such as leadership role, psychological counseling and employee well being activities. Ay Managers may exhibit the role of leaders that may inculcate the sense of hope, resilience, self efficacy and self confidence among the employees. It would entice a sense of satisfaction, gratification and well-being among the employees which resultantly leads to decrease in burnout. Moreover, as discussed earlier, burnout is the outcome of extreme workload and stressful job hence, the duty hours may be relaxed for the employees as it would help them to focus and relax. One suggestion in this regard is rotational of job hours in shifts. Although, it would cost the organization in short term however, benefit in long term as employee retention and lesser turnover of experienced and loyal employees.

4.1 Conclusion

The research aimed to find out the effect of psychological capital on job burnout and mediating role of organizational commitment on psychological capital and burnout. It is revealed that psychological capital negatively affect burnout and organizational commitment mediates the relationship of psychological capital and burn out.

4.2 Future direction and limitations

Like every study the current research has certain limitations which future researchers need to overcome or fulfill through their researches. The first one is, the research is cross sectional in nature hence, the future researchers should conduct longitudinal research. The second

limitation is the research population contains teachers of KPK hence the future research should be conducted on the nation wise across different sectors. The third limitation is that other variables such as "organizational support" or "leadership style" may be taken as mediating variables over and above the organizational commitment and their effect may be tested.

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