

## An Examination of the Relationship between Psychological Capital and Job Burnout among Doctors of KPK and Punjab Provinces, Pakistan by Using Confirmatory Factor Analysis

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**Abstract:** The basic objective of this study was to investigate the relationship between Psychological Capital and Job Burnout among doctors of KPK and Punjab provinces of Pakistan. Data were collected through Psychological Capital Questionnaire (Luthans et al., 2004) and Maslach Burnout Inventory General Survey (Maslach, 1981) from 324 doctors working in different government and private hospitals of KPK and Punjab provinces of Pakistan. Statistical Package for Social Sciences and Amos were used for data operation. Correlation and Confirmatory Factor Analysis was used to test the hypothesis. The results of correlation showed that Psychological Capital had a significant negative relationship with job burnout. The results of Confirmatory Factor Analysis revealed that model was fit well and showed chi square (n, 324) 12.848, Goodness of fit index (GFI), 0.989, Comparative Fit Index (CFI), 0.99 and Root Mean Square Error of Approximation (RMSEA), 0.02. The beta showed that psychological capital has a negative impact of 0.80 on job burnout.

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**Key words:** Psychological Capital; Burnout; Doctors; Pakistan

### Introduction

Burnout is considered very detrimental for the organization for it is connected to decreased organizational performance and many other work related issues such as increased absenteeism and turnover, poor quality of care, low morale and interpersonal problems (muchinsky, 1987 and Turnipseed, 1988). Job burnout engenders many other problems such as physical exhaustion, insomnia and alcohol abuse (Maslach, 1981). Burnout develops the feelings of unsuccessful work performance and negative attitude toward self, work and others (Pines and Aronson, 1981). They further added that burnout had negative bearings on family relation and peer relation that intimately results in poor performance of employee. Burnout also leads to some mental problems such as depression, anxiety, insomnia and feelings of inadequacy (Lambert et al., 2007). Hypertension, duodenal ulcer, irritable bowel syndrome, heart disease, back and joint pain, and migraines are the physical diseases linked to occupational stress (siu et al., 2002 and wong et al., 2001).

### Job Burnout

Burnout is defined as “a syndrome of exhaustion, cynicism and low professional efficacy” (Maslach, 1996). Burnout is mental and physical exhaustion resulting from heavy workload and stress. Burnout has three dimensions namely, emotional exhaustion, depersonalization and reduced personal

accomplishment (Maslach and Jackson, 1981). Emotional exhaustion is a state of severe emotional fatigue and lack of eagerness and vigor towards work. Depersonalization is referred to as an intentional attempt to create and maintain a gap between the self and work as well as the demonstration of unresponsive, inactive and pessimistic feelings and attitudes towards subordinates, boss and coworkers at work. Reduced personal accomplishment is referred to as low sense of self respect, inability to experience satisfaction and pleasure and low sense of accomplishment linked to job performance.

### Psychological Capital

The concept of psychological capital was first proposed by Luthans et al., in 2004. They define psychological capital as “a positive state of mind exhibited during the growth and development of an individual”. Psychological capital has four dimensions which are self-efficacy, optimism, resiliency, and hope. Self-efficacy is referred to as the ability and confidence to handle tasks, confront challenges and the spirit to get through. Resiliency is referred to as the mental ability to recuperate from collapses, problems, and adversities or even to surmount them. Hope is referred to as a state of motivation and enthusiasm that helps achieve the predetermined goals and objectives through different means.

**Relationship between Psychological Capital and Job Burnout**

A very few studies (three or four in number) have tested the relationship between psychological capital and job burnout. According to Luthans et al., (2004) psychological capital has a significant impact on the development of job burnout. Luo and Hao (2010) conducted a study by using the Chinese nurses as a sample and concluded that psychological capital had a significant effect on job burnout.

Hypothesis: Psychological Capital is negatively related to Job Burnout of Doctors working in KPK and Punjab Province, Pakistan”.

**Methodology**

**Data Collection**

Data was collected through Psychological Capital Questionnaire (Luthans et al., 2004) and Maslach Burnout Inventory General Survey (Maslach, 1981) from 324 doctors working in different government and private hospitals of KPK and Punjab provinces of Pakistan. A total of 480 questionnaires were distributed. After a three reminders a total of 327 questionnaires were returned. Three questionnaires were eliminated because of incomplete information.

**Instruments**

**Psychological Capital Questionnaire**

PCQ was adapted from Luthans et al. PCQ contains 24 questions related to its four dimensions which are Self Efficacy, Optimism, Resiliency and Hope. The responses were rated on 6 point likert scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (6). All dimensions of PCQ showed a good reliability, Self Efficacy (Cronbach’s Alfa 0.88), Optimism (Cronbach’s Alfa 0.78), Resiliency (Cronbach’s Alfa 0.91) and Hope (Cronbach’s Alfa 0.85).

**Maslach Burnout Inventory General Survey**

Job Burnout Inventory General Survey developed by Maslach was used to measure the three dimensions of job burnout which are Emotional Exhaustion, Depersonalization and Reduced Personal Accomplishment. The survey contains 15 items. The responses were recorded on 7 point likert scale ranging from 1 (Never) to 7 (Every Day). All dimensions showed good reliability, Emotional Exhaustion (Cronbach’s Alfa 0.86), Depersonalization (Cronbach’s Alfa 0.84) and Reduced Personal Accomplishment (Cronbach’s Alfa 0.92).

**Results**

The results revealed a significant negative correlation between psychological capital and job burnout. Thus the hypothesis that “Psychological

Capital is negatively related to Job Burnout of Doctors working in KPK and Punjab Province, Pakistan” is accepted in this study.

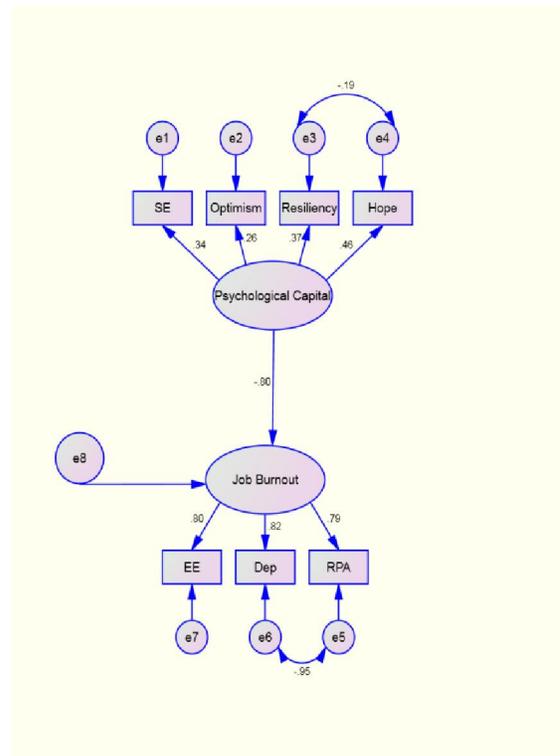
**Table 1: Demographics**

Age	Frequency	Percentage (approx)
20-25	122	38
26-30	103	32
31-35	65	20
Above 35	34	10
<b>Total</b>	<b>324</b>	<b>100</b>
Marital status		
Married	206	67
Single	118	36
<b>Total</b>	<b>324</b>	<b>100</b>
Gender		
Male	295	91
Female	29	9
<b>Total</b>	<b>324</b>	<b>100</b>
Qualification		
Graduate	176	54
Master	137	42
MS	11	4
<b>Total</b>	<b>324</b>	<b>100</b>

**Table 2: Correlation between Psychological Capital and Job Burnout**

	Psychological Capital	Job Burnout
Psychological Capital	1	-.524**
Burnout	-.524**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).



The results of Confirmatory Factor Analysis (CFA) showed that the model was not fit well showing chi square (n, 324) 65.623, Goodness of fit index (GFI), 0.95, Comparative Fit Index (CFI), 0.89 and Root Mean Square Error of Approximation (RMSEA), 0.11. The modification index showed that Depersonalization and Reduced Personal Accomplishment were highly correlated. So they were merged. On the other hand Resiliency and Hope were highly correlated. They were also merged. Then the model was fit well and showed chi square (n, 324) 12.848, Goodness of fit index (GFI), 0.989, Comparative Fit Index (CFI), 0.99 and Root Mean Square Error of Approximation (RMSEA), 0.02. The beta showed that psychological capital has a negative impact of 0.80 on job burnout.

### Conclusion and Recommendation

The objective of this study was to find out the relationship between Psychological Capital and Job Burnout among doctors of KPK and Punjab provinces of Pakistan. Data were collected from 324 doctors working in different government and private hospitals of KPK and Punjab provinces of Pakistan. The results showed that Psychological Capital had a significant negative relationship with job burnout. The results of Confirmatory Factor Analysis revealed that model was fit well and showed chi square (n, 324) 12.848, Goodness of fit index (GFI), 0.989, Comparative Fit Index (CFI), 0.99 and Root Mean Square Error of Approximation (RMSEA), 0.02. The beta showed that psychological capital has a negative impact of 0.80 on job burnout.

The management should pay attention to the different dimensions (Self Efficacy, Optimism, Resiliency and Hope) of psychological capital in order to reduce the job burnout of doctors of KPK and Punjab provinces of Pakistan because it is negatively related to job burnout.

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