Empirical Relationship of Leader's Personality and Emotions with Job Burnout in Private Organization: A Moderating Role of Organization Support

Perviz Khan[*], Shams Ur Rehman[†] and Saqib Adnan[‡]

Abstract

The purpose of study was to know the empirical relationship of Leader's personality and emotions towards the job burnout in the private sector organizations working in Khyber Pakhtunkhwa. The closed ended questionnaire was used from the quantitative technique. The study was conducted in the private Pharmaceutical firms working in the Industrial Estate Hayatabad, Peshawar. Adopted questionnaire was used for data collection, while various tests were executed to know the reliability and validity of questionnaire. Moreover, Correlation and regression models were used to know the relationship and effect of explanatory variables and dependent variable. The findings show that the reliability of the variables are more than .70 which shows that all the variables included are reliable and valid for data collection. The findings of regression model shows that the role of Leader's Personality and employee emotions have a significant effects on job burnout and also the interaction 1 (Leader's Personality + organizational support) and interaction 2 (emotions + organizational support) shows a significant moderating role among role of Leader's Personality and job burnout and employee motions and job burnout.

Keywords: Leader's Personality, Emotions, Job Burnout, Organizational Support, Pharmaceutical, Regression.

Introduction

The employee burnout is the negative emotions shows by them due to some factors in the firm. The factors might be the lack of motivation, lack of financial benefits, rewards etc. The personality of leader is the factor which can play a significant role in retaining the talented employees in the firm and can also reduce the job burnout. The understanding of employee emotions regarding their work tasks and

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personal life issues are also the factor which can reduce the job burnout. It is important to know the role of personality traits and employee emotions in job burnout and in the presence of perceived organization support.

According to the personality traits some people want to perform their duty with staff of work with some intellectual disabilities. These disabilities might be the neuroticism indicates of passionate fatigue and depersonalization. The extraversion, suitability and openness adversely anticipated depersonalization; and extraversion and openness emphatically anticipated individual achievement. These outcomes bolster the theory that identity qualities foresee burnout segments in various ways. All the more as of late, Gustafsson et al. (2009), have researched the part of identity qualities in a gathering with burnout disorder, contrasted and a control-gathering, and found that enthusiastic steadiness, mental readiness, certainty and power, are the indicator/forerunners of burnout; Alarcon et al. (2009), in a meta-systematic review, found that numerous identity qualities were reliably identified with the three measurements of burnout. In particular, confidence, general self-viability, inner locus of control, passionate soundness, extraversion, scruples, suitability, constructive affectivity, contrarily affectivity, positive thinking, proactive identity, and solidness were each identified with enthusiastic depletion, depersonalization, and individual achievement.

As Alarcon, Eschelman and Bowling (2009) underlined, burnout is a negative emotional reaction to one's job that results from prolonged exposure to a stressful work environment (Maslach et al, 2001). Burnout can be considered an indicator of low levels of employee well-being, and it is also related to employee attitudes, health, and behavior (Maslach *et al*., 2001). Although most burnout research has focused on environmental correlates, individual factors also play an important role in the development of burnout (Maslach *et al*., 2001). Majority of the research work have analyzed the personality, employee emotions and job burnout with different variables in the different sector. In Pakistan the role of Leader's personality in employee emotions and job burnout has not been studied before and specifically in pharmaceutical sector in Peshawar. The current study endure to satisfy the research gap with some extent by evaluating the role of Leader's personality in employee emotion and job burnout with a moderating role of organizational support in a pharmaceutical firms working in Industrial Estate Hayatabad Peshawar, Khyber Pakhtunkhwa Pakistan.

Literature Review

Scheff (1983) illuminated genuinely sagacious individuals as the individual who is socially specific, where disentangling, and surveying the related wants are required to individuals in certain energetic show, and carry on in understanding. The parts allotted by society are all around played by one who is aware of himself, thusly these individuals can perform in those illustration consented to specific part.

The parts of burnout include: (1) passionate depletion which implies vitality release and utilization of enthusiastic assets. This measurement can be considered as the foundation of occupation burnout. (2) Depersonalization which isolates laborers from others and makes negativity associates, clients and association. This measurement of the occupation burnout is pervasive among those staff who frequently convey to different people, (for example, educators, understudies, clients, patients) to carry out their employments. (3) Diminished individual achievement by which the individual goes to a negative self-evaluation (Maslach, and Leiter, 2005; Maslach, and Jackson, 1981; Pines, and Maslach, 1981). Burnout is an essential variable not just on the grounds that that it is a record to demonstrate people's feeble execution in work environment additionally on the grounds that that it impacts on individual's states of mind, their physical and emotional wellness lastly on their conduct (Cordes, and Dougherty, 1993; Maslach, Schaufeli, and Leiter, 2001; Lee, and Ashforth, 1996; Maslach, 2003; Maslach, and Goldberg, 1998). All the more particularly, burnout is normally characterized as a mental disorder of passionate fatigue, depersonalization, and diminished individual achievement (Maslach, 1993). Enthusiastic fatigue alludes to the exhaustion of psychic vitality or the depleting of passionate assets.

Mayer and Salovey (1997) portrayed that Emotional information is change from other knowledge. Fervent information focuses on eager aptitudes associated with the discernment and emotions, and distinctive definitions focuses enthusiastic and social limits concerning attributes and demeanors. They depicted unquestionable capacities in their significance of energetic learning, in social perspective care, and poise are the basic aptitudes to construct enthusiastic knowledge. A genuinely sharp individual is skilled in these limits.

Mayer and Salovey (1997) depicted emotional intelligence as "the piece of social insight that humiliates the ability to manage the sensibility and mental disturbance, lo separate them and to actualize this information to direct demeanor and conduct of anybody. Enthusiastic direction is essentially critical to individual's passionate knowledge, from general visibility passionate control is confined of unsuitable enthusiastic

constrain. Averill (1980) expressed that Individual's social qualities and convictions bring out normality activities about one's part in the public arena, and others desire of that part. Emotions can't be isolated from the hierarchical work setting. The sincerely savvy individual is gifted of innovativeness, creations in any condition. The candidly astute people are gifted of successful correspondence, and critical with others, and it consequently it upgrade building association with others.

Mayer and Salovey (1997) characterized that Emotional knowledge is change from other insight. Passionate knowledge concentrates on enthusiastic aptitudes connected with the cognizance and emotions, and different definitions centers passionate and social capacities in regards to characteristics and demeanors. They portrayed undeniable abilities in their meaning of enthusiastic knowledge, in social point of view mindfulness, and self control are the essential aptitudes to build passionate insight. A candidly keen individual is gifted in these capacities.

As per Greenberg and Baron (2002), organizational change alludes to arranged or spontaneous changes in the structure, innovation and/or individuals of an association. It are varieties fit as a fiddle, quality, or state after some time after a presentation of better approaches for working, considering, and acting inside an association (Van de Ven and Poole, 1995; Val and Fuentes, 2003). When all is said in done, the point of a hierarchical change is an adjustment to nature and/or a change in execution (Del Val and Fuentes,2003).

As indicated by Kee (2005's) survey, in the Malaysian context, in any case, very little is observationally thought about the nation's leadership (Ansari, 2004). Little has been done to think about the different types of leadership style that is reasonable or successful to manage associations experience the modernization and growth. That is subjected to its high collaboration in the worldwide business, particularly in the Asia areas, which is encountering exponential market development. In a multi-racial nation like Malaysia, it would not amazement to discover that more than one administration style exists as there are critical contrasts in the social traits of every ethnic and so forth (Kennedy &Mansor, 2000). As said by Kee (2005), Ansari (2004) found that there were different research comes about with respect to authority style in Malaysia. For example, Gill (1998) recommends that Malaysian supervisors are more order, not so much designating but rather more value-based however Govindan (2000) found that the favored styles of Malaysian directors are participative and consultative.

Extraversion is portrayed by expansiveness of exercises (rather than profundity), surgency from outer action/circumstances, and vitality

creation from outside means (Laney, Marti Olsen (2002).). The quality is set apart by articulated engagement with the outside world. Extraverts appreciate collaborating with individuals, and are frequently seen as brimming with vitality. They have a tendency to be excited, activity situated people. They have high gathering perceivability, as to talk, and attest themselves (Canadian Research and Development Center of Sciences and Cultures, 2012).

The study of Aslam et al, (2015) explored different factors who have effect on employee job outcome with respect to the change adaptation in the firm. The study was based on two dimensions i.e. first was to check the relationship among the employee job burnout and personality traits. The second, to check the factors with the firm context and having significant effect on job outcome i.e. continuous commitment and job burnout. The data of the study were collected from 335 employees of State Life Corporation. The data was collected by closed ended questionnaire. The findings of the study revealed that there is a positive association among the employee's job burnout and Leader's Personality traits. The study showed that there is a significant link between the firm contextual factors and the employee job outcome.

Sadeghi and Garosi (2017) checked the effect of personality traits on the employee job burnout among the employees of Central Bank of Iran. The study sued the method of NEO for the personality traits and the method of Maslach and Jackson Burnout Inventory (1981) for the data collection. The findings of reliability statistics showed that the variables are reliable by the values of .73 and .71 respectively. The study analyzed the data by using the structural equation model by Lisrel environment and SPSS. The study results showed that there is a significant relationship between the job burnout and five dimensions of personality traits i.e. extraversion, neuroticism, consistency, loyalty and experience taking. The findings showed that trait neuroticism are highly consistent and are found more prone with the job burnout. The consistency, extraversion, neuroticism and loyalty are the significant indicators for job burnout.

Methodology

Sample
The study constructed sample on the basis of random sampling. As the data of the study were collected from the pharmaceutical firms in Industrial Estate Hayatabad, so it is very difficult to include all the employees working in the sample firms. The study took 2750 employees who are working in the pharmaceutical firms as the population of the

study. Based on the sampling technique stated by Krejcie & Morgan (1970), the study has taken 346 employees as the sample of the study.

Data Collection

The study was conducted on the empirical relationship of Leader's personality and emotions towards the job burnout in the private organizations working in KPK. The study will be quantitative in nature. The closed ended questionnaire will be used from the quantitative technique.
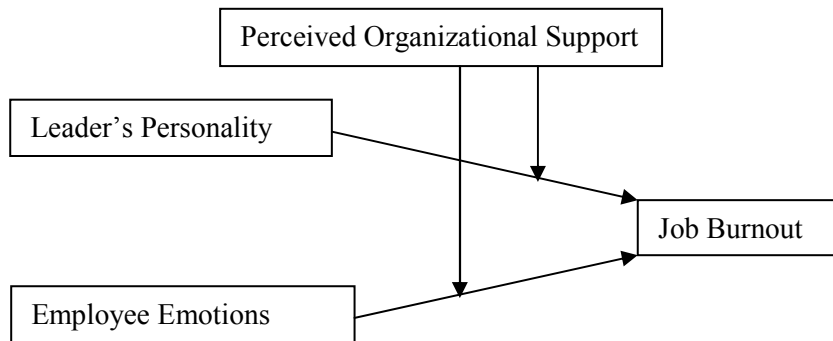
Theoretical Framework

Figure:1 Theoretical Framework

Results and Findings

Table1 Descriptive Statistics

	N	Min	Max	Mean	Std. Dev.
Job Burnout	346	3.12	4.12	3.7200	.26436
Leader's Personality	346	2.70	4.00	3.5558	.29603
Employee Emotions	346	2.90	4.00	3.6538	.28021
Perceived Org. Support	346	2.60	4.20	3.5971	.33930

Table 1 shows the findings taken from the descriptive statistics to know the nature of data in the study. Mean of the all variables are between 3.5 to 3.7 which means that the average replies of the respondents are in agree scale and the value of standard deviation is appropriate.

Table 2 Correlations

		JB	PER	EE	ORG
Job Burnout	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	346			
Leader's	Pearson Correlation	.602[**]	1		
Personality	Sig. (2-tailed)	.000			
	N	346	346		
Employee	Pearson Correlation	.468[**]	.858[**]	1	
emotions	Sig. (2-tailed)	.000	.000		
	N	346	346	346	
Perceived Org	Pearson Correlation	.568[**]	.700[**]	.682[**]	1
Support	Sig. (2-tailed)	.000	.000	.000	
	N	346	346	346	346
**. Correlation is significant at the 0.01 level (2-tailed).					

The test of Pearson Correlation shows that the job burnout has significant relationship with Leader's personality, employee emotions and perceived organization support. The value of test shows that the job burnout and Leader's Personality has 60 percent correlation, 46 percent between job burnout and employee emotions and 56 percent between job burnout and perceived organization support.

Table 3 Regression Analysis

Variable	R	R^2	F-value	P-value	Beta	t-value
Leader's Personality				.00	.814	33.47
Employee emotions	.776	.753	24.9	.00	.248	8.97

The model was used to know the effect of Leader's Personality and employee emotions on employee job burnout in the pharmaceutical firms working in Peshawar. The findings suggested that the Leader's Personality and employee motions have 77 percent correlated with job burnout and having 75 percent effect on job burnout. The value of beta is .814 which is positive and t-value of Leader's Personality and employee emotions are 33.47 and 8.97 respectively. The employee emotions and Leader's Personality have significant and positive effect on the job burnout. The term job burnout is considered as negative emotional aspect to job, which is created in high stress workplace with long attendance workplaces (Maslach et al, 2001). On other hand, High disharmony between employment nature and occupation holder's temperament leads into burnout (Maslach and Leiter, 2005). Burnout is an essential variable not just on the grounds that that it is a list to demonstrate people's frail

execution in working environment additionally in light of the fact that it impacts on individual's dispositions, their physical and psychological well-being lastly on their conduct (Maslach, 2003; Maslach, & Goldberg, 1998)

Table 4 Moderation (Employee emotions and Organizational Support)

Variable	R	R^2	F-value	P-value	Beta	t-value
Interaction (Emp x Org support)	.722	.649	13.9	.000	1.028	37.39

The table 4 shows the findings regarding the moderation analysis of interaction 1 (employee emotions x organizational support). The value of employee emotions in the table 1 is .248 and this value has been increased to 1.028 with t-value 37.39, which shows that the organization support has significant moderation among employee emotions and job burnout. Averill (1980) expressed that Individual's social qualities and convictions bring out normality activities about one's part in the public arena, and others desire of that part. Emotions can't be isolated from the hierarchical work setting. The sincerely savvy individual is gifted of innovativeness, creations in any condition. The candidly astute people are gifted of successful correspondence, and critical with others, and it consequently it upgrade building association with others.

Table 5 Moderation (Leader's Personality and Organizational Support)

Variable	R	R^2	F-value	P-value	Beta	t-value
Interaction (Pers x Org support)	.649	.600	22.2	.000	.969	47.21

The table 5 shows the findings regarding the moderation analysis of interaction 2 (Leader's Personality x organizational support). The value of Leader's Personality in the table 1 is .814 and this value has been increased to .969 with t-value 47.21, which shows that the organization support has significant moderation among Leader's Personality and job burnout. Stewardship leadership style supports the belief that leaders are deeply accountable to others as well as to the organization, without trying control others, define meaning and purpose for others, or take care of others. The last leadership style is known as the servant style of leadership where servant leaders transcend self-interest to serve the needs of others, help others grow and develop, and provide opportunity for others to gain materially and emotionally (Daft et al., 2005).

Conclusion
The objective of study was to know the empirical relationship of Leader's Personality and emotions towards the job burnout in the private organizations working in Khyber Pakhtunkhwa, Pakistan. The data of the study was collected through closed ended questionnaire, used in the quantitative technique. Correlation and regression models were used to know the relationship and effect of explanatory variables and dependent variable.The findings of regression model shows that the role of Leader's Personality and employee emotions have a significant effects on job burnout and also the interaction 1 (Leader's Personality + organizational support) and interaction 2 (emotions + organizational support) shows a significant moderating role among role of Leader's Personality and job burnout and employee motions and job burnout. The leadership should follow the positive behavior as this will be adopted by the employees and they will control and mould their emotions. The management should be positive and supportive so that the employees might not think of turnover. The study might be conducted in other sectors as well especially in those sectors in which the job burnout ratio is higher.

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