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THE EFFECT OF PSYCHOLOGICAL CAPITAL AND ORGANIZATIONAL COMMITMENT IN RELATION TO JOB BURNOUT

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Abstract:

The idea of well-being, one of MADANI Malaysia's fundamentals, goes align with excellent health. Employee Wellness Report stated that 58% of Malaysian workers burnout and 51% report having a bad or average work-life balance. Job burnout has been associated with various adverse effects on the physical and mental health of employees. The purposes of this study are to investigate the level of psychological capital, organizational commitment, and job burnout among employees at Northport (Malaysia) Berhad. The purpose of this study also to identify and to determine the relationship and effect between psychological capital and organizational commitment towards job burnout among employee at Northport (Malaysia) Berhad. The population for this research involves 443 employees at Northport (Malaysia) Berhad with 286 sample size. Sampling technique is a simple random sampling technique that researchers chose from the number of populations. This research methodology uses a quantitative survey approach with questionnaire is adopt and adapt from previous research, which is use PCQ instrument, OCQ instrument and MBI-GS instrument. The questionnaire is validated by experts and the reliability value is high. The results of this study on key issues related to job burnout of employees at Northport (Malaysia) Berhad. The finding of this research showed that the level of psychological capital is high, while level of the organizational commitment and job burnout level are moderate. In this study proved that a negative relationship between psychological capital and organizational commitment towards job burnout. However, there is a significant effect between organizational commitment and job burnout. This study aims to provide organizations with essential tools and insights to support and enhance employee work performance. Additionally, it strives to empower

organizations to cultivate a workforce capable of making effective contributions towards the attainment of their broader corporate objectives.

Keywords:

Psychological Capital, Organizational Commitment, Job Burnout

Introduction

Job burnout has emerged as a prevalent concern in both organizational and individual contexts, particularly within today's fast-paced and demanding work environments. Burnout refers to a state of emotional, mental, and physical exhaustion caused by prolonged exposure to work-related stress (Salvagioni et al., 2017). It negatively impacts employees' mental health, job satisfaction, and overall productivity, thereby compromising organizational performance. Prolonged burnout can further lead to an increased risk of various physical and mental health issues, including cognitive decline and mood disorders (Penz et al., 2023).

Researchers and practitioners have long sought to identify the factors that contribute to burnout. Burnout is considered a major psychosocial hazard in the workplace, one that imposes substantial financial burdens on individuals and organizations alike (Edú-valsania et al., 2022). According to Edú-valsania et al. (2022), several factors contribute to job burnout, including workload, control, reward, community, fairness, and values. When burnout manifests, it leads to a range of physical, mental, personal, and professional consequences.

In 2023, Malaysia embraced the "Malaysia MADANI" concept, which aligns with the country's broader goals of achieving sustainable development. As reported by Ismail (2023) in *Berita Harian*, Malaysia MADANI represents a holistic framework aimed at fostering humane and collaborative governance, underpinned by six core values: sustainability, creativity, respect, confidence, civility, and well-being. Mental health, an integral part of well-being, is considered vital to the country's ability to grow independently. This concept emphasizes the importance of addressing mental health as a pathway to enhancing national productivity and prosperity.

The logistics sector plays a significant role in Malaysia's economic infrastructure, especially in the operations of Northport (M) Berhad. This organization, based in Port Klang, Selangor, has achieved significant milestones, including surpassing cargo throughput records and investing in modern terminal equipment. However, as the sector evolves towards a more responsible corporate culture, its traditionally demanding nature is expected to transform, impacting the physical demands placed on workers (Sabel, 2021). The mental health of employees remains a critical issue, as indicated by a wellness report showing that 58% of Malaysian workers experience burnout, with 51% reporting poor work-life balance (Ignatius, 2022). This situation, exacerbated by the COVID-19 pandemic, highlights the urgent need to address burnout and its root causes in Malaysian workplaces.

Burnout is associated with a range of physical health problems, including headaches, fatigue, type 2 diabetes, and cardiovascular issues (Lubbadeh, 2020). Non-communicable diseases, which share common risk factors such as poor diet, smoking, and high stress, are among the top contributors to Malaysia's disease burden (Sulaiman, 2021). Research has demonstrated that burnout contributes to increased absenteeism, diminished job satisfaction, and high turnover rates (Leiter & Maslach, 2017).

The consequences of job burnout extend beyond the individual, affecting organizational performance and, in the long run, national economic productivity. Burnout reduces employee engagement and performance while simultaneously increasing job stress and turnover intentions (Safari et al., 2020). When burnout is not adequately addressed, it imposes significant costs on organizations in terms of lost productivity and increased employee attrition (Lai et al., 2022). Therefore, this study seeks to explore the relationship between psychological capital, organizational commitment, and job burnout, focusing on the employees of Northport (M) Berhad.

Literature Review

Job Burnout

For many professions, burnout has become a big worry, especially in high-stress industries like healthcare and education where long hours, demanding workloads, and emotional demands can negatively impact employees' well-being (Okuda et al., 2020). As per Freudemberger, the initial indication of burnout surfaces when an employee dedicates increased effort and time, yet witnesses diminishing accomplishments (Lubbadeh, 2020). This situation incurs significant expenses for both the company and the employees themselves. The significance of job burnout lies in its association with various adverse organizational outcomes, such as absenteeism, diverse health conditions like cardiovascular disorders, and mental health issues such as insomnia. The dimensions of job burnout encompass emotional exhaustion, depersonalization, and reduced personal accomplishment. "Emotional exhaustion" refers to the state of feeling emotionally drained and excessively fatigued due to ongoing demands, particularly influenced by factors such as workload, time pressure, lack of social support, and role stress (Azharudeen & Arulrajah, 2018). Depersonalization may also signal other conditions, including certain types of substance abuse, specific personality disorders, seizure disorders, and specific other brain conditions (Gerrans, 2019). According to the American Thoracic Society, reduced personal accomplishment is defined as the employee's inclination to negatively judge themselves, coupled with a significant sense of ineffectiveness at work and in social interactions (Mealer et al. 2016). The theory of burnout originates from the Maslach Burnout Inventory (MBI), established in the early 1980s to quantitatively measure the three dimensions of emotional exhaustion (EE), depersonalization (DP), and personal accomplishment (PA). It stands as the most widely used tool for assessing occupational burnout (Lubbadeh, 2020) and is scientifically validated. The Maslach Burnout Inventory is available in three different forms: MBI-Human Services Survey (MBI-HSS), MBI-Educators Survey (MBI-ES), and MBI-General Survey (MBI-GS) (Maslach, 2020).

Psychological Capital

The positive psychological state that a person acquires through growth and experience is known as psychological capital (PsyCap), which is an important individual resource (Khalid et al., 2020). Based on previous research study, it said that the employee with higher level of psychological capacity could have less job burnout (Luthans et al. 2008). Psychological capital is a comprehensive, positive core psychological component of the person, including the psychological state that complies with the norm of positive organisational behaviour, which is primarily made up of four aspects. The dimension for psychological capital is self-efficacy, hope, optimism, and resiliency. Self-Efficacy which relates to a person's confidence in their ability to manage outcomes and overcome challenging situations, is the ability to put in the required efforts to achieve. In other words, a person who has strong self-efficacy believes in control of their own future. (Ferradás et al., 2019). Hope or perseverance towards goals and,

when necessary, redirecting paths to goals to succeed. With a sense of action and an aggressive search for means to reach objectives, hope is a state of positive motivation. Goal-pursuing energy and motivation come from the agency or willpower component, while the routes component encourages the invention of other paths to goals even in the face of obstacles. Optimism is little tendency to make positive causal attributions and develop expectations of success. Those with high levels of optimism think things will turn out positively. Employees that are upbeat are driven to strive towards their objectives and take care of problems right away (Ferradás et al., 2019). Resiliency is the dimension that is an individual's ability to overcome life's challenges and maintain them (Novitasari et al., 2020). Where an individual encounters a variety of issues but can resolve them to create improvements and succeed. Most people call these types of people 'strong' after seeing them come back from a hard situation.

Organizational Commitment

Conceptually, organizational commitment is defined as the relative strength of an individual's identification with and involvement in a specific organization (Atouba, 2021). This commitment signifies the bond established between an employee and the employing organization (Griffin et al., 2010). Organizational commitment holds paramount importance for organizations as it serves as a psychological binding force that ties employees to actions pertinent to the organization, guiding them to align their behaviour with the goals and values of the organization (Galperin et al., 2020). Organizational commitment comprises three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects an employee's emotional attachment to the company, forged through feelings of loyalty and pride (Griffin et al., 2010). Continuance commitment forms based on investments made with the employing organization, encompassing elements such as salary, benefits, pension, non-transferable job skills, and social connections. At this level of commitment, an employee perceives leaving the organization as costly. Normative commitment, as outlined by Meyer et al., (1993), entails the feelings of obligation an individual experiences based on a perceived attachment to an organization's goals. It defines how deeply an individual is psychologically linked to their employing organization by internalizing its goals, values, and missions.

Hypothesis Development

Relationship Between Psychological Capital And Job Burnout.

Several past studies have proved that there is a significant relationship between psychological capital and job burnout in an organization. The previous study by Ferradás et al. (2019) showed that there is a relationship between psychological capital and job burnout among teachers in Spain. Nevertheless, the results indicate that among the teacher groups, those with higher scores in efficacy, hope, optimism, and resilience exhibit more pronounced symptoms of emotional burnout and depersonalization, coupled with lower levels of personal accomplishment. Typically, interventions aimed at cultivating psychological capital should be guided by the encouragement of the development of more purposeful and engaged goals. In addition, previous research by Moyer et al., (2017) also shows that psychological capital and work burnout are significant among staff members in University at Southern area of United State of America. The impact is deemed insignificant, and the connection between workaholism and burnout can be partially explained. Given that workaholic tendencies often align with settings marked by elevated demands and stress, the organizational implications underscore the significance of implementing human-centric practices to positively transform such environments. Moreover, the previous study by Lei & Wang (2020), it shows that there

is significant between psychological capital and job burnout among employees work in industrial and commercial department. The psychological capital of civil servants in the basic industry and commerce departments plays a crucial role in influencing their job burnout. Steps should be implemented to bolster these four dimensions, fostering the enhancement of psychological capital among civil servants.

Drawing on prior research by Freire et al. (2020), it was observed that PsyCap and job burnout exhibit a significant indirect effect, specifically in terms of PsyCap influencing emotional exhaustion among teachers across pre-school, primary, secondary education, and vocational systems in Galicia, Spain. The study also revealed a noteworthy positive impact of PsyCap on a specific dimension of job burnout, namely professional accomplishment. These findings suggest that flourishing is not only an advantageous outcome of a heightened PsyCap but also a crucial psychological resource that supports PsyCap, mitigating the risk of burnout. This discovery aligns with the emerging paradigm emphasizing the promotion of health within the organizational context. Furthermore, the study by Li et al. (2019) shows that there is a relationship between psychological capital and job burnout among nurses in China. The results by correlation analysis showed that PsyCap and creative tendency significantly predicted job burnout. An intriguing discovery in this study revealed that psychological capital not only exhibited a negative correlation with nurse job burnout but also demonstrated a positive association with creative tendencies, with the possibility of being partially mediated by creative inclination. The findings suggest that by developing their creative tendencies, Chinese nurses may further strengthen the beneficial influence of psychological capital on occupational burnout. The role of creative tendency as a mediator in the relationship between psychological capital and job burnout offers fresh perspective on therapies meant to lower nurses' degrees of job burnout.

Hypothesis 1: Psychological capital has a positive relationship towards job burnout.

Relationship Between Organizational Commitment And Job Burnout.

There were several past studies such as Habib (2020) indicated the significant relationship between the organizational commitment and job burnout of secondary school teachers. It was shown that teachers in secondary schools with strong organizational commitment experienced more job burnout than those with low organizational commitment. Teachers that have a high level of organizational commitment are more invested in their work to increase their sense of pride and ownership. As a result of commitment's link to productivity, organizations need to improve it. The study from Atouba (2021) on the previous study state that there is relationship between organizational commitment and job burnout among IT professional in Midwest USA. In this study, burnout's impact on organizational commitment is itself mediated through job satisfaction. Allowing IT professionals to discuss various difficulties or sources of stress, uncertainty, or anxiety at work so that they may be properly managed, and burnout avoided. If it succeeds in doing so, it will probably have a positive effect on EOC and job satisfaction. Not only among IT professionals is there a relationship of organizational commitment and job burnout, but among teachers from the mid-sized city school also from the previous study by Sokal et al. (2021). The tiny percentage of teachers who exhibit the lowest organizational commitment also have the lowest perceptions of external resources. It is remarkable that most teachers still show a commitment to their schools and careers despite experiencing the exhaustion associated with the first stage of burnout.

Another previous study from Zanabazar & Jighiddorj (2021), the relationship between organizational commitment and job burnout is significant among nurses. Employee

commitment to the organization declines as they become more mentally stressed. It is obvious that as time pressure, stress, and cognitive demands increase, so do feelings of weariness and job burnout. As a result, people tend to use less of their knowledge and abilities to do their tasks and lose interest in doing so. The findings of the study indicate that job burnout contributes to a decline in organizational commitment. The previous study from Tuvilla & Potane (2023), it says that among employees of private school have the relationship between organizational commitments and job burnout in Cagayan de Oro, Philippines. The positive regression coefficient means that job burnout is predicted to be higher for employees who scored highly on organisational culture while also scoring highly on organisational commitment, statistically controlling it. The impact of organisational culture on job burnout among survey respondents in the surveyed organisation is being mitigated by organisational commitment. Because organisational commitment exists, as organisational culture grows, job burnout reduces. Job burnout cannot be predicted by organisational culture alone.

Hypothesis 2: Organizational commitment has a positive relationship towards job burnout.

The Effect Of Psychological Capital In Relation To Job Burnout

There were several past studies about the effect of psychological capital in relation to burnout. Research on effects enables researchers to explore causal relationships between variables. The previous study from Çavuş & Gökçen (2015) proved that there is an effect of psychological capital on employees' burnout. In this research proved that if employee's burnout over an extended period, researchers have illustrated that the adverse consequences arising from burnout, such as stress, depression, diminished motivation, feelings of failure, and employee turnover, impact not only individuals but also entire organizations (Schaufeli & Enzman, 2020). This research suggests that employers should not only focus on improving organizational structure but also concentrate on workers' personalities by implementing a psychological capital system because this approach can help reduce job burnout. Next is study from Rehman et al. (2017) that investigate about the role of psychological capital of faculty members of technical and professional institution on the relationship between job burnout and performance. The result provides evidence that the psychological capital (self-efficacy, optimism, hope and resilience) can minimize the impact of job burnout. It is proved from the research that features of psychological capital play a critical role in shaping individual behavior and attitudes. Finally, the study by Mohamed Metwaly et al. (2019) examines the impact of psychological capital on job burnout and coping styles among psychiatric nurses. The study's results indicate that when the level of psychological capital is high, job burnout decreases. The research demonstrates that psychological capital and job burnout are interrelated, as most nurses experience a high level of job burnout, leading to health-related issues such as fatigue, chronic exhaustion, anger, and overall diminished well-being.

Hypothesis 3: There is an effect of psychological capital in relation to job burnout.

The Effect Of Organizational Commitment In Relation To Job Burnout

There were several previous studies about the effect of organizational commitment in relation to job burnout. The study from Mohamed et al., (2020), is to investigate the impact of job burnout on employees' commitment in the tourism industry. The outcome from the study proved that there is a significant effect between organizational commitments in relation to job burnout. If an individual lacks passion for their job, experiences poor interpersonal relationships at work, and cannot derive a sense of self-worth from their work, they are unlikely to find happiness in their job (Peng et al., 2013). Humborstad et al. (2007) proposed that burnout diminishes staff's willingness to provide quality services, and this impact is influenced by the individual staff's level of affective organizational commitment. Positive interactions

with a supervisor could include praise, guidance, and promotions, while positive interactions with a coworker might center more on friendship, assistance, and support. Another study from Wullur & Werang (2020), the outcome of the result is there is a significant effect between organizational commitment in relation to job burnout. In other words, the more teachers' burnout levels decrease, the more their organizational commitment levels increase. Furthermore, organizational commitment plays a significant role as a predictor of teachers' burnout levels. As proved in this study, when there is high level of job burnout, teachers will fail to fully internalize their profession because the organizational commitment and job burnout are related.

Hypothesis 4: There is an effect of organizational commitment in relation to job burnout.

Methodology

In cross-sectional research, the researcher observes the variables without influencing the respondent. By using the quantitative survey approach to collect the data from the respondent. The data collection method is primary data, which is collected fresh and for the first time, and thus happens to be original in character. The method of collecting the primary data is using questionnaires that adopted and adapted from previous research. Quantitative research involves testing objective theories by exploring the relationships among variables (Creswell & Creswell, 2016). The data collection method is primary data, which is collected fresh and for the first time, and thus happens to be original in character. The method of collecting the primary data is using questionnaires that adopted and adapted from previous research.

Based on previous research, the instrument that researchers used in this research for the psychological capital is Psychological Capital Questionnaires (PCQ) by Luthans and Youssef to measure this variable using 6 Likert scale (Moyer et al., 2017; Gong et al., 2019). However, for the second independent variable which organizational commitment use instrument Employee Organizational Commitment (EOC) (Atouba, 2021) and the another instrument is Organizational Commitment Questionnaire (OCQ) by Allen and Meyer 1997 (Zanabazar & Jighiddorj, 2022). And the last variable which is Job Burnout is using instrument Maslach Burnout Inventory General Survey (MBI-GS) by Maslach (Khalid et al., 2020; Gong et al., 2019; Li et al., 2019).

The questionnaire is validated by academicians and experts from industry in Northport Malaysia Berhad. The reliability value of this questionnaire is excellent reliability (0.97). The researcher has opted for IBM Statistical Package for Social Sciences (SPSS) Version 27 to analyze the data collected from the survey in this study. Widely acknowledged for its effectiveness, SPSS is extensively utilized for statistical data analysis in the field of social science. To analyze the data from the survey for objective 1 which is to measure the level of psychological capital, organizational commitment and job burnout, the descriptive analysis was chosen by the researcher. Descriptive statistics analysis is a process or tool where it helps to quantitatively describe the sample characteristics in percentage, frequency, and graphical (Xin, 2021). Furthermore, to answer the objective 2 for this research which is to examine the relationship between psychological capital and organizational commitment towards job burnout are using correlation coefficient because it is statistical measure of the strength of a linear relationship between two variables (Fernando, 2023). For the last objective use regression analysis, is a parametric test for inferring the causal relationships between the independent variables and dependent variables.

Findings and Discussions

In this research, there is a total of 144 survey questionnaires that were distributed to the respondents through Google Form. Fortunately, there were 115 respondents participating in this research, which achieved and exceed the expected sample size number that has been set by Krejcie & Morgan (1970)'s table. Therefore, the return rate of this research was 80% out of 144 respondent and the percent of return rate is acceptable (Ali et al., 2021).

This research primarily focuses on exploring the correlation between psychological capital and organizational commitment in relation to job burnout at Northport (Malaysia) Berhad, located in Port Klang, Selangor. The demographic profile of the targeted respondents encompasses information on gender, race, age, job position, work experience, education level, and awareness of job burnout at Northport (Malaysia) Berhad. Among the 115 respondents, it is evident that the majority, comprising 59 respondents (51.3%), are male. In terms of race, the predominant category among the respondents is Malay, with 100 out of 115 participants, accounting for 87%. The age distribution reveals that a significant portion of the respondents, specifically 45 individuals (39.1%), fall within the 26 to 35 years age group. Examining job positions at Northport (Malaysia) Berhad, the study finds that 59.1% of the respondents hold executive positions, representing the highest number in this research. Conversely, operators contribute the least, comprising only 7.9% or 9 out of 177 respondents. Furthermore, a substantial number of participants, totalling 65 individuals (56.5%), have been employed at Northport (Malaysia) Berhad for over 10 years. Regarding education, most respondents graduated with a bachelor's degree, accounting for 57.4%. Additionally, a noteworthy 87.0% of the respondents demonstrate awareness of job burnout at Northport (Malaysia) Berhad, while 13% (15 respondents) lack awareness of job burnout in their work environment.

The primary objective of this research is to assess the levels of psychological capital, organizational commitment, and job burnout among employees at Northport (Malaysia) Berhad. Consequently, descriptive analysis was carried out in SPSS to gather the necessary data and fulfill the research objective. Finding indicates the level of psychological capital have high level. The data that had been analyzed shows that most of the employees are classified in high level on psychological capital, which contributed 93% (107 employees) while the level of organizational commitment and job burnout are classified in moderate which contribute 91.3% (105 respondent) and 66.1% (76 employees) respectively.

The second objective for this research is to examine the relationship between psychological capital and organizational commitment towards job burnout Northport (Malaysia) Berhad. Hence, Spearman's correlation coefficient was conducted in SPSS to obtain the data and achieve the objective.

a) Relationship between psychological capital towards job burnout

The Spearman's correlation coefficient shows a negative and weak relationship between the psychological capital and job burnout, which is the value is -0.019. Besides, the p-value (Sig.) in the table is more than 0.05, which means that there is a negative relationship between the two variables at 0.838 level of significant. Based on the analysis outcome from Spearman's correlation coefficient, the outcome of this study aligns with past studies by Khalid et al. (2020), Li et al. (2019) and Gong et al. (2019). From the outcome, it can say that there is another factor that contribute to no relationship between psychological capital towards job burnout such as central tendency and emotional intelligent of employee. According to Li et al. (2019) finds that result of the study was that psychological capital was positively correlated

with creative tendency and negatively related to nurse job burnout. This study found a positive relationship between psychological capital and creative tendency and the finding is consistent with earlier research showing that nurses who possess higher levels of these components may be more willing to take risks and innovate to meet future challenges at work. Additionally, creative tendency nurses may be more likely to use coping mechanisms, have higher morale, and bring fun and enjoyment to the workplace all of which may help them avoid burnout from their jobs. According to a Gong et al. (2019), there is a positive correlation between emotional intelligence and psychological capital and a negative correlation between job burnout and psychological capital. This study introduces the idea of psychological capital and analyses the impact of emotional intelligence. Employees' emotional intelligence level influences how well they can communicate and express their emotions to others (Siahaan, 2018). Employees' psychological capital will rise because of their successful work experiences (Madrid et al., 2018). To achieve shared progress in management and performance, businesses or organisations should consider employees' psychological capital development in addition to their job performance on a regular basis.

b) Relationship between Organizational Commitment

The Spearman's correlation coefficient of 0.110 indicates a weak and negative relationship between organizational commitment and job burnout at Northport (Malaysia) Berhad. Furthermore, the p-value (Sig.) displayed in the table exceeds 0.05, signifying a statistically significant negative relationship between the two variables at the 0.243 significance level. Based on the analysis outcome from Spearman's correlation coefficient, the outcome aligns with the study from Yasmin & Marzuki (2015). There might be another factor that cause of no relationship between the organizational commitment towards job burnout such as leadership style and working environment because when relate to the result, the level of organizational commitment and job burnout are both moderate. According to Yasmin & Marzuki (2015), there are chances that another factor will contribute to job burnout and intention to quit such as work environment that content of involvement, peer cohesion, supervisor's support, work pressure, clarity, and physical comfort.

c) The effect of psychological capital towards job burnout

The regression analysis results depict the model summary illustrating the effect of psychological capital on job burnout. The R-value in the table is 0.039, closely approaching -1. The R square is 0.002, signifying that psychological capital accounts for 0.2% of the variance in job burnout. The standard error of the estimate is 0.749. Notably, the ideal range for the Durbin-Watson statistic value is between 1 and 4. In this research, the Durbin-Watson value is 2.132. The ANOVA test results are about job burnout and psychological capital. The data shows that $F(1, 113) = 0.171$ and p-value (Sig.) = 0.680, which is more than 0.05. Therefore, job burnout is not significant by psychological capital. The β -value in unstandardized coefficients is 0.048, which represents that when the psychological capital increases by one unit, the job burnout is predicted to increase by 4.8%. Next, the p-value (Sig.) = 0.680 > 0.05, which represents that job burnout is not significant affect by psychological capital. The result outcome is similar with the research from Kapusuz & Cavus (2019). The findings were insignificant and contradictory, maybe because there's another factor stopping psychological capital from affecting job burnout in this research. This confusion comes from seeing that, even though people had high psychological capital, job burnout was only moderate. Workload levels could be a contributing factor, as overworked employees tend to experience burnout more frequently (Mohamed Metwaly et al., 2019). According to Al Sinawi et al. (2016) this study focuses on nurses experiencing job burnout due to increased workload. In this said that the

challenge of caring for multiple patients simultaneously, working in shifts, and the ongoing concern about contracting infections from clients are the factors that can impact the quality of services for nurses provided to patients. As the idea of study from Kapusuz & Cavus (2019) the statistical results, taken together, have significant consequences for the advancement and enhancement of the quality of both personal and professional lives. Companies can prioritize highlighting employees' positive personality traits and apply psychological capital systems in addition to improving organizational structure. By doing so, they can give workers hope for the future by fostering a clear and understandable organizational culture and streamlining bureaucratic procedures.

d) The effect of organizational commitment towards job burnout

The result of the model summary of the effect of organizational commitment towards job burnout. The R-value in the table is 0.275, which is close to -1. The R square is 0.067, representing that 6.7% of the variance is accounted for job burnout by organizational commitment. The value for standard error of the estimate is 0.720. Lastly, the better range for Durbin-Watson statistics value is within 1 to 4. The value for Durbin-Watson in this research is 2.146. ANOVA test results about the employee motivation and performance appraisal system. shows that $F(1, 113) = 9.227$ and p-value (Sig.) = 0.003, which is less than 0.05. Therefore, job burnout is significantly predicted by organizational commitment, and it is a good fit for the data in this research. The regression coefficient of employee motivation. The β -value in unstandardized coefficients is 0.541, which represents that when the organizational commitment increases by one unit, the job burnout is predicted to increase by 54.1%. Moreover, the p-value (Sig.) = 0.003 < 0.05, which represents that job burnout is significantly predicted by organizational commitment. The outcome from present study is similar with Naghibeiranvand et al. (2022). According to the research from Naghibeiranvand et al. (2022) this study posits that the substantial, inverse relationship observed between job burnout and organizational commitment may be attributed to the stronger connection of organizational commitment with an individual's individuality, identity, and knowledge within the organization. Cognition and identity encourage individuals to perceive themselves as integral parts of the organization. Employees who are committed to their organization attribute their identity to it, assimilate into its culture, and derive satisfaction from active participation and membership. Consequently, such individuals are likely to experience lower stress levels and, consequently, reduced job burnout.

Recommendations and Conclusions

The present study successfully achieved its objectives, and the findings are promising. Nevertheless, certain limitations have been imposed on it. Identifying specific challenges and limitations can provide valuable insights for future research. The study is limited by the fact that its respondents solely consisted of employees from Northport (Malaysia) Berhad. Therefore, this specific sample may not provide a complete representation of the overall workforce in Malaysia when examining job burnout. It is important to interpret the findings and conclusions of this study within the confines of this limited participant group, acknowledging that they may not be universally applicable to the wider range of employees throughout the entire country. For a more thorough comprehension of job burnout in the Malaysian workforce, future research endeavours should contemplate including diverse samples from different organizations and industries.

In addition, the other limitations are the method of survey that researcher used. This methodology hinges on gathering responses from the vantage point of employees,

acknowledging that researchers cannot coerce them into responding to the survey in a specific way. The approach embraces the subjective nature of individual perceptions and upholds the autonomy of employees to articulate their thoughts and opinions. This implies that the survey outcomes are moulded by the authentic viewpoints of the participants, fostering a more genuine portrayal of their experiences and perspectives.

The objectives of the present study were accomplished, and the findings are encouraging. However, there are certain recommendations for future study which is replicating this study in diverse sectors and industry. The application of psychological capital is beneficial for employees at work as positive psychological resources contribute to improved mental health outcomes. Individuals possessing high psychological capital are more prone to lower levels of stress, anxiety, and depression, promoting overall psychological well-being. Moreover, the concept of psychological capital contributes to positive organizational behavior within companies. Organizations stand to gain from a workforce characterized by high psychological capital, leading to enhanced cooperation, collaboration, and positive interpersonal relationships among employees.

In addition, another recommendation for future studies might implement and highly use the research design of quantitative approach. Therefore, it is recommended that quantitative research methods, like survey techniques, remain pivotal in investigating this issue within a mixed-methods approach. The advantages of employing a quantitative approach include the objective measurement of variables in research, which diminishes the influence of personal bias. Future studies should involve respondents across all levels of management to ensure comprehensive coverage and mitigate potential bias in the results. This impartiality is essential for maintaining the reliability and validity of research outcomes.

In conclusion, the hypotheses and objectives of this research were achieved by the overall findings and results. Next, according to the Spearman's correlation coefficient, it is indicated that there is insignificant relationship between the psychological capital and organizational commitment in relation to job burnout at Northport (Malaysia) Berhad. Additionally, it is demonstrated that psychological capital and organisational commitment would not be impacted by job burnout, as evidenced by the regression analysis results. The senior management of Northport (Malaysia) Berhad should also pay attention to the research's findings because they could help raise the level of employees' future performance.

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