

## Effects of Burnout on Employee Creative Performance and Counterproductive Work Behavior: Does Psychological Capital Matter?

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The present study aims to examine the impact of burnout on creative performance and counterproductive work behavior with a psychological capital. 274 employees from IT industry in Pakistan participated using a self-administrated questionnaire. Based on Partial least square structure equation modeling (PLS-SEM), the results suggest the significant impact of burnout on employee's creative performance and counterproductive work behavior. Further results suggest that there is no significant impact of psychological capital as a moderator for any of the employee outcomes. This study contributes to psychology and stress management literature suggesting the burnout as contributing factor in shaping employee behavior. This study also helps managers to understand that employee's satisfaction and wellbeing is extremely important to enhance their creative performance. The study further suggest that organizations should arrange technical trainings to improve employee's skills and knowledge and some motivational training to increase morale of employees so that they should not experience burnout. This is how organizations save cost and operates smoothly towards success. Future avenue of research is also provided in the end of the study.

**Keywords:** Burnout, Creative Performance, Counterproductive work behavior, Psychological capital.

### INTRODUCTION

For the long time, organizational researches keep their focus on positive prescriptive of workers behavior for instant, job gratification, organizational determination, work assignments, work recruitment and teamwork coordination. Whereas the negative side has been neglected so long and have questioned the effects of workplace policies. Human resource is the vital and most significant asset in every organization (Ivancevich, 2010, Manda & Wood, 2016) therefore, employers want to capitalize their skills and knowledge to increase the profitability but at the parallel, they have forced to remain in pressure for achieving targets. This pressure has brought the negative outcomes in the employees. Some of the outcomes are absenteeism, dodging (cleverly running away from responsibilities) responsibilities, violence and revenge. These types of actions are main cause to develop malfunction as a result decreased performance that ultimately decrease profit of organization. It certainly carries consequences for society and leading to ruin the reputation of organizations (Ansari, Maleki & Mazraeh, 2013). While it is significant to know the factors that contributes to successful working relationship between a individual and organization, it is essential to know about those factors as well that may leads toward undesirable behavior (Monnastes, 2010), Organizational researchers explain it as psychological stress related to job that have negative effects on job outcomes as well as health of stakeholders (Kammeyer-Mueller, Wanberg, Rubenstein & Song, 2013).

Owing the issues discussed above, organizations find themselves in great trouble due to continually increasing stress among employees at workplace. (Bashir & Ramay, 2010). Due to vigorous changing of today's workplace, basically workers from all occupations are facing burnout; a disorder of emotional collapse, depersonalization, and decreased performance (Bolton,

Harvey, Grawitch & Barber, 2012). One-way emotional burnout may damage organizational outgrowth through inefficient work performance, Counterproductive work behavior (CWB), another way, may harm organizations (Ugwu, Enwereuzor, Fimber & Ugwu, 2017).

The organizational performance could not gain the same focus on negative side. (Hosseini & Somayah, 2018; Karatepe & Ehsani 2012) suggest the stressor emotion such a negative emotion are very authoritative to CWBs which is deviated performance. Approximated loss of organizational \$6 to \$200 billion each year due to employee's divergence and deliberate negative behavior has been documented (Hammond, 2008; Michel & Hargis, 2017;). Similarly, organizations are striving to increase the employee creative by various means at workplace which include the creativity trainings, designing the workplace stimulate the creativity and innovation. However, the all efforts remain in vein if the employees are experience burnout at workplace. Thus, the further research is demanded to understand the relation of burnout on creative performance and CWB.

While the efforts to decrease the burnout is a top priority of the organizations these days, in recent times, organizational behavior research has changed their focus from viewing employees as struggling to cope with weakness to viewing employees capable to embrace their strength and betterment in workplace. Psychological capital has been seemed related to various job outcomes including job performance and satisfaction (Abbas, Raja, Darr & Bouckennooghe, 2014), Turnover intension and cynicism (Avey et al, 2010). Positive psychological states like commitment, and work engagement foster energy and motivates employee to enhance a person's skills knowledge and actions so that employee may be involved in creative tasks (Gupta & Singh 2014; Rego, Sousa, Marques & Cunha 2012). However, very little has been revealed in relation with job stress

(Abbas & Raja, 2015), and Counterproductive work behavior (Avey, Luthans & Youssef, 2010; Ma & Li, 2019). In this regards, Zhao & Zhang (2010). further pointed out that despite of wide range of previous studies on relationship of psychological capital and job stress, its relationship with burnout has not been significantly emphasized. Thus, the present study finds the moderating role psychological capital between the burnout and employee behavioral outcomes

## **LITERATURE REVIEW**

Burnout is getting attention of researchers due to its large enough consequences over the time. Its cause of loss in production as well as increasing cost for both employees and organization (Bakker, Demerouti & Sanz-Vergel, 2014). Burnout seems very burning issue for employees because mostly the employees either experience this problem or are moving in a situation which will let them experience this sort of issue (Ju, Qin, Xu, & DiRenzo, 2016) experiencing burnout is very difficult because it carries adverse effects on job outcomes as well as employee's health ( Karatepe & Ehsani, 2012). As per Yavas, Karatepe and Babakus (2018), it might be response to those factors that developing that stress. Those factors decrease the creative performance and increase counterproductive work behavior.

This study is grounded on Conservation of resource (COR) theory. That has been widely used in examining job stress and burnout (Yavas et al., 2018). The person experiencing burnout does not involve in interpersonal relationships and do not feel sense of personal accomplishment. It has several job outcomes including quitting intentions. In other words, burnout causes heavy cost to organizations. Apart from that burnout has severe impact on employee's behavior and performance both. No doubt in every organization pressure exists either big or small and due to this pressure organization have become so much perplexed. Pressure at the workplace has its own significant value and effect on over the representatives work execution and behavior of workers inside the organization (Bashir & Ramay, 2010). As per COR theory individuals try hard to maintain, protect and retain their resources as compare to main resource theories, this integrated resource theory differentiated four wide classes of resources, that are material, condition, personal and energy resources.

### **Burnout and Employee creativity**

An individual creativity is linked by mutual effect of number of factors (Sweetman, Luthans, Avey & Luthans, 2011). Some of those factors are individual work-related attributions intrinsic motivation and Knowledge. Individual creativity will increase when they are assured that the task, they perform is worthwhile (Asad & Khan 2003). Burnout which create sense of depersonalization and lack of personal accomplishment among employees, which in result badly damage the capabilities of employees to think about new ideas or coming up with novelty (Laschinger & Fida, 2014). Job burnout creates job dissatisfaction that in addition enhance the ambiguity in employees regarding worth of task they perform (Dong Ju et al., 2016). Similarly, Abbas and Raja (2015) also describe job stress

as harmful factor for creative performance. Research on creativity at workplace has made to understand the reasons or bases for creative performance of employees and teams in organizations. Hence current study proposed that:

**H1:** There is significant impact of burnout on employee creative performance

### **Burnout and counterproductive work behavior**

CWB is very costly and put the organizations under threatening situation. CWB is associated with two types of costs one is financial cost which can come up with consequences related to organizations reputation, decreased production, and lawsuits and employee's compensation. Another is social cost which may cause injuries which may be mental or physical, which further create job dissatisfaction and psychological disturbance. Despite its cost and wide spreaders of counterproductive work behavior in organizations, information related to CWB is very little (Ansari, et al 2013). As per researchers, burnout give off its consequences which further leads to behavioral consequences like bullying, violent conduct aggressiveness and reduction in productivity (Asad & Khan, 2003; Smoktunowicz et al., 2015). Job burnout has been considered gradual destruction of employees' resources and as well as energy. It causes exhaustion in individual which in result decreases job performance and create interpersonal conflicts. Whereas for organizational health interpersonal relationships should be strong (Koys, 2001).

Individual with job burnout will demonstrate decreasing professional efficacy, emotionally exhausted and cynicism. Excessive emotional exhaustion and lack of professional efficacy cause interpersonal conflicts which in results cause work deviant behavior among employees. Hence job burnout may cause employee to involve in counterproductive work behavior. Maslach and Jackson viewed that burnout can be measured by emotional stress, depersonalization and reduced accomplishment (Yavas et al, 2018). Whereas employees' negative emotions play an important role in promoting CWBs activities. As per researcher's employees with emotional exhaustion will more likely be involved in CWBs (Ansari et al, 2013) put into consideration that when there are certain constrains within the organizations, the level of burnout will increase which in results cause passive as well as active CWBs. Hence Burnout play crucial role to predict CWBs and describe the way how it leads to CWBs. Based on above literature, we may hypothesize that

**H2:** There is significant impact of burnout on Counterproductive work behavior

### **Moderating role of psychological Capital**

Researchers have revealed that employee's psychological capital can significantly increase employee creativity (Avey et al 2010; Rego et al, 2012; Sweetman, et al, 2011). This contribution in research work which connect psychological capital positively with creative performance increase our understanding of psychological resources which are predictable for employee creative performance (Avey et al, 2012). Studies reveled that those employees with high level of psychological capital usually

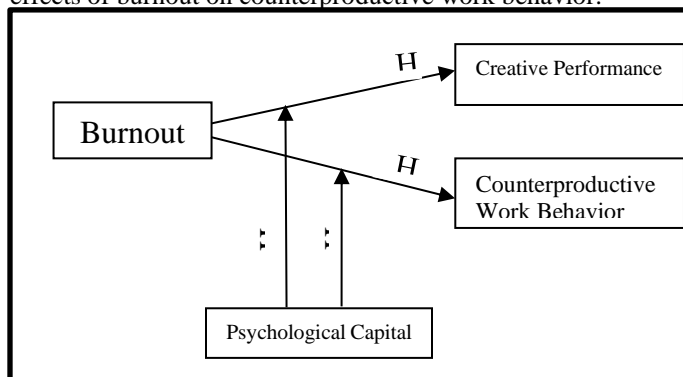
get involved in organization citizenship behavior and they or not intended towards CWB (Manzoor, 2015). Organizational inflexibilities are stressors and that support counterproductive work behaviour (Zhang, Crant & Weng, 2019). To make positive attitude towards job and organization among employees and to create ethical human resource, it's crucial to identify and find some effective solution for counterproductive work behaviour. This is how organizations can increase the organizational citizenship behaviour and foster organizational efficiency and effectiveness. Identifying such deviant behavior which destroys tangible and intangible recourses can help the managers to take the employees away from such harmful behavior (Gulza, Moon, Attiq, & Azam, F2014). In addition, Liu et al. (2013) proposed that those employees with high level of perceived supervisor support and psychological capital are more creative. Wang, Chang, Fu and Wang (2012) identify employees with under rewarded and over rewarded had lower level of psychological capital and high level of psychological capital and that psychological capital had negative relationship with depressive symptoms. In recent years researchers suggested that high level of employment uncertainty leads towards low level of psychological capital which in turn predict higher level of stress (Epitropaki, 2013). Taking this point, current research aims to mainly explore the moderating impact of psychological capital on relationship of burnout, creative performance and counterproductive work behavior.. Hence current study proposed that:

**H3:** Psychological capital moderates the relationship between burnout and creative performance

**H4:** Psychological capital moderates the effects of burnout on counterproductive work behavior.

#### Research Model

The model in figure1 shows conceptual framework of current study. (H1) there is significant negative impact of burnout on creative performance. (H2) there is significant positive impact of burnout on counterproductive work behavior. (H3) psychological capital moderates the effects of burnout on creative performance. (H4) psychological capital moderates' effects of burnout on counterproductive work behavior.



**Figure 1 Conceptual Framework**

#### RESEARCH METHODOLOGY

As current study uses hypothesis to check relationships and impacts among the variables, therefore, the best justified

research is quantitative research (Nardi, 2018). This study was conducted in Karachi on IT industry in four months. Cross sectional data was gathered through self-administered questionnaire which has been adopted from previous literature. The sample size was 384 but could not get responses of all targeted employees. Only 71% of response rate was achieved hence the actual sample size for this study is 274 employees from IT sector of Karachi. The data was analyzed through SmartPLS3 software (Ringle, Wende & Becker, 2015).

#### Measurement of the Variables

A five-point Likert scale ranging from strongly disagrees to strongly agree is be used for the all variables.

**Burnout:** For measuring burnout, Leiter & Schaufeli (1996) scale has been used which include 12 items. It has been measured through four dimensions which are, emotional Exhaustion, Cynicism & Professional efficacy.

**Creative Performance:** It was measured through 5 items given by the study (Wang & Netemeyer, 2004).

**Counterproductive Work Behavior:** For measuring CWB, scale was adopted from a study (Spector, Bauer & Fox, 2010) which includes 12 items. Items measured following dimensions; Misuse of time and resource, poor quality work, Theft & related behavior, misuse of information. **Psychological capital:** It was measured through ten items adopted from a study (Luthans, Avolio, Avey & Norman, 2007).

#### Profile Analysis

In current study there was almost gender balance (Female 50.4%, Male 49.6%). Majority of respondent with 37.2% fall in age group of 26 to 30 followed by 29.6% in age group of 36 & above and 20.1% comes in age group of 31-35. Whereas 56.9% of respondents hold Master degree, followed by bachelor degree holder with 34.3% and only 8.8 % respondents possess PhD degree. In addition, half of the respondents were married with 53.6% whereas 38.3% respondents were single. As job experience is concern, majority of respondent 45.6% fall in 1-5 years' experience group, 44.5% fall in 6-10 group. Whereas only 9.9% respondent fall in 11-15 years age group. and only 10% respondents possess 11-15 years of experience.

**Table 1 Demographics Profile**

		Frequency	Percent
Gender	Male	136	49.6
	Female	138	50.4
Age	20-25	36	13.1
	26- 30	102	37.2
	31-35	55	20.1
	36 and Above	81	29.6
Education	Bachelor	94	34.3
	Masters	156	56.9
	PhD scholars	24	8.8
Status	Single	105	38.3
	Married	147	53.6
	Divorced	22	8.0
Job Experience	1-5	125	45.6
	6-10	122	44.5
	11-15	27	9.9
	Total	274	100.0

#### RESULTS

After collecting data from respondent tests were applied on it. The results in this study shows measurement Model and structural model analyzed using SmartPLS3.

#### Assessment of Measurement Model

Measurement models show the implicit as well as explicit relations among latent variables and their measures (Chen, Bollen, Paxton, Curran & Kirby, 2001). It shows the validity of the scales which used for data collection. This model provide reliability, which show item consistency and validity that basically helps to know that a scale really measures what it was supposed to measure or not. It is very important to test Measurement model before testing hypothesis. Another important point to put in consideration is that whether the model is reflective or formative in nature. This study is reflective in nature which means all measuring items of variables are originating from the same variable (Hair Jr, Hult, Ringle & Sarstedt, 2016).

Reliability test are run to see the extent to which a scale can produce consistent results if repeatedly measure the responses. For testing reliability of the scale Cronbach's alpha is considered as most widely used method. As per Hair et al. (2016), its value should be greater than 0.7, but 0.6 is also considered satisfactory. Composite reliability is another important measure, which measures the internal consistency of each construct. That means that all the items of a construct measure the same concept. As per Hair et al. (2016) those items with less than 0.6 composite reliability shows lack of internal consistency among all the items of single construct All the items meet the given the given threshold in this study (Table 2).

The convergent validity shows the point to which one indicator positively correlates with another indicator of the same construct. Convergent validity helps to identify whether the items of construct are as per the theoretical direction (Kline, 2011). Furthermore, for the measure the reflective constructs validity, outer loadings and Average Variance extracted (AVE) are supposed to be measured. Average variance extracted is a measure which measures the convergent validity. Literature supports greater than 0.5 AVE is acceptable (Fornell & Larcker, 1982). Whereas AVE less than 0.5 show that, items may have greater chance of error (Hair et al, 2016). Regarding outer loading standard estimation of outer loading is 0.7 or above (Wong, 2013). Those items with outer loading of less than 0.4 should be removed and outer loading of items 0.5 is acceptable. All items were loaded above .05 thus meet the threshold (Table 3).

**Table 3: Outer Loadings**

Construct	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
CWB	0.846	0.891	0.621
Creative Performance	0.870	0.912	0.725
Cynicism	0.816	0.881	0.656
Emotional exhaustion	0.875	0.920	0.742
Professional inefficacy	0.846	0.907	0.718
Psychological Capital	0.870	0.870	0.536

	Loadings	Construct	Loadings
	Burnout	Counterproductive Work Behavior	
Cynicism		ABS1	0.847
CM1	0.564	ABS2	0.681
CM2	0.890	ABS3	0.782
CM3	0.894	PD1	0.902
CM4	0.845	PD2	0.933
	Emotional exhaustion	SB1	0.663
EX1	0.874	SB2	0.782
EX2	0.782	TFT1	0.894
EX3	0.932	TFT2	0.805
EX4	0.919	TFT3	0.881

PE1	Professional inefficacy	WD1	0.614
PE2		WD2	0.890
PE3		Psychological Capital	
PE4		HP1	0.885
		HP4	0.823
	Creative Performance	OPT1	0.633
CP1		OPT2	0.751
CP2	0.841	RC3	0.616
CP3	0.864	RC4	0.917
CP4	0.935	SE1	0.815
CP5	0.911	SE2	0.801
	0.909	SE3	0.847
		SE4	0.747

Discriminant validity basically shows that how much the constructs are unrelated to each other. Discriminant validity can be calculated through Fornell-Larcker Criterion. This test basically shows the point to which one construct is different from another construct in the model. Furthermore, each construct should have greater variance value of its own item as compare to variance of other construct. As shown in table 4, each construct possesses higher value of its own items as compare to variance of other construct.

**Table 4: Fornell-Larcker Criterion**

	CWB	CP	CM	EX	PHYCP	PE
CWB	0.812					
CP	0.006	0.893				
CM	0.794	-0.053	0.810			
EX	0.777	-0.262	0.723	0.879		
PSYCP	-0.191	0.848	-0.248	-0.424	0.802	
PE	0.332	-0.750	0.466	0.520	-0.865	0.847

**Assessment of structural model**

In this study PLS has been used to test the hypothesis. 5000 Bootstrapping was run to check the significant values to decide whether hypothesis is supported or not. In order to analyze whether to we reject the null hypothesis, T-value and P-value were carefully analyzed. T-value should be greater than 1.96 and P-value should be less than 0.05. Results indicates that both hypotheses are significant and supported by results which means Burnout has significant positive impact on employee Counterproductive work behavior. That means that if burnout among employees increase the counterproductive work behavior of employees will also increase. Moreover, H2 is also supported by results which show that Burnout has significant negative impact on Employee creative performance, which means that when burnout among employees increases it decreases employee's creative performance. In current study Psychological capital interact as moderator among Burnout, creative performance and counterproductive work behavior. Table 6 shows H3 and H4 both are not supported which means that psychological capital does not moderates the effects of burnout on employee's creative performance and CWBs.

**Table 6: Hypothesis testing**

z	Relation	Beta	SD	T Statistics	P Values	Decision
H1	BOT -> CWB	0.772	0.02	39.23	0.00	Supported
H2	BOT -> CP	-0.422	0.05	8.13	0.00	Supported
H3	MOD BOT -> CP	0.062	0.041	1.49	0.136	Not Supported
H4	MOD BOT -> CWB	0.031	0.034	0.893	0.372	Not Supported

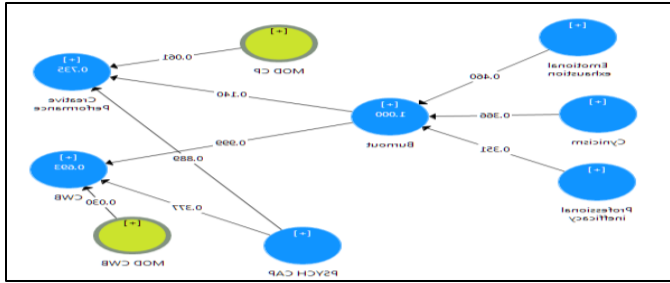


Figure 2: Path Diagram

**DISCUSSION**

In this Global age, technologies change so fast that organizations which adopt the changes in earliest are surviving organizations. This boom of technologies at one side helps organizations to save cost time and makes the organizations more efficient which in results improve business conditions generate more revenue and better organizational performance. But this is not all happy and good ending of global age at the other side. In fact, this is one sided story because it ignores the most asset of organization that is human capital. Organizations invest more on technology for their success but less on human resources of the organizations. Companies do not pay proper attention to employees of that organization. They put their work force under pressure and do not consider employees wellbeing, their work life balance (Avey et al, 2010). Keeping the importance of human asset in mind, the purpose of this study was to examine moderating effects of psychological capital on relationship of burnout, Creative performance and counterproductive work behavior.

Whereas previous studies reveal enough work regarding psychological capital as mediator but very little has been discussed about psychological capital as moderator (Abbas & Raja 2014). That is why psychological capital was examined as moderator in current study (Wang, Wang & Xia, 2018). When applying psychological capital as moderator results show it does not perform buffering effects. One of the possible explanations of insignificant results is trust on the leadership (Maher, Mahmoud & El Hefny, 2017). Similarly, Petersen and Youssef-Morgan (2018) suggests that development of leadership psychological capital may help to increase hope and optimum in employees. Prior researchers have found that employees who find lack of trust on their leader, they have low self-esteem to work for the organizations (Mo & Shi, 2017). Psychological capital considered as an internal characteristic of the employee require to build self-esteem which may result in decrease in negative behavior. However, this characteristic is itself depends on the trust on their leadership. The results of the study further suggest that organizational need to focus on developing the psychological capital of their employees so that it may help to reduce negative outcomes in the employees.

Another possible explanation for finding the non-significant results is employees' mood at workplace. It has been evident that employees with good mood have significant role in developing the psychological capital (Zhun, Schooler, Yong, & Mingda, 2018). Employees have burnout issue may experience the

negative mood which results in changing the psychological capital rather negativity rather its core characteristics (Luthans & Youssef-Morgan, 2017). While looking the results insights, we may understand that respondents are IT professional whose job is versatile and much stressed. If these work force have negative mood, they may produce creative results from their assigned tasks. Thus, the negative mood resists the employees to develop the positive psychology.

**Recommendations**

It is to be recommended in current study that in this competitive age organizations should not overlook employees needs and concerns because organizational growth and performance is linked with their creative performance and positive attitude and behavior. With the passage of time organizations should invest on employees so that their skills and knowledge should be enhanced. Organizations should arrange trainings and such motivational programs to improve the morale of employees and keep them motivated. This motivation will keep them energetic and satisfied with their job which ultimately. They will be capable enough to think out of box, employees will come up with new ideas that support creative performance and keeps them away from deviant behavior. Motivated and satisfied employees will not engage in counterproductive work behavior. They will own the company and won't spread bad words of mouth for it. Moreover, these employees with creative performance and positive behavior will lead the organization towards success.

**Limitations and direction for Future Research**

This study has been conducted to investigate the moderating effects of psychological capital on burnout, creative performance and counterproductive work behavior which is basically deviant behavior. The current study has been limited to only IT industry of Pakistan. Future research should conduct in any other sector or industry to compare the existing results of the study. An important limitation of this research is that only cross-sectional data was conducted instead of longitudinal data. Hence to get more insights about the topic, future research should be carried out in longitudinal data as well. Although results of current study indicate that the psychological capital does not moderate the effects of burnout on creative performance and counterproductive work behavior in general, but it may have effects on both or any one in certain conditions. Hence it is suggested to test moderating effects of psychological capital on employee's creativity and counterproductive work behavior in certain conditions. Further, current study suggest that counterproductive work behavior should be examined as mediator between burnout and creative performance. Further, it is important to find the impact of psychological capital on employee engagement which may lead to counterproductive work behavior (Soni & Rastogi, 2019).

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