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THE IMPACT OF JOB DEMANDS, JOB RESOURCES AND JOB EMPOWERMENT ON EMPLOYEE ENGAGEMENT AND EMPLOYEE BURNOUT: AN EXAMINATION OF THE MODERATING ROLE OF PSYCHOLOGICAL CAPITAL

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ABSTRACT

Objective: *The objective of this research is to explore how employee engagement and burnout in the corporate sector of Karachi are related to psychological Capital, job expectations, job empowerment, and job resources.*
Design of Study: *Survey design*
Duration and Place of the Study: *The survey was conducted in Karachi's corporate sector. The six-month study was completed in January 2023.*
Sample and Method: *The study had 300 participants, and the sampling method used non-probability convenience sampling. Information was collected using a closed-ended survey based on a Likert scale. Quantitative and qualitative data were analyzed to provide comprehensive insight into the study's objectives.*
Results and Conclusion: *Significant relationships were observed between employee empowerment and burnout, job demands and burnout, Psychological Capital and burnout, and the interactions between job demands and Psychological Capital in predicting burnout. However, no significant relationship was found between Job Resources and burnout. Additionally, noteworthy connections were identified between job demands, empowerment, Psychological Capital, and employee engagement. The study concludes that high job demands may adversely impact employee engagement and well-being, while Job Empowerment and Psychological Capital can positively influence employee engagement.*

Keywords: *Employee Empowerment; Job Demand, Job Resources; Psychological Capital; Employee Burnout*

INTRODUCTION

Employee well-being is an essential aspect of organizational psychology and human resource management. It has been discovered to manifest itself in many organizations' outcomes, such as job performance, job satisfaction, and organizational commitment (Bakker & Demerouti, 2017). Perceived as a chronic physical and emotional state often accompanied by disparagement and job abandonment (Maslich et al., 2001), Employee Burnout has negative consequences for employees and organizations. It is also perceived as a significant problem in the workplace (Maslach & Leiter, 2008). Besides this, employee positivity is defined as an appropriate, job-related state of mind described by behavior, commitment, passion, and organizational success (Schaufeli et al., 2002; Baker & Ball, 2010).

It is better to investigate the variables that influence employee burnout and engagement by encompassing the various roles considered in the job, such as demand for jobs, strength, mental health, and engagement of employees. Demand for Jobs alludes to workers' cognitive and emotional attributes that require employee achievement and energy (Bakker & Demerouti, 2017). Besides these work resources, some aspects limit the reach of their job objective and the work's requirements (Bakker & Demerouti, 2007). Psychological Capital, also known as PsyCap, refers to an individual's mental health, including self-efficacy, hope, optimism, and likelihood (Luthans et al., 2007).

The authors conducted several studies to identify links between these factors and employee engagement or burnout. More excellent labor resources are associated with lower turnover and employee engagement (Xanthopoulou et al., 2007; Bakker et al., 2007). Conversely, high demands are associated with decreased employee engagement and increased risk of burnout (Demerouti et al., 2001; Bakker et al., 2005). The level of employee engagement is related to the level of psychological Capital (Avey et al., 2010; Luthans et al., 2007). On the other hand, employee empowerment is associated with higher levels of engagement and lower turnover rates (Bakker & Demerouti, 2017; Seibert et al., 2011).

Job demands

According to Bakker and Demerouti (2017), the general health and well-being of employees working in any professional or organizational setting are affected by psychological, emotional, and physical responsibilities to meet

professional expectations. Moreover, the workload, time constraints, emotional demands, and high job expectations negatively affect employee engagement and directly affect employee burnout (Bakker & Demerouti, 2017; Demerouti et al., 2001). Ultimately, the employee feels dissatisfied with his work, and it causes more burnout (Demerouti et al., 2001; Bakker & Demerouti, 2017). The deadline and excessive workload also restrain employee engagement and increase burnout.

Job Resources

Bakker and Demerouti (2017) defined job resources as tangible or essential features required to achieve an objective of the job. It reduces the demands of the job and promotes well-being. It includes support from social circles, job autonomy, stakeholder feedback, and career development opportunities. Studies have shown that it has a positive correlation with the engagement of employees and a negative association with employee burnout (Bakker & Demerouti, 2017; Halbesleben, 2010). In general, employees who receive positive feedback on their work, have freedom in their work, and are given opportunities for career development are more likely to experience a situation that causes the possibility of burnout (Bakker & Demerouti, 2017; Halbesleben, 2010). Therefore, Job resources such as support from social circles, freedom or work, and opportunities for growth and development have a significant relation with employee engagement and reduce the possibility of burnout (Bakker & Demerouti, 2017; Halbesleben, 2010).

Job Empowerment

Bakker and Demerouti (2017) defined empowerment as the feeling that an employee is competent, autonomous, and influential. Those employees who are given the freedom to make decisions, exercise authority, and be given a chance to solve problems using the organization's resources to achieve the objective feel empowered. Studies show that empowerment on the job has a significant positive impact on increasing employee engagement and decreasing employee burnout. Employees who feel more freedom of work and competent are more likely engaged in the activites of work and less likely to face the situatio of burnout as they feel more satisfied than others due to work motivation.

Xanthopoulou et al. (2007) discussed Job employment as an employee's autonomy and his influence on the work. They discovered increased employee engagement and decreased employee burnout due to increased employee empowerment.

Psychological Capital

Luthans et al. (2007) discussed positive psychological development and revealed that it constituted the psychological Capital of the person. Its four main components are resilience, optimism, hope, and self-efficacy. Luthan et al. (2007) discovered that psychological Capital plays a significant role in the relationship between job demands, job resources, job empowerment, employee engagement, and employee burnout. The psychological Capital of high intensity can increase the benefits of job resources and empowerment of the job while reducing the detrimental effects of job demands on employee burnout and engagement.

Furthermore, studies by many researchers have shown that psychological Capital has moderated the association among job demands, job resources, job empowerment, employee engagement, and employee burnout, which includes self-efficacy, optimism, resilience, and hope (Luthans et al., 2007 Avey et al., 2011).

Xanthopoulou et al. (2008) have examined the moderating role of psychological Capital in the relationship between activity demands, action sources, task empowerment, employee engagement, and employee burnout. They examined how resources affected employment psychological Capital within the resource paradigm of job demands. Specifically, high levels of Psychological Capital mitigated the adverse effects of demands on employee engagement. The study also shows that Psychological Capital reduced the impact of job needs on Employee Burnout and enhanced the successful relationship between process sources and engagement.

Halbesleben et al. (2009) examined the association between process needs, activity resources, process empowerment, Psychological Capital, engagement of employees, and Employee Burnout. The examination investigated the combined outcomes of those variables on employee's well-being using a conservation of resources (COR) framework. The findings found that activity demands have been negatively associated with engagement of employees and positively associated with Employee Burnout, even as Job Resources and activity empowerment had been related to engagement and negatively associated with Employee Burnout. Moreover, Psychological Capital was discovered to moderate the association between the Demand for Jobs and engagement, such that higher ranges of Psychological Capital revealed a negative relationship between employees' demands and engagement.

Another applicable examination centered on the position of process needs, process assets, Job Empowerment, Psychological Capital, and their impact on the engagement of employees and Employee Burnout is carried out using Bakker et al. (2014). The study proposed a theoretical model that integrates and tests those variables in a sample of healthcare employees. The findings supported the hypothesized relationships, depicting that Job Resources and Job Empowerment anticipated engagement, while job needs undoubtedly anticipated Employee Burnout. Moreover, Psychological Capital slightly affects the association between process needs and engagement and between task sources and Employee Burnout (Youssef-Morgan & Luthans, 2015).

The study demonstrated that Job Empowerment, which refers to how much authority and control people have over their work, increases engagement and decreases Employee Burnout (Bakker & Demerouti, 2017). The well-being and engagement of employees in the organization are influenced by optimism, hopefulness, and resilience psychological resources, which are combined and termed psychological Capital. A few studies have examined the relationship between these variables, specifically to identify the relationship between employee engagement and burnout. The study provides a bridge to cover the gap and how job demand, job resources, and employee empowerment affect well-being under the interaction of psychological Capital. The study develops an understanding of the complexity of this relationship to provide strategies for increasing employee engagement and reducing employee burnout.

Theoretical Framework

The following theories and concepts are used to guide the study:

1. Job Demands-Resources (JD-R) Model: This model, projected by Bakker and Demerouti (2007), posits that the Demand for Jobs (e.g., workload, time pressure) and Job Resources (e.g., autonomy, social support) can influence employee well-being and work engagement. According to the JD-R Model, high demand for jobs and low job resources can increase employee burnout, while high job resources can promote employee engagement.

2. Psychological Capital Theory: This theory, developed in 2007 by Luthans and associates, states that Psychological Capital, composed of resilient, upbeat, and self-efficacious psychological resources, can impact an employee's well-being and performance. Reduced employee burnout and

increased employee engagement are associated with higher psychological capital levels.

3. Conservation of Resources Theory (COR): In addition to job assets, this theory—advanced with the aid of Hobfoll (1989)—states that people work to acquire, hold, and protect resources. One can enhance worker engagement and prevent Employee Burnout by providing resources, social support, comments, and growth opportunities in the workplace.

4. Self-Determination Theory (SDT): This theory, proposed by Deci and Ryan (1985), indicates that employees' notions of autonomy, competence, and relatedness in the place of business can influence their motivation and well-being. High degrees of employee empowerment, incorporating autonomy and choice-making authority, can promote employee engagement and decrease Employee Burnout.

Conceptual Framework

The study's independent and dependent variables are derived from the theoretical model and included in the conceptual framework, which consists of the following components.

Independent variables:

1) Employee Empowerment, 2) Job Demand, 3) Job Resources, 4) Psychological Capital

Dependent Variables:

1) Employee Burnout 2) Employee Engagement

Mediating Variables:

1) Interaction between Job Demand and Psychological Capital

2) Interaction of Job Resources (with Psychological Capital)

3) Empowerment of Employees through Interaction (with Psychological Capital)

Despite the growing recognition of the importance of employee engagement and employee burnout in the workplace, there is a need to

understand better the underlying factors that drive these outcomes. There is a gap in the literature regarding the moderating role of Psychological Capital in the interaction between the Demand for Jobs, resources for the job, Job Empowerment and engagement of employees, and Employee Burnout. While existing research studies the direct impact of these variables, there is limited information on how psychological Capital affects demand for jobs, work resources, job empowerment, workplace engagement, and employee burnout, and it can increase or decrease. Hence, the present study aims to answer the following questions?

1) How do the variables, i.e., employee empowerment, Demand for Jobs, Job Resources, and Psychological Capital, interact with the engagement of employees and burnout?

2) How do Psychological Capital and its interactions with Demand for Jobs, Job Resources, and employee empowerment influence Employee Burnout and engagement?

The following were the objectives of the study:

1) To examine the interaction between employee empowerment, Demand for Jobs, Job Resources, Psychological Capital, employee engagement, and Employee Burnout in the corporate industry in Karachi.

2) To investigate the moderating effects of Psychological Capital on the interaction between the Demand for Jobs, Job Resources, employee empowerment and engagement, and Employee Burnout.

After a detailed literature review, the following hypotheses were framed:

H_1: There will be a significant relationship between employee burnout and empowerment.

H_2: Employee burnout and job demand will have a significant relationship.

H_3: There will be a significant relationship between job resources and employee burnout.

H_4: Employee burnout and psychological Capital will have a substantial connection.

H_5: Under the effect of psychological Capital, there will be notable interactions between job demand and employee burnout.

H_6: Under the effect of psychological Capital, there will be notable connections between job resources and employee burnout.

H_7: Under the effect of psychological Capital, there will be a substantial connection between employee empowerment and burnout.

H_8: Employee engagement and job demand will have a substantial connection.

H_9: Employee engagement and job empowerment will have a significant connection.

H_{10}: There will be a significant connection between job resources and employee engagement.

H_{11}: Employee engagement and psychological Capital will have a substantial relationship.

H_{12}: Under the effect of psychological Capital, there will be a considerable connection between job demand and employee engagement.

H_{13}: Psychological Capital will substantially impact the relationship between job resources and employee engagement.

H_{14}: Under psychological Capital, there will be a considerable connection between employee engagement and job empowerment.

METHOD

Participants

The Sample consists of 300 respondents, including 140 males and 160 females. The respondents were selected from employees of the corporate sector in Karachi, Pakistan who were 18 years old and above, with a mean age of 35.3 years. The respondent was engaged in Senior level (109), Middle Level (117), Entry Level, and various years of experience. Before participation, each person gave informed consent to participate in the cross-sectional survey.

The researcher used convenience sampling, a non-probability technique, to select participants based on their willingness and availability to participate. This approach was chosen because it worked well and could be used to obtain a sufficient sample size within the allotted time and financial constraints.

Measures

Demographic Information Form:

The demographic details, including Age, Gender, Educational Level, Current Job position, and Overall Job experience, were collected during the survey.

Self develop Questionnaire Form:

The study used a mixed methods approach, collecting quantitative and qualitative data. An electronic survey form was prepared using Google Surveys, based on a closed-ended five-point Likert scale questionnaire (English language) used to collect quantitative data. The five-point Likert scale ranged from 1= Strongly Disagree to 5 Strongly Agree.

The study utilized A self-development questionnaire prepared through a Pilot study. It encompasses 22 items designed to elicit responses to distinct attributes across various domains. The respondent was requested to provide feedback on the following aspects: Employee Burnout (Items 1-5), Employee Engagement (Items 6-10), Job Demand (Items 11-13), Job Resource (Item 14), Employee Empowerment (Items 15-18), and Psychological Capital (Items 19-22). Furthermore, the study checked the reliability of each construct, i.e., Employee Burnout (0.913), Employee Engagement (0.962), Job Demand (0.824), Job Resources (0.915), Employee Empowerment (0.882), and Psychological Capital (0.868).

Procedure

This study used a closed-ended questionnaire as a research tool. The questionnaire related essential factors such as psychological Capital, employee burnout, employee engagement, job empowerment, job demand, and job resources. Likert scale items were included. Participants could rate their responses on a predetermined scale using the questionnaire.

Researchers have followed the ethical guidelines of APA and, in this study, comply with ethical standards to protect the privacy and well-being of participants, such as voluntary participation free of coercion and data anonymization with privacy protection. Efforts are made to minimize harm while maintaining transparency of study procedures and results. After the end of the study, data security protocols are implemented, and participants receive a debriefing. In compliance with the Declaration of Helsinki, the study ensures that participants' rights are respected throughout the research process and that ethical behavior is a top priority.

The study used the Structural Equation Modeling (SEM) method to analyze the data collected through a survey for quantitative analysis. This method is often employed to analyze complex variable equations involving latent variables. Qualitative data were collected through open-ended questions and examined through thematic analysis, which revealed participants' opinions on the study topic.

To achieve the objective, both primary and secondary data types were used. The primary data was collected through a survey via closed-ended questionnaires and analyzed through SMART PLS and SPSS. It is prominent statistical software designed explicitly for running programs for structural equation modeling. The secondary data was collected through a review of relevant past studies.

RESULTS

Table 01
Demographic Characteristics of Sample (N= 300)

Variables	Category	*f*	%
Age	M (35.30)		
	SD (1.14)		
Gender	Male	140	46.7
	Female	160	53.3
Education Level	Matric or below	0	0.0
	Intermediate	33	11.0
	Graduation and above	267	89.0
Current Job Position	Senior	109	36.3
	Middle	117	39.0
	Entry	74	24.7
Job Experience	Less than a Year	54	18.0
	1 – 5 Years	95	31.7
	6 – 10 Years	76	25.3
	11 Years and Above	75	25.0

Table 2
Reliability Statistics for Variables

Variables	*Valid Cases*	*N0 of Items*	*Cronbach's Alpha*
Employee Burnout	300	5	0.913
Employee Engagement	300	5	0.962
Job Demand	300	3	0.824
Job Resources	150	2	0.915
Empoyee Empowerment	300	4	0.882
Psychological Capital	300	4	0.868

Table 2 presents reliability statistics for various variables, including Employee Burnout, Employee Engagement, Job Demand, Job Resources, Employee Empowerment, and Psychological Capital.

Model 1:

Impact of Job Demand, Job Resources, and Employee Empowerment on Employee Burnout under the Moderating Effect of Psychological Capital

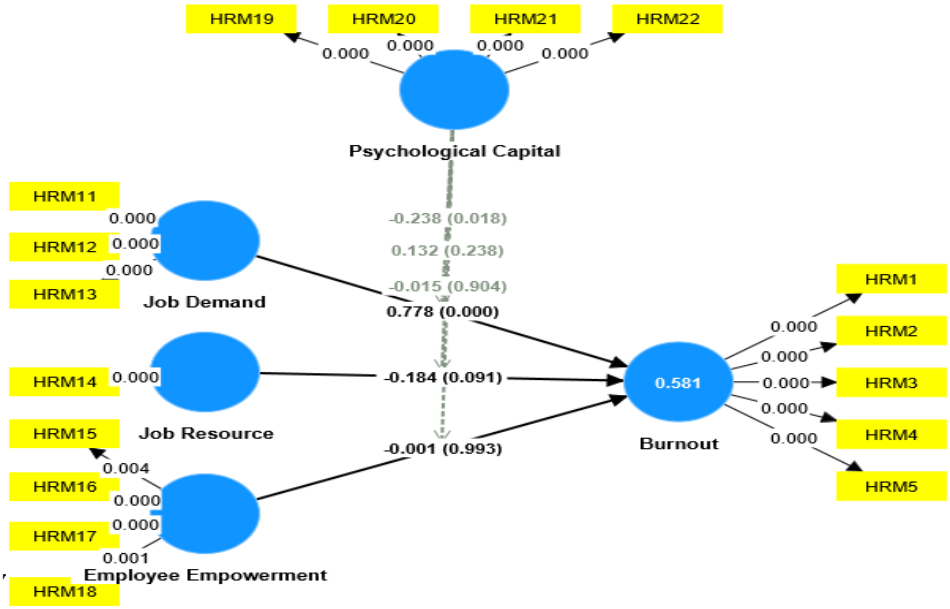


Table 3

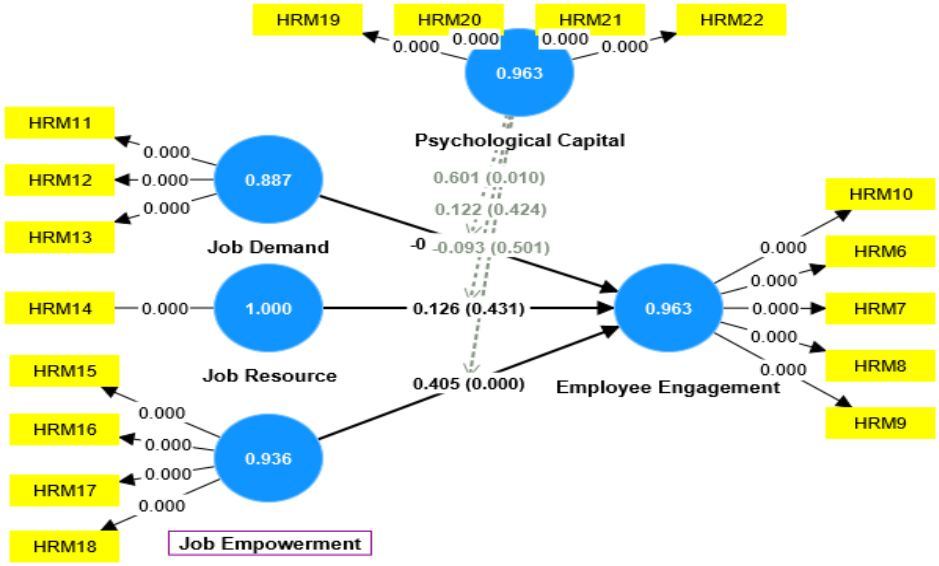
Path Coefficient Analysis for the Impact of Job Demand, Job Resources, and Employee Empowerment on Employee Burnout under the Moderating Effect of Psychological Capital

	Path Coefficient	*Sample mean (M)*	*Standard deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P values*
Employee Empowerment -> Employee Burnout	-0.00	-0.01	0.11	0.00	0.99
Job Demand -> Employee Burnout	0.77	0.76	0.07	10.77	0.00
Job Resource -> Employee Burnout	-0.18	-0.17	0.10	1.68	0.09
Psychological Capital -> Employee Burnout	-0.23	-0.24	0.09	2.37	0.01
Psychological Capital x Job Demand -> Employee Burnout	-0.23	-0.22	0.10	2.36	0.01
Psychological Capital x Job Resource -> Employee Burnout	0.13	0.09	0.11	1.18	0.23
Psychological Capital x Employee Empowerment ->Employee Burnout	-0.01	0.02	0.12	0.12	0.90

Table 3 shows the path coefficients for each path in the model that relate to how job demands, job resources, job empowerment, and psychological capital influence employee burnout. Other important statistical information is also shown, such as the sample mean (M), standard deviation (STDEV), t-statistic (|O/STDEV|), and p-values.

Model 2:

Impact of Job Demand, Job Resources, and Employee Empowerment on



Employee Engagement under the Moderating Effect of Psychological Capital

Table 4

Path Coefficient Analysis for Impact of Job Demand, Job Resources, and Employee Empowerment on Employee Engagement under the Moderating Effect of Psychological Capital

	Path Coefficient	*Sample mean (M)*	*Standard deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P values*
Job Demand -> Employee Engagement	-0.34	-0.30	0.12	2.71	0.00
Job Empowerment -> Employee Engagement	0.40	0.41	0.09	4.33	0.00
Job Resource -> Employee Engagement	0.12	0.14	0.16	0.78	0.43
Psychological Capital -> Employee Engagement	0.55	0.54	0.16	3.34	0.00
Psychological Capital x Job Demand -> Employee Engagement	0.60	0.50	0.23	2.56	0.01
Psychological Capital x Job Resource -> Employee Engagement	0.12	0.15	0.15	0.80	0.42
Psychological Capital x Job Empowerment -> Employee Engagement	-0.09	-0.06	0.13	0.67	0.50

Table 4 shows the path coefficient analysis results for the relationship between different variables and employee engagement. The table shows the path coefficients for each path in the model that relate to how job demands, job resources, job empowerment, and psychological capital influence employee engagement. Other important statistical information is also shown, such as the sample mean (M), standard deviation (STDEV), t-statistic (|O/STDEV|), and p-values.

DISSCUSSION

In this study, we present our findings using two models to ensure a comprehensive analysis due to the complexity of the data. Employing these separate models allows for a more deeper understanding of the phenomenon being investigated.

Model 1

Model 1 (Table 1) shows the path coefficients for each path in the model that relate to how job demands, job resources, job empowerment, and

psychological capital influence employee burnout. The description with reference to each hypotheses is given below:

H_1: Employee Empowerment -> Employee Burnout

The table depicts that the Probability Value for the study is 0.099, more than 0.05. So, the study has not observed a considerable relationship between worker empowerment and burnout. Moreover, the look found that employees are substantially less likely to suffer burnout once they feel empowered. This result is consistent with different studies (Bakker & Demerouti, 2017) that discovered the tremendous effects of empowerment on employee well-being.

H_2: Job Demand -> Employee Burnout

The model depicts that the Probability value for the test is 0.00, which is less than 0.05. The study reveals a significant positive interaction between job demands and Employee Burnout, supporting that higher job demands may cause an elevation in the risk of burnout (Bakker & Demerouti, 2017).

H_3: Job Resource -> Employee Burnout

The table depicts that the probability value for the test is 0.09, which is more than 0.05. That reveals a significant association between Job Resources and Employee Burnout. This examines how other factors and employees's beliefs of applicable resource adequacy can also impact burnout. Increased job resources can cause burnout (Xanthopoulou et al., 2007).

H_4: Psychological Capital -> Employee Burnout

The Psychological Capital and Employee Burnout analysis shows that the P-value is 0.0,0, less than 0.05. that show a significant relation between the variables. Moreover, Luthans et al. (2007) have revealed that psychological Capital is critical in mitigating burnout.

H_5: Psychological Capital x Job Demand -> Employee Burnout

The Analysis of Job demand and Employee Burnout under the moderating effect shows that the P-value is less than 0.05; therefore, the study reveals a significant association among the variables. Furthermore, Avey et al. (2010) have also explained the relationship between Psychological Capital as a

moderating variable between the ties of Job Demand and Employee burnout. They identified a significant association among the variables.

H_6: Psychological Capital x Job Resource -> Employee Burnout

The analysis of Job resources and Employee Burnout under the moderating effect of Psychological Capital shows that the P-value is greater than 0.05; therefore, no significant relation is found.

H_7: Psychological Capital x Employee Empowerment -> Employee Burnout

The Analysis of Psychological Capital x Employee Empowerment -> Employee Burnout shows that the P-value is 0.09, more significant than 0.05. Therefore, no significant relationship is found.

A recent study investigation reveals that employee empowerment can affect well-being (Bakker & Demerouti, 2017). Additionally, studies on the unfavorable outcomes of excessive process expectancies have been related to activity stress and burnout (Bakker & Demerouti, 2017; Xanthopoulou et al., 2007). Statistics demonstrate that the provision and caliber of exertion assets extensively impact exertion scarcity.

Understanding the connection between workers' general well-being, resilience, optimism, hope, self-efficacy, and mental health is another critical component of psychological Capital (Luthans et al., 2007). The protective function of psychological Capital in reducing the adverse effects of job demands on burnout was investigated in a study by Avey et al. (2010).

Model 2

Model 2 (Table 2) shows the path coefficient analysis results for the relationship between different variables and employee engagement. The table shows the path coefficients for each path in the model that relate to how job demands, job resources, job empowerment, and psychological capital influence employee engagement.

H_8: Job Demand -> Employee Engagement

A significant negative interaction between job demand and employee engagement indicates that increased job demands negatively impact engagement.

This aligns with the notion that excessive job demands can decrease engagement and well-being.

H_9: Job Empowerment -> Employee Engagement

A substantial positive interaction between Job Empowerment and employee engagement suggests that empowered employees are likelier to be engaged at work. This supports prior research emphasizing the positive impact of Job Empowerment on engagement.

H_{10}: Job Resource -> Employee Engagement

No significant interaction is observed between Job Resources and employee engagement, implying that other factors, such as job needs or empowerment, may strongly influence engagement.

H_{11}: Psychological Capital -> Employee Engagement

A significant positive interaction between Psychological Capital and employee engagement indicates that higher Psychological Capital contributes to increased employee engagement. This aligns with the importance of psychological resources in promoting engagement.

H_{12}: Psychological Capital x Job Demand -> Employee Engagement

A significant positive interaction effect is found between Psychological Capital, job demands, and employee engagement. This suggests that higher Psychological Capital enhances the positive effect of job demands on engagement.

H_{13}: Psychological Capital x Job Resource -> Employee Engagement

A non-substantial interaction effect is observed between Psychological Capital, Job Resources, and employee engagement. This study indicates that employees' Psychological Capital may not significantly influence the association between Job Resources and engagement.

H_{14}: Psychological Capital x Job Empowerment -> Employee Engagement

No significant interaction exists between Psychological Capital, Job Empowerment, and employee engagement. This study suggests that

Psychological Capital may not moderate the relationship between Job Empowerment and engagement.

Employee engagement and well-being have become increasingly important in contemporary organizational research and management practices. Because they profoundly affect organizational outcomes, much attention has been paid to the complex interactions among factors, including job demands, psychological Capital, resources, and employee empowerment. To create a work environment that promotes employee engagement, productivity, and satisfaction, businesses must fully understand the nuances of this relationship.

Empirical research has proven that employee empowerment positively impacts employee engagement levels. Thus, organizations attempting to increase employee engagement should consider this finding (Spreitzer, 1995). In addition, recent research has shown how crucial psychological Capital is in increasing employee engagement (Luthans et al., 2007).

Conclusion

The results of this study discovered vital findings associated with employee empowerment, activity demand, job, Psychological Capital, employee engagement, and Employee Burnout in the corporate industry in Karachi. The study showed significant relationships between activity demand and Employee Burnout, Psychological Capital and Employee Burnout, and task demand interaction with Psychological Capital and Employee Burnout. However, no significant relationship exists between employee empowerment and process resources' interplay with Psychological Capital and Employee Burnout and employee empowerment interaction with Psychological Capital and Employee Burnout. These findings contribute to the literature on employee well-being and engagement in the administrative center. Moreover, the study discovered a considerably poor interaction between job demands and employee engagement, depicting that higher task needs can negatively affect employee engagement and well-being, consistent with previous studies. The observer additionally discovered a significant association between Job Empowerment and employee engagement, suggesting that after employees experience empowerment in their job roles, they may be more likely to be engaged at jobs, aligning with preceding research on the influential role of employee empowerment in the engagement of employees.

However, the study no longer discovers a sizeable interaction between process resources and the engagement of employees, depicting that other elements consisting of process needs or task empowerment may additionally have a more potent influence on employee engagement in this context. The examination additionally identified a widespread interaction between Psychological Capital and employee engagement, highlighting the significance of mental assets in selling engagement at work, in keeping with previous studies emphasizing the fantastic impact of Psychological Capital on worker Performance.

Furthermore, the study found that the association between process call for and employee engagement was moderated by employees' Psychological Capital, with higher Psychological Capital improving the positive effect of job demands on employee engagement. However, the association between process assets and employee engagement was not encouraged using employees' Psychological Capital. This suggests that different elements can also majorly explain the interaction between task assets and employee engagement. Similarly, employees' psychological Capital is no longer used to control the relationship between process empowerment and employee engagement, suggesting that other mechanisms may explain this correlation.

Limitations and Recommendations

The study's findings may not apply as much to other economic sectors or environments because they are centered on the corporate sector in Karachi, Pakistan. Extensive organizational, cultural, and environmental factors may impact the correlations between the variables under investigation; thus, caution should be exercised when generalizing the results to other contexts.

Additionally, the study's self-report measures for variables such as burnout, employee engagement, and psychological Capital may introduce common method bias because participants may not accurately reflect their experiences without providing the required response. Subsequent studies could address this limitation using different data sources, such as unbiased measures or supervisor ratings.

Furthermore, quantitative studies cannot adequately capture the diversity and complexity of phenomena. Qualitative methods such as focus groups and interviews can provide more information about workers' experiences and

perceptions of empowerment, job demands, job resources, psychological Capital, worker engagement, and worker burnout.

Finally, studies focusing on specific variables and their interactions have not considered other important factors influencing employee well-being, such as organizational culture, individual employee characteristics, or leaders' behavioral perspectives. Subsequent research should consider incorporating additional variables to provide a comprehensive understanding of the factors influencing employee well-being.

The generalizability of findings may also depend on sample size and sampling strategy. Caution should be used when interpreting the results because the Sample may not accurately reflect the diversity of the population of interest. A more extensive and diverse sample may increase the external validity of the findings.

Employers must learn how to empower employees more by allowing them to supervise their work and decision-making procedures. Task delegation, employee participation in decision-making, and autonomy are ways to implement this. By addressing the detrimental impacts of workers' perceived loss of control and autonomy, agencies can reduce employee burnout.

Organizations should take note of the Demand for jobs and resources. While process needs are inevitable in most work environments, agencies can try to manipulate them successfully by providing necessary resources and help to employees. This can encompass adequate staffing degrees, appropriate workload distribution, and essential equipment and technology admission. Companies can doubtlessly reduce Employee Burnout and promote well-being by addressing process demands and resources.

Organizations need to apprehend the importance of Psychological Capital in promoting employee engagement and lowering Employee Burnout. Building and enhancing employees' psychological resources, including self-efficacy, optimism, resilience, and wish, can contribute to their typical well-being and engagement at paintings. Organizations can invest in schooling and development packages to promote Psychological Capital among employees and create a supportive and conducive environment that fosters the increase of Psychological Capital.

Organizations must not forget the moderating consequences of Psychological Capital on the association among activity needs, task sources, and employee engagement. This suggests that organizations must not only focus on handling the demands of jobs and assets but also recognize the position of Psychological Capital in buffering the poor effect of job demands and improving the positive impact of process resources on employee engagement.

Organizations must prioritize the engagement of employees as a key motive force for tremendous work outcomes and employee well-being. This can be completed by imparting possibilities for employees to be engaged in their work through significant responsibilities, opportunities for skill improvement, and popularity in their contributions. Organizations also need to ensure that employees have a voice in decision-making techniques and are concerned about organizational initiatives, which could foster a sense of ownership and dedication to the enterprise.

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