

Psychological Capital, Emotional Labour, and Burnout among Malaysian Workers

Al-Shams Abdul Wahid, Muhamad Khalil Omar*, Idaya Husna Mohd

Faculty of Business and Management, Universiti Teknologi MARA, Cawangan Selangor,
Kampus Puncak Alam, Malaysia
Email: khalil.omar@uitm.edu.my

Abstract

Burnout, characterized by emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment, is an occupational phenomenon now recognized by the World Health Organization. This study explores the interplay between psychological capital and emotional labour in contributing to burnout among workers in a Malaysian non-profit organization (NPO). Psychological capital encompasses positive psychological states such as self-efficacy, optimism, hope, and resilience. Emotional labour involves managing emotions to fulfil job roles, often requiring workers to present emotions that may not reflect their true feelings. The constant need to maintain these emotional displays can lead to emotional dissonance and burnout. Given Malaysia's demographic shifts towards an ageing population, the implications of burnout among NPO workers, who provide critical services to vulnerable groups, are significant. The high workload and emotional demands placed on these workers can result in chronic stress, emotional exhaustion, and a decrease in job performance and motivation. This study aims to fill the research gap by examining the specific factors that contribute to burnout in the Malaysian context, considering the unique cultural and social dynamics that may influence these relationships. The findings of this research can provide valuable insights for developing interventions to enhance psychological resilience and manage emotional labour more effectively among NPO workers. By addressing these challenges, organizations can support their workforce in maintaining high levels of service quality and personal well-being, which is crucial for the sustainability of NPOs and the well-being of the communities they serve.

Keywords: Psychological Capital, Emotional Labour, Burnout, Non-Profit Organization (NPO), Hope, Efficacy, Resilience, Optimism, Surface Acting, Deep Acting.

1. Introduction

Burnout has been classified as one of the epidemics that can potentially spread through informal encounters in the workplace. The World Health Organisation (WHO) has recently added burnout to the 11th Revision of the International Classification of Diseases (ICD-11) as a recognised

occupational phenomenon. Therefore, the occurrence of burnout among workers is a matter of worry due to its harmful consequences for the individuals afflicted, the larger business, and the consumers or community they serve. The burnout condition manifests as both physical fatigue and emotional depletion. Malaysian non-profit organisations (NPOs) are worried about the negative impact on the services they provide to the public due to the current shortage of manpower and excessive workloads. It is important to take early measures to assess the existing state of well-being among NPO workers, as Malaysia is actively progressing towards being one of the countries with a high proportion of elderly population by 2030. The observable manifestations of burnout include cephalalgia, abdominal discomfort, emesis, muscular tension, and persistent, recurring exhaustion. Burnout symptoms manifest as psychological stressors, including anxiety, depression, and sleep disturbances. Individuals experiencing burnout exhibit emotional and physiological detachment from their work, reduce their time and energy spent on daily activities, limit their engagement to certain tasks, and frequently have absences from work. Producing work of exceptional quality requires a significant investment of time, effort, commitment, and creativity. However, an individual who is experiencing burnout would not be able to perform at their best.

Burnout is characterised by a decrease in both the standard and amount of work accomplished (Schaufeli, 2017; Keri et al., 2020; Rafael et al., 2021). Non-profit organisation (NPO) personnel assist individuals in managing and resolving personal, familial, and occupational challenges (FSU Online, 2020). Miller (2022) investigated the heightened susceptibility of NPO personnel to stress due to their focus on the needs of others. The excessive workload was associated with compromised health and overall well-being (Chron, 2021). The workload is perceived as both physically and psychologically exhausting. The impact is characterised by mistreatment and a lack of recognition (Gozzoli et al., 2018). By 2050, the World Health Organisation (WHO, 2019) predicts that around 16% of the global population will consist of old individuals due to the fast ageing of the world's population. The majority of developed nations have adopted the age of 65 as the standard criteria for the old (Bilgili & Kitiş, 2017). According to the World Health Organisation (WHO) in 2019, the percentage of people aged 60 and beyond in the global population is expected to rise from 12% to 22% between 2015 and 2050. As chronic diseases persist, the demand for and attention to the aged population is increasing due to the heightened vulnerability of the elderly to the present Covid-19 pandemic. A study conducted by Akgun-Citak et al. (2019) shown that in four countries, carers of human services are likely to face challenges in managing their personal lives and dealing with their emotions. It is necessary to examine the difficulties associated with being a caring or carer.

Hence, it is imperative to have a comprehensive understanding of the phenomenon of burnout among social workers, including its intricacies and strategies for overcoming it, in order to sustain dedication to a noble mission and preserve empathy and dedication. After almost half a century, burnout has become a prevailing phenomenon that resonates with people's collective encounters. This phenomenon has motivated researchers to investigate and comprehend its nature and underlying reasons. It has motivated physicians to seek methods of managing, evading, or combating it. Burnout has been acknowledged as a significant social issue that merits the attention of researchers and professionals. Due to its widespread acknowledgment in numerous countries, this phenomenon has acquired exceptional international relevance.

Research is shifting its perspective on burnout from being viewed as a static state to being seen as a dynamic process (Maslach, 2017). This strategy offers significant benefits by enabling individuals to swiftly intervene when they identify signs of pressure or worry, minimising the necessity to wait for NPO workers to reach a breaking point. The NPO personnel and their respective departments will assume responsibility for effectively managing this phenomenon in order to achieve excellence in the field of social care (FSU Online, 2020). Presently, the World Health Organisation (WHO) is undertaking the development of evidence-based guidelines on mental well-being in the workplace. It is high time for Malaysia to take action in this regard.

Problem Statement

The phenomenon of burnout among NPO workers in Malaysia is a relatively recent topic in research, posing a challenge for academics seeking to enhance the current understanding within the Malaysian context. According to Maslach and Leiter (2016), there is a lack of credible data on the elements that prevent burnout and those that increase the likelihood of experiencing it across different demographics, personality traits, and types. There is a dearth of agreement and ambiguity surrounding nearly every demographic variable that has been studied, with conflicting results on the impact of gender, age, ethnicity, marital status, and parental status on burnout. The proportion of human care workers experiencing job burnout has been consistently increasing. The Child Welfare Workforce 2004 report, published by the American Public Human Services Association (APHSA) in 2005, identified several factors that contribute to worker turnover in the field. These factors include excessive workloads, large caseloads, after-hours work, excessive paperwork, inadequate resources, limited career advancement opportunities, and low salaries. These variables can potentially contribute to the symptoms of Secondary Traumatic Stress (STS). Research undertaken by Pan (2017), Margaretha (2019), and Stefan (2020) indicates that burnout among workers results in a decline in both overall employee performance and motivation.

Psychological Capital and Emotional Labour are two influential characteristics that can greatly contribute to the occurrence of burnout among workers. Psychological capital encompasses an individual's constructive mental assets, such as self-efficacy (confidence in one's ability to achieve goals), optimism (favourable perspective on future results), hope (persistence and focus on objectives), and resilience (capacity to recover from difficulties). Although these attributes are typically advantageous, they can potentially have adverse consequences if not effectively controlled, resulting in burnout. Individuals possessing a high level of psychological capital tend to establish ambitious objectives for themselves, firmly believing in their ability to overcome any hindrance. Nevertheless, maintaining a constant pursuit of flawlessness and exerting excessive effort can lead to persistent tension and fatigue, ultimately leading to burnout. Emotional work entails the management of emotions in order to fulfil job expectations, frequently necessitating individuals to exhibit particular emotions irrespective of their genuine sentiments. This is especially pertinent in occupations that entail direct engagements with clients, consumers, or service users. Emotional labour is an essential aspect, yet it can result in burnout in specific situations. Emotional dissonance arises when employees are compelled to display emotions that contradict their authentic feelings. Persistently repressing or feigning emotions can be emotionally exhausting and contribute to long-term burnout.

Essentially, when individuals find it difficult to handle the responsibilities associated with psychological capital and emotional labour, it can lead to burnout. Excessive psychological capital can result in excessive effort and unreasonable expectations, while emotional labour can result in emotional fatigue and lack of authenticity. In order to avoid burnout, it is necessary for both individuals and organisations to cultivate a harmonious attitude to defining goals, managing stress, regulating emotions, and taking care of oneself. Although there is increasing interest in comprehending the elements that contribute to burnout among non-profit organisation (NPO) workers, there is a notable lack of study in investigating the connections between psychological capital, emotional labour, and burnout. The Malaysian context, characterised by its distinctive cultural, religious, and social dynamics, offers an interesting setting for examining these connections. This investigation could provide insights into the interplay and impact of these factors on burnout among NPO workers in Malaysia. This context-specific investigation can offer a detailed comprehension of these interactions, yielding insights that may be applicable to other places with comparable cultural dynamics. By filling this research need, the study has the potential to make valuable contributions to both academic literature and practical applications in the fields of human resource management and organisational development within welfare organisations in Malaysia.

2. Literature Review

Burnout

The term "burnout" is used to describe a phenomenon that occurs in the context of providing care and services to individuals who are emotionally demanding (Maslach et al., 2001). Burnout was initially defined as "a state of exhaustion or disillusionment resulting from a commitment to a cause, lifestyle, or relationship that fails to yield the anticipated rewards" (Freudenberger & Richelson, 1981), and subsequently characterised as "a psychological syndrome that arises from prolonged interpersonal stressors in the workplace" by Maslach et al. (2001). The term was initially employed to characterise an individual who lacked the ability to do their assigned tasks competently. Devilly et al. (2009) provided a definition of burnout as a state of mind characterised by enduring work-related stress. Burnout is characterised by three components: a) experiencing emotional and physical exhaustion, b) disengaging from work (which may include developing a negative attitude towards the job), and c) feeling ineffective and believing that one's accomplishments are insignificant (Portero de la Cruz et al., 2020; Bang & Reio, 2017). Work-related factors, rather than exposing clients to stressful situations, are the primary cause of burnout (Sergio et al., 2022). Burnout typically arises from factors such as a large volume of cases, excessive paperwork, insufficient support, a scarcity of personnel resulting from a lack of new recruits, and excessive work demands (Poon et al., 2022; Talaei, et al., 2022). Burnout impacts various professions, including social workers, teachers, police officers (Maslach, 2003), as well as nurses, doctors, psychotherapists, counsellors, psychiatrists, pastors, and childcare professionals. Burnout has been documented in both long-term care professionals (Kimes, 2016) and nurses (Shah et al., 2021). Therapists who specialise in treating sexual abuse in individuals who have committed sexual offences also experience burnout (Baum & Moyal, 2018).

Freudenberger and Richelson (1981) identified a range of symptoms associated with burnout, including emotions of alienation, impaired cognitive skills, despair, fear, heart failure, insomnia, loss of idealism, and loss of spirit. Maslach et al. (2001) define burnout as a state characterised by emotional exhaustion, depersonalisation, and reduced sense of professional accomplishment. It involves experiencing emotional depletion, a decline in self-esteem, and a decrease in professional performance. Emotional depletion arises when stress and conflicts across roles are combined with high expectations and a neglect of self-care. Individuals may experience depersonalisation as a result of heightened stress from work, continuous personal involvement, work demands, and managing customer grievances and difficulties. In order to assess a decline in an individual's professional success, one can observe indicators such as diminished acknowledgement, feelings of incompetence, inadequate guidance, limited involvement in decision-making, and absence of acknowledgment in the absence of a reward system (Tutar et al., 2020). Burnout is an occupational ailment that has detrimental consequences for enterprises, such as increased absenteeism, significant employee turnover, and a disruption in the continuity of care. Burnout adversely impacts the mental and physical well-being of employees. Employees may have adverse consequences, such as substance addiction and marital difficulties (Wilkerson et al., 2017). Individuals classified as experiencing burnout might have a negative effect on work relationships due to personal conflicts and disruptions in productivity (Maslach, 2016). The Maslach burnout inventory (MBI), created by Maslach and Jackson in 1981, is a highly utilised and regarded tool for study in the topic of burnout. It has been translated and verified in numerous languages, making it a globally accepted standard (Maslach & Leiter, 2016, p. 104).

Burnout has been linked to several detrimental impacts on the physical and emotional well-being of employees (Abramson, 2022; Baka, 2015; Maslach & Leiter, 2016; Ozturk & Ay, 2018). The tiredness factor of burnout is a stronger predictor of stress-related health and behavioural problems compared to the other two components (Maslach & Leiter, 2016). Work burnout might potentially result in mortality, which is regarded as the ultimate consequence of work burnout (Kalra & Sahay, 2018). The research on parameters linked to burnout syndrome exhibits a notably uneven pattern. A comprehensive investigation of the relationship between age and burnout syndrome has shown inconclusive findings (Amofo et al., 2015; Arrogante & Aparicio-Zaldivar, 2017; De la Fuente-Solana et al., 2017; Gmez-Urquiza et al., 2017). Some scholars argue that burnout syndrome might occur when there is a lack of experience in a specific field (Iorga et al., 2017; Kutluturkan et al., 2016; McKinley et al., 2017). Burnout syndrome is correlated with an increase in stress, anxiety, and hopelessness (Lebares et al., 2018; Pereira-Lima & Loureiro, 2015; Upadyaya et al., 2016). NPO worker burnout refers to a condition characterised by extended stress and pressure, resulting in physical, emotional, and mental depletion. Malaysian non-profit organisation (NPO) workers may face burnout as a result of various causes, including heavy workloads, insufficient support and resources, and the emotional strain of assisting disadvantaged populations (Pang et al., 2022). Due to the inconsistent data on the components related to burnout syndrome, it can be difficult to predict the condition (Shahid & Muchiri, 2019).

Psychological Capital

Psychological capital is a concept that describes an individual's positive psychological condition of growth, typified by qualities such as hope, resiliency, strong self-efficacy, and optimism (Luthans et al., 2015, p.3). The subsequent section will provide a more comprehensive analysis of each of these qualities. According to Luthans et al. (2015, p.3), individuals with high psychological capital possess the self-assurance and belief in their own abilities to persist in their efforts until they achieve success, even in the face of challenges. They maintain an optimistic outlook and continue to pursue their goals with determination and hope, remaining resilient and persevering through problems and adversity until they reach their desired outcome. According to Bandura (1999), leaders require four essential resources in order to develop efficacy, which is closely linked to psychological capital. Psychological capital is derived from the literature on job motivation (Stajkovic, 2006), positive psychology (Lopes & Synder, 2009), and social cognition (Lynn et al., 2022). Psychological Capital (PsyCap) was created as a defence mechanism that can promote positive well-being (Wang et al., 2022). The optimistic psychological attitude towards the well-being of workers has led to an increased focus on positive organisational behaviour (POB) (Manuti & Giancaspro, 2018). Psychological capital is a promising construct for discovering factors that promote employee well-being.

Studies have demonstrated that these traits can be inherent and influenced by personality and culture, as observed by Yin et al. (2016). They acknowledge that psychological capital has a positive effect on the mental regulatory mechanism and reduces emotional fatigue among employees. According to Newman et al. (2014), those who have high PsyCap scores exhibit a greater sense of optimism towards the future and possess stronger confidence in their ability to overcome work-related challenges compared to those with lower scores. Individuals who possess these advantageous psychological states are more inclined to exert effort and achieve high performance, thereby enhancing job satisfaction (Newman et al., 2014). PsyCap is an important concept because it has a significant impact on attitudes, behaviours, and performance results. It is considered state-like, meaning it can fluctuate over time. This influence has been supported by research conducted by Da et al. in 2021. Psychological capital is comprised of four separate attributes: hope, efficacy, resilience, and optimism. Collectively, these four attributes equip individuals to have confidence in undertaking difficult responsibilities, to have faith in their capacity to surpass expectations, and to overcome adversity.

Hope

Both physical and mental health have been linked to characteristics such as optimism and hope (Du et al., 2015). Snyder et al. (2003) argue that hopeful thought is the belief that one may find solutions to achieve their goals and be inspired to take action towards those goals. Hope is a cognitive process that fosters the cultivation of resolve (a focused intention to achieve a goal) and volition (the formulation of plans to attain goals), both of which lead to positive emotions (the anticipation of fulfilling desired objectives). Hope is often regarded as a mental attitude or cognitive approach that is rooted in the belief that transformation is achievable and the expectation that the future will be favourable. Individuals who exhibit higher levels of hope generally report having increased self-esteem and decreased self-deprecating thoughts. Hope is closely associated with "agency," which refers to the extent to which an individual feels in charge

of their own life, particularly in terms of addressing mental health concerns or inappropriate pharmaceutical usage (also known as "Recovery"). The concept that hope and self-confidence can be enhanced via interaction with individuals who have faced comparable challenges and successfully overcome them is a fundamental aspect of the most influential approach in fostering hope within the "Recovery Movements." This procedure is referred to as "Visible Recovery." Heightened optimism might bolster perceptions of one's effectiveness.

Self-Efficacy

Self-efficacy is often regarded as the fundamental basis of human organisations (Bandura et al., 1999). Bandura has conceptualised self-efficacy as an individual's belief in their ability to mobilise motivation, cognitive resources, and organisation to address a circumstance. Self-efficacy refers to the belief in one's ability to achieve a specific goal or objective (Bandura et al., 1999). Furthermore, there exists a sense of determination and persistence among individuals who have confidence in their capacity to regulate their emotions despite challenging situations. Individuals with a sense of efficacy are more inclined to disregard negative emotions about themselves and their capabilities compared to those who feel unsuccessful (Scott, 2022). Bandura et al. (1999) posited that individuals could postpone difficult work duties by relying on their qualifications. When faced with a difficult task, these persons tend to focus on negative outcomes and hence experience a heightened level of fear. They spend more time thinking about their future failures rather than finding solutions to the problem at hand. It is commonly asserted that some individuals attribute their failure on personal shortcomings. Individuals that possess self-efficacy have a higher level of confidence in their abilities, which leads them to invest more time in searching for a solution. Through our endeavours, we exhibit increased diligence and, hence, achieve greater effectiveness in confronting demanding and typically arduous tasks. Self-efficacy is considered equivalent to resilience because it is believed that self-efficacy has a vital role in an individual's capacity to adjust and manage difficult situations (Sabouripour et al., 2021). Individuals with a robust sense of self-efficacy are more inclined to feel that their activities and endeavours can result in beneficial outcomes. This conviction drives their determination to confront issues directly and utilise efficient problem-solving techniques. Proactive and adaptive coping techniques are essential components of resilience. Various research has demonstrated that self-efficacy is a crucial component.

Resilience

The concept of resilience has evolved over the past four decades as it is found in scientific literature (Cicchetti, 2010). Consequently, there was a dearth of agreement over the definition (Bonanno & Keltner, 2004; Luthar et al., 2000; Masten, 2007; Olsson et al., 2003). However, the comprehensive resilience literature has established three distinct concept definitions: resilience as an outcome, as a mechanism, and as a personality trait (Ya et al., 2014). Resilience, in the face of dangers, has been recognised as a successful response to sudden pressures and ongoing challenges (Mahdiani & Ungar, 2021; Chmitorz et al., 2018). Resilience is an intricate mechanism that helps individuals adapt to situations including risks by considering the interaction between risk factors and protective resources within a given process. Resilience is a favourable attribute within the broader group of personality traits that enables individuals to bounce back from adversity and thrive, grow, and enhance themselves in challenging situations.

Although these three specific categories of concern focus on resilience, for the purpose of this research, resilience will be regarded as a human trait that aids individuals in recovering from adversity and thriving. The development of resilience allows for a more distinct comparison with other traits of personality. Employees who are resilient have a greater capacity to recover from setbacks or obstacles and regain or surpass their previous level of production (Craig & Muskat, 2013).

Optimism

Optimism can be defined as the act of making a confident assumption about achieving success in both the present and the future. Individuals with a low external locus of control are more inclined to internalise and attribute positive experiences. They believe that exerting effort is necessary for favourable outcomes to happen. Nevertheless, optimists maintain the belief that they will consistently encounter amazing opportunities in the days to come. To enhance optimism, it is crucial to redirect your focus. It can be cultivated through practising acceptance of the past, savouring the current moment, and recognising opportunities in the future. The manner in which we assess previous events has an impact on our ability to predict future occurrences. Optimism is the overall belief of an individual that they will experience more advantageous situations than disadvantageous ones in the future. Additionally, it examines how individuals perceive the elements that contributed to previous events, whether favourable or negative, in order to shape their anticipations for the future. From this perspective, pessimists assign the causes of terrible experiences to internal factors, such as believing that they are responsible for things going wrong, whereas optimists attribute the causes of negative experiences to external factors, such as bad luck. In contrast, individuals with a pessimistic outlook believe that success is a result of luck, whilst those with an optimistic mindset attribute it to their capabilities (Çavuş & Gökçen, 2015).

The Relationship Between Psychological Capital and Burnout

Psychological capital is a promising construct for discovering factors that promote employee well-being. Priorly said, PsyCap encompasses four separate attributes: hope, efficacy, resilience, and optimism. Collectively, these four attributes equip individuals to have confidence in undertaking difficult responsibilities, to have faith in their capacity to surpass expectations, and to overcome adversity. Prior study has investigated the correlation between resilience and burnout syndrome. The durability of the PsyCap concept has been linked to the prevention and alleviation of symptoms related to burnout syndrome (Arrogante & Aparicio-Zaldivar, 2017; Rosenberg, 2018; Rushton et al., 2015). Rushton et al. (2015) did a quantitative correlation study to investigate the association between resilience, hope, and burnout syndrome among nurses in order to establish the components of a healthy work environment. The results showed a significant and inverse relationship between emotional exhaustion, depersonalisation, and resilience aspects of burnout syndrome in the surveyed nursing staff (Rushton et al., 2015). Resilience was found to have a favourable correlation with the personal performance aspect of burnout syndrome. Furthermore, the study revealed statistically significant correlations between hope and burnout syndrome. Rushton et al. (2015) identified a correlation between hope and nursing burnout. The study conducted by Rushton et al. (2015) revealed a significant negative

association between hope and emotional tiredness (-0.34) as well as depersonalisation symptoms of burnout syndrome (-0.31).

Conversely, hope showed a positive correlation with the individual performance aspect of burnout syndrome, with a correlation coefficient of 0.43 (Rushton et al., 2015). The evidence suggests that as individuals' hope increases, their evaluations of their accomplishments and effectiveness rise, while their emotional fatigue, depersonalisation, and cynicism decrease. Previous studies have also investigated the correlation between self-efficacy and burnout syndrome. Research conducted by Amiri et al. (2019) and Onuoha & Idemudia (2017) has shown a negative correlation between self-efficacy and burnout syndrome. Optimism has been linked to higher levels of work and organisational engagement, but it has also been linked to worse levels of physical and mental health (Fortes et al., 2020). This study investigates the impact of four components of PsyCap, specifically self-efficacy, hope, resilience, and optimism, on burnout. Although prior studies have established a connection between burnout and psychological issues as well as stress, none have particularly investigated the many aspects of PsyCap. Thus, this study seeks to fill the void in knowledge through its discoveries. Consequently, the theories for these correlations are as follows:

- i) Hypothesis 1 (H₁): There is a significant relationship between the psychological capital's dimension of hope and burnout among Malaysian NPO workers.
- ii) Hypothesis 2 (H₂): There is a significant relationship between the psychological capital's dimension of efficacy and burnout among Malaysian NPO workers.
- iii) Hypothesis 3 (H₃): There is a significant relationship between the psychological capital's dimension of resilience and burnout among Malaysian NPO workers.
- iv) Hypothesis 4 (H₄): There is a significant relationship between the psychological capital's dimension of optimism and burnout among Malaysian NPO workers.

Emotional Labour

Emotion is a multifaceted condition that encompasses subjective experiences, physiological alterations, expressive acts, and cognitive processes. It emerges as a result of different stimuli, including both external and internal factors, and has a significant impact on an individual's ideas, behaviours, and interactions with the surroundings. Emotions consist of a broad range of experiences, including happiness, sorrow, anger, fear, surprise, and disgust, among other feelings (Levenson, 2019). Emotional contagion refers to the transmission of different moods and emotions that a worker in an organisation may acquire from a colleague or acquaintance. Essentially, this concept illustrates that human emotions are infectious and can sometimes be transmitted from one individual to another. Doherty (1997) categorised five primary emotions as follows: happiness, love, rage, fear, and sadness. Emotional labour is the process of managing emotions and expressions in accordance with organisational guidelines. It involves aligning one's emotions with the emotions deemed necessary by the organisation for effective interpersonal relationships (Hochschild, 2003; Mikolajczak et al., 2007). Emotional work can be defined as the conscientious exertion of mental and emotional effort to comprehend and empathise with others, experiencing their emotions as if they were one's own (Basm & Beenirba, 2012).

Emotional labour has become a crucial component in a variety of professions and service industries (Adams & Mastracci, 2018; Yucebalkan & Karasakal, 2016). The professions mentioned encompass medical practitioners, nursing professionals, educators, airline personnel, social service providers, call centre workers, and sales agents (Han et al., 2022; Bayram et al., 2012). Emotional labour refers to the act of expressing suitable emotions in order to improve job performance (Kumar et al., 2022).

Hochschild (2003) coined the term "emotional work" to refer to the act of effectively controlling one's emotions in response to workplace demands. This process entails the manipulation, modification, fabrication, or adjustment of emotions to adhere to the organization's regulations for how emotions should be displayed in the workplace (Jeung et al., 2018; Lee & Ok, 2012; Hochschild, 2003). The extensive study employs two procedures for managing emotions: (a) surface acting, which involves manipulating imagined sentiments on the surface; and (b) deep acting, which involves shifting ideas (Grandey, 2000; Hochschild, 2003). Emotional expressions in the workplace can be altered or fabricated in order to conform to the expectations and standards set by the organisation or job performance requirements (Grandey & Gabriel, 2015; Lisa et al., 2019; Ivona & Gerben, 2017). Emotional labour refers to the practice of individuals effectively managing their emotions by engaging in surface-level activities. This involves actively regulating their sentiments in order to display the desired emotion, making it a dynamic and significant process (Grandey, 2000; Hochschild, 2003). Hochschild (2003) hypothesised that surface acting is associated with a reduced sense of personal achievement, specifically in relation to feelings of shame and dissatisfaction. Nevertheless, research indicates that deep acting, which involves aligning internal ideas and feelings with the requirements of display rules, reduces discrepancies and is not related to weariness. Aligning internal emotional states with corporate rules can enhance professional achievement and reduce feelings of separation (Brotheridge & Grandey, 2002). Organisations have shown that mental well-being is positively associated with enhanced productivity, reduced employee turnover, and decreased absenteeism (Scanlan & Still, 2019; Bowers et al., 2021; Yasir et al., 2020). From the perspective of an employee, emotional well-being has positive effects on physical and mental health, workplace engagement, and overall satisfaction (Kun & Gadanez, 2022; Ruggeri et al., 2020).

There are two main approaches that employees might use to carry out emotional labour: surface acting (SA) and deep acting (DA). Surface acting is the act of seeming to show a certain emotion without actually feeling it internally, while deep acting is genuinely trying to build the necessary emotion before expressing it outwardly. Surface acting can be seen as fake since it requires adopting a demeanour that lacks authenticity, while deep acting is typically seen as genuine and emotional. Deep acting is a type of emotional regulation that involves proactively dealing with emotional situations, whereas surface acting is a type of emotional regulation that involves quickly responding to spontaneous requests for emotional expressions (Byrne et al., 2011). Individual emotional work can be studied as different forms of emotion regulation that utilise demanding methods such as surface acting and deep acting to manage emotions and expressions (Grandey, 2000). Surface action involves the act of seeming to have emotions that one does not genuinely feel or hiding one's true feelings. On the other hand, profound action involves changing or converting the experienced emotions into more favourable ones by reevaluating or focusing on them (Hochschild, 2003). According to Grandey (2000), emotional work refers to

the process of regulating emotions by employing both superficial acts, such as changing expressions, and inner activities, such as changing feelings. According to Chen and Fellenz (2020), service professionals can develop the determination and vitality needed to engage in deep acting during service encounters.

The core aspect of emotional labour is the individual's ability to regulate their emotions (Grandey & Melloy, 2017). It is crucial to comprehend the value of emotional labour in terms of exchange, as well as the regulations and job expectations in different professions. Due to the emotional strain, individuals may develop pessimistic and cynical views towards others, along with dehumanising and apathetic responses. These negative emotions can result in decreased productivity and ultimately lead to unfavourable evaluations (Edú-Valsania et al., 2022). Employees must effectively regulate their emotions to ensure that these encounters stay pleasant and long-lasting. This frequently involves conforming to the specified facial expressions and behavioural norms mandated by the organisation as a requirement of their job responsibilities. Nevertheless, this emotional strain often leads to persistent emotional exhaustion, dissatisfaction with one's employment, and increased rates of employee turnover, all of which have significant consequences for service-oriented businesses (Grandey, 2000). Workers in non-profit organisations (NPOs) in Malaysia frequently do emotional labour as a regular component of their job, as they interact with customers who may be grappling with challenging personal and social problems. This entails effectively controlling one's own emotions to uphold a professional demeanour, as well as managing the emotions of clients to assist them in dealing with their circumstances. Emotional labour can exert a significant toll on social workers and may lead to burnout if not effectively handled.

The Relationship Between Emotional Labour and Burnout

Although there is a growing body of information regarding stress, emotional labour, and symptoms of burnout, the research has not sufficiently examined the different aspects of emotional labour as predictors of burnout. There was a widespread assumption that professions involving "caregiving" possess a unique quality that enhances the sense of fulfilment in their work. Research indicates that in challenging circumstances, the presence of conflict and the dedication to regulating emotions are associated with increased stress and emotions linked to burnout (Brotheridge & Grandey, 2002). According to Blomstrom-Johnson (2021), engaging with consumers who visit regularly and over a long period of time was seen as a factor that can lead to burnout. Occupations that necessitate substantial emotional labour, particularly when the displayed feelings are insincere, might contribute to emotional fatigue and result in burnout (Zhang et al., 2021; Kaur & Malodia, 2013). Superficial behaviours in emotional work techniques have frequently been linked to low employee well-being, as indicated by studies conducted by Sciotto & Pace (2022) and Zhang et al. (2023). The framework developed by Grandey (2000) helps to understand emotional work and its associated concepts. The commencement of emotional labour is strongly linked to context cues, including overall interaction norms and immediate emotional occurrences. Furthermore, engaging in demanding emotional labour can result in enduring effects, impacting both personal factors such as burnout or job satisfaction, as well as organisational factors such as performance or work avoidance behaviour, in the long run. Jeung et al. (2018) conducted a literature review and found that

emotional labour is a prevalent source of job stress in contemporary society, which ultimately results in burnout. To comprehend the connection between emotional labour and its effects, such as burnout, it is crucial to investigate personality traits like self-efficacy.

According to Morgan (2022), burnout is more prevalent among customer service personnel compared to those working in industrial businesses. Given the significant emotional demands placed on carers, our findings indicate that it is crucial to prioritise the recognition and management of carer burnout (Gérain & Zech, 2019). Multiple meta-analyses have demonstrated that surface actions and negative presentation rules are positively correlated with employee burnout. These findings are supported by studies conducted by Hori & Chao (2019), Meinert (2017), Kammeyer-Mueller et al. (2013), Thomas et al. (2017), Salama et al. (2022), and Dudley (2017). However, a contrasting perspective on emotional labour has surfaced, emphasising that negative outcomes associated with emotional labour may be due to a mismatch between individuals and their employment rather than the actual use of such strategies (Humphrey et al., 2015). Displaying suitable emotion on every occasion requires both exertion and a profound aspect of an employee's uniqueness. When a corporation exerts control over an employee's emotions, it can have detrimental effects on their physical and mental health, and can also contribute to burnout (Hochschild, 2003). Thus, the assumptions for these correlations might be stated as:

- i) Hypothesis 5 (H_5): There is a significant relationship between emotional labour's dimension of surface acting and burnout among Malaysian NPO workers.
- ii) Hypothesis 6 (H_6): There is a significant relationship between emotional labour's dimension of deep acting and burnout among Malaysian NPO workers.

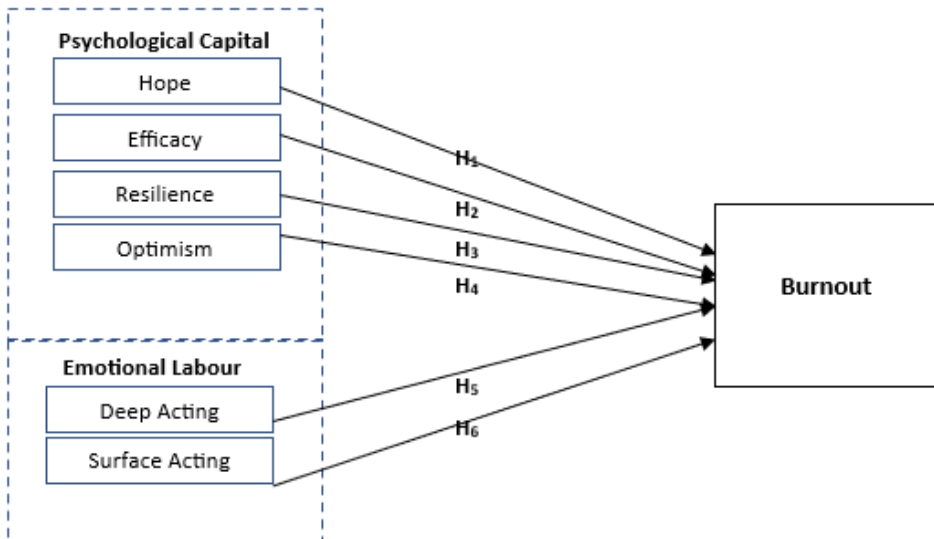


Figure 1. Research framework

3. Methodology

The cross-sectional quantitative study was chosen since it allows for a thorough examination of a complex subject through a scientific and targeted approach, with a focus on the specific objectives and correlations being investigated (Sang, 2008). According to Figure 1, the variables that were not influenced by other factors in this study were PsyCap and emotional labour. In this study, burnout was the dependent variable. The investigation is a correlational study aimed at describing the variables in the research framework and identifying the links between them. The level of researcher intervention is modest, and the study environment is authentic. The study conducted a survey of all 164 employees of a Malaysian non-profit organisation (NPO) based in Shah Alam, Selangor. The survey included employees from the organization's branches in Perak, Pahang, Borneo of Malaysia, as well as from Indonesia, Egypt, Africa, Japan, and New Zealand. Therefore, the participants must be employees who have been employed by the organisation for a minimum of three months, have dedicated themselves to a specific project, and work on a full-time, contractual, or part-time basis. The employees are distributed among many departments, such as operations, marketing, creative, public relations, finance, human resources, and other areas. For this study, the researcher opted to employ a census methodology. A web-based survey was administered to 164 employees, who constituted the entire population, in order to gather data for this study.

The entirety of the data was gathered through the utilisation of an online survey questionnaire. Respondents have an indirect role in the management and operation of the non-profit organization's main office and all its branches in Malaysia and other countries. The participants were allocated a period of ten business days to fill out the questionnaires. As a result, the researcher obtained 122 sets of questionnaires. However, after careful examination, only 118 sets were considered suitable because the remaining 4 sets had either incomplete or inconsistent data, and so had to be excluded at the data input stage. The data was analysed using version 26 of the Social Science Statistics Package (SPSS). The data analysis method commences by ascertaining the demographic characteristics of the data by the utilisation of descriptive statistics, including percentage, mean, frequency, and standard deviation. The following analyses were conducted to assess the normality of the data by assessing the shape of the distribution and the internal consistency using reliability analysis. This study utilised multiple regression analysis to examine the predictive capabilities of PsyCap and emotional labour in relation to burnout. Multiple regression can be viewed as an advanced expansion of correlation analysis (Pallant, 2010). It is employed to assess the ability of a set of independent variables to predict a continuous dependent variable. The text examines the correlation between two or more variables by examining the data obtained from respondents using the Statistical Package for Social Science (SPSS).

The data has been gathered utilising three established instruments: the Psychological Capital Questionnaires (PSQ), the Emotional Labour Scale (ELS), and the Copenhagen Burnout Inventory (CBI) Questionnaires. The measurement of Psychological Capital (PsyCap) was conducted using the Psychological Capital Questionnaire (PCQ-24). The Psychological Capital scale is the predominant tool utilised for evaluating PsyCap, as stated by Luthans et al. (2015). The PCQ consists of 24 items, with six items for each of the four PsyCap subscales: efficacy,

hope, optimism, and resilience (Luthans et al., 2015). Participants will be instructed to introspect and evaluate their own opinions by assigning a numerical value on a Likert scale, which spans from 1 (indicating strong disagreement) to 5 (indicating strong agreement), for each topic. Luthans et al. (2015) discovered that the PCQ had an internal consistency reliability of .89 during their validity examination. The measurement of emotional labour was conducted using Brotheridge and Lee's (2003) self-report questionnaire consisting of fifteen items. This questionnaire is based on a theoretical model developed by Hochschild (2003). The scale consists of 15 items, with one item specifically addressing the time of the encounter (A normal interaction with consumers lasts approximately 10 minutes), and the remaining 14 items divided into five subscales: (a) Frequency (I exhibit specific emotions as necessary for my job); (b) Intensity (I exhibit strong emotions at work); (c) Variety (I exhibit a wide range of emotions at work); (d) Superficial representation (I refrain from expressing my genuine feelings at work); and (e) Deep representation (I genuinely strive to experience the emotions that I am expected to exhibit at work). The items are evaluated using a 5-point Likert scale that ranges from the lowest rating of never (1) to the highest rating of always (5). The initial scale demonstrates satisfactory Cronbach's alpha values ranging from .74 to .91.

The Copenhagen Burnout Inventory (CBI) developed by Kristensen et al., (2005) was used to assess burnout. The CBI is a questionnaire consisting of 16 items that assess three main aspects of burnout: personal-related burnout (six items; e.g., 'How frequently do you experience thoughts like "I can't take it anymore?"' and 'How often do you feel physically weak and prone to illness?'), work-related burnout (seven items; e.g., 'Do you feel exhausted in the morning at the mere thought of another day at work?' and 'Do you feel completely drained at the end of your working day?'), and client/customer related burnout (six items; e.g., 'Does working with clients drain your energy?' and 'Do you feel that you invest more effort than you receive when working with clients?'). The items were evaluated using a 5-point Likert scale, with 1 representing "Never/almost never or To a very low degree," 2 representing "Seldom or To a low degree," 3 representing "Sometimes or Somewhat," 4 representing "Often or To a high degree," and 5 representing "Always or To a very high degree." The Cronbach's alpha coefficient for internal dependability is exceptionally high, ranging from .85 to .87. Although the Maslach Burnout Inventory (MBI) continues to be widely used in social science research, the CBI has emerged as the preferred assessment for healthcare and the helping professions. By not assuming an inherent American bias, the utilisation of the CBI (Kristensen, et al., 2005) has facilitated the worldwide expansion of burnout research. Furthermore, this tool, which is not only cost-free but also concise, universally accessible, robust in terms of psychometric properties, and appropriate to all professional fields (Dyrbye et al., 2018), has not been utilised by any other researchers to assess burnout specifically among librarians, as revealed by a comprehensive literature study. The authors chose the CBI for their study due to these reasons.

4. Findings

Table 1. Demographics Profile of Respondent (n=118)

Variable	Frequency	Percentage (%)
Gender:		
Female	85	72.0
Male	33	28.0
Age:		
18-20 years	10	8.5
21-25 years	31	26.3
26-30 years	49	41.5
31-35 years	17	14.4
36-40 years	7	5.9
41-45 years	2	1.7
46-50 years	2	1.7
Ethnicity:		
Malay	106	89.8
Indian	1	0.8
Bumiputra	3	2.5
Others	8	6.8
Education Level:		
SPM/ O Level	11	9.3
Diploma	8	6.8
Bachelor's degree	86	72.9
Master's degree	8	6.8
PhD	5	4.2
Like Joining Volunteerism:		
Yes	104	88.1
No	3	2.5
Not sure	11	9.3
Years of volunteer activist:		
None	15	12.7
Less than 1	18	15.3
1-2 years	13	11.0
3-4 years	18	15.3
5-6 years	6	5.1
7-10 years	31	26.3
11-15 years	13	11.0
16-20 years	2	1.7
21-25 years	2	1.7
Work Experience:		
Less than 1	29	24.6
1-2 years	22	18.6
3-4 years	16	13.6
5-6 years	24	20.3
7-10 years	16	13.6
11-15 years	6	5.1
16-20 years	3	2.5
21-25 years	1	0.8
26 years over	1	0.8

Table 1 displays the outcome of the demographic profile. The survey participants were 72 per cent females and 28 per cent males. Out of the total sample, 41.5% of respondents were aged between 26 and 30 years old, making them the largest age group. The second largest group

consisted of respondents aged 21 to 25 years old, accounting for 26.3% of the sample. The remaining age groups were as follows: 14.4% were aged 31 to 35 years old, 8.5% were aged 18 to 20 years old, 5.9% were aged 36 to 40 years old, 0.9% were aged 50 to 59 years old, 1.7% were aged 41 to 45 years old and 46 to 50 years old, respectively. The ethnic composition of the respondents is as follows: 106 (89.8%) are Malay, 8 (6.8%) are from other ethnic groups, which mainly consist of overseas personnel, 3 (2.5%) are bumiputra, and 1 (0.8%) is Indian. The majority of the respondents (72.9%) held a University Degree, followed by O-Level (9.3%), Diploma (6.8%), Master's (6.8%), and Ph.D. (4.2%). Among the 118 respondents, 88.1 per cent had a positive inclination towards participating in the volunteers' programme, while 9.3 per cent were uncertain and 2.5 per cent expressed a negative sentiment. The respondents' involvement as volunteer activists can be categorised as follows: 26.3% have been involved for 7-10 years, 15.3% for 3-4 years, 15.3% for less than 1 year, 12.7% are not currently active as volunteers, 11% for 1-2 years, 11% for 11-15 years, 5.1% for 5-6 years, and 1.7% each for 16-17 years and 21-25 years. The majority of respondents were from the operation department (35.6%), followed by marketing (16.9%), creative (15.3%), public relations (10.2%), finance (8.5%), human resources (5.9%), others (5.1%), and information technology (2.5%). The majority of respondents have less than 1 year of work experience (24.6%), followed by 5-6 years (20.3%), 1-2 years (18.6%), 3-4 years (13.6%), 7-10 years (13.6%), 11-15 years (5.1%), 16-20 years (2.5%), 21-25 years (0.8%), and over 26 years (0.8%).

Table 2. Results of Mean, Normality, and Reliability for All Variables (N=118)

Variables	Mean	Standard Deviation	Skewness	Kurtosis	Reliability Cronbach's Alpha	Items
PsyCap - Hope	3.89	.68	-.377	-.205	.80	4
PsyCap - Efficacy	3.53	.83	-.856	1.829	.77	5
PsyCap - Resilience	3.61	.81	-.384	-.259	.81	5
PsyCap - Optimism	4.10	.76	-.556	-.453	.88	5
Emotional Labour – Surface Acting	3.76	.79	-.313	-.265	.67	3
Emotional Labour – Deep Acting	4.01	.91	-.718	-.371	.93	6
Burnout	3.89	.63	-.198	-.281	.94	16

Table 2 presents the descriptive analysis, which includes the mean and standard deviation. The optimism component of PsyCap has the greatest mean score, while the efficacy dimension of PsyCap has the lowest mean score among all variables. The mean score for burnout is 3.45, indicating a moderate level of burnout among respondents. Psychological Capital has a mean of 4.20, suggesting a high level of positive psychological traits among the respondents. Emotional Labor has a mean of 3.90, indicating a relatively high level of emotional effort required in their roles. Subsequently, the data's normality was assessed by examining the distribution's form. Coakes and Steed (2009) state that the assumption of normalcy is necessary for many inferential statistical approaches. According to Coakes and Ong (2011), a normal distribution is considered acceptable if the skewness and kurtosis values fall within the range of ± 3 . Furthermore, Coakes and Ong (2011) stated that data following a normal distribution will have a distribution pattern that aligns with a straight diagonal line. According to Table 1, the data was classified as normally distributed because the skewness and kurtosis values for each variable were within the range of ± 3 . Therefore, it is possible to further examine other approaches to inferential statistical techniques.

This study employs Cronbach Alpha as a metric to assess dependability and internal consistency. According to the findings in Table 2, the Cronbach Alpha values ranged from .67 to .94, above the minimum criteria of .60 set by Nunally (1978). The reliability coefficients for all dimensions of PsyCap ranged from .77 to .88. More precisely, the dependability values for both measures of emotional labour were 0.67 and 0.93. The reliability value for burnout was .94.

The Pearson correlation coefficients (r) were utilised to assess the association between PsyCap (including hope, efficacy, resilience, and optimism), emotional labour (comprising surface acting and deep acting), and burnout. The Guilford Rule of Thumb states that a correlation coefficient (r) of 0.70 or higher indicates a strong relationship between variables. If the r coefficient falls between 0.30 and 0.69, the relationship is considered moderate. A relationship is considered weak if the r coefficient is less than 0.30. Table 3 illustrates the result of the correlation between PsyCap dimensions and burnout with moderate correlation values, hope (r=-.43, p<0.01), efficacy (r=-.53, p<0.01), resilience (r=-.58, p<0.01), and optimism (r=-.44, p<0.01). The data suggest a strong and statistically significant negative association between PsyCap and burnout, suggesting that higher levels of Psychological Capital are associated with lower burnout. Conversely, the correlation analysis revealed that there is a significant positive relationship between the dimensions of emotional labour and burnout, indicating that higher levels of Emotional Labor are associated with higher burnout. Specifically, surface acting showed a correlation coefficient of .52 (p<0.01), while deep acting showed a correlation coefficient of .59 (p<0.01), indicating moderate levels of correlation. There is also a negative correlation between Psychological Capital and Emotional Labor (-0.30), suggesting that higher Psychological Capital is associated with lower levels of Emotional Labor.

Table 3. Pearson Correlation for All Variables (N=118)

	PsyCap - Hope	PsyCap - Efficacy	PsyCap - Resilience	PsyCap - Optimism	-Emotional Labour – Surface Acting	Emotional Labour – Deep Acting	Burnout
PsyCap - Hope	1						
PsyCap - Efficacy	.525**	1					
PsyCap - Resilience	.465**	.528**	1				
PsyCap - Optimism	.471**	.535**	.611**	1			
Emotional Labour – Surface Acting	-.482**	-.428**	-.486**	-.490**	1		
Emotional Labour – Deep Acting	-.253**	-.369**	-.478**	-.340**	.342**	1	
Burnout	-.434**	-.530**	-.577**	-.437**	.518*	.590**	1

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

The research employed Multiple Regression Analysis to investigate the relationships between the independent and dependent variables (Sekaran, 2006). The information shown in Table 4 provides a concise summary of the findings from a multiple regression analysis examining the association between PsyCap (which includes hope, efficacy, resilience, and optimism), emotional labour (specifically surface acting and deep acting), and burnout. The coefficient of determination, also known as the R2 value, is the primary metric used to evaluate the structural model.

The coefficient in question measures the degree of correlation between the real and predicted values of an internal construct and is used to assess the accuracy of the model's predictions. Greater numbers indicate increased levels of predictive accuracy, and the R² value varies between 0 and 1 (Hair, 2013). The correlation coefficient (R² value) between PsyCap, emotional labour, and burnout was found to be 0.54. This research model demonstrates that 54% of the variation in burnout can be accounted for by PsyCap, which includes hope, efficacy, resilience, and optimism, as well as emotional labour, which encompasses surface acting and deep acting. Table 3 displays the correlation between PsyCap (which includes hope, efficacy, resilience, and optimism), emotional labour (specifically surface acting and deep acting), and burnout. Only two out of the four components of PsyCap, namely efficacy and resilience, were found to have a statistically significant negative connection with burnout. Thus, only hypotheses H2 and H3 were corroborated, but hypotheses H1 and H4 were not substantiated. More precisely, there is a statistically significant negative correlation between efficacy and burnout ($\beta = -.19, p < .05$), with a t value of -2.27. Additionally, resilience also exhibits a statistically significant negative correlation with burnout ($\beta = -.20, p < .05$), with a t value of -2.19. The study revealed that both aspects of emotional labour, namely surface acting ($\beta = .20, p < .05$) with a t value of 2.53, and deep acting ($\beta = .35, p < .05$) with a t value of 4.67, had a substantial favourable impact on burnout. Therefore, both hypotheses H5 and H6 were confirmed.

Table 4. Result of regression between Independent Variables and Dependent Variables

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.239	.348		3.556	.001
PsyCap - Hope	.066	.075	.072	.880	.381
PsyCap - Efficacy	-.145	.064	-.192	-2.266	.025
PsyCap - Resilience	-.166	.076	-.201	-2.189	.031
PsyCap - Optimism	.031	.068	.041	.460	.647
Emotional Labour – Surface Acting	.162	.064	.204	2.531	.013
Emotional Labour – Deep Acting	.240	.051	.349	4.673	.000

Note. Dependent Variable: Burnout, F- value: 21.926, Sig.: .000, R²: .542, Adjusted R²: .518

5. Discussion

Psychological capital is of special significance for NPO workers in Malaysia due to their frequent exposure to high-stress conditions and their involvement in addressing complex personal and social problems. According to the findings of this study, the resilience dimension of PsyCap was identified as the most influential element in relation to burnout. The efficacy dimension also had a substantial impact, and both effects were determined to be negative. Neither the dimensions of hope nor optimism were found to be statistically significant. These data suggest that enhancing either the employees' resilience or self-efficacy can decrease their experience of burnout. This study has corroborated the findings of previous studies conducted by Arrogante and Aparicio-

Zaldivar (2017), Rosenberg (2018), and Rushton et al. (2015), which all concluded that PsyCap has a comparable impact on employees' burnout. Therefore, workers in non-profit organisations (NPOs) can enhance and sustain their psychological capital by participating in diverse activities such as introspection, goal setting, and drawing lessons from their mistakes (Zhou et al., 2020). Additionally, individuals might prioritise the development of self-efficacy, which refers to confidence in one's capability to achieve success in particular circumstances or complete a task. Organisations can enhance the cultivation of psychological capital in its social workers by offering avenues for professional growth, cultivating a conducive work atmosphere, and advocating for a healthy work-life equilibrium (Virga et al., 2020). Psychological capital is a dynamic characteristic that may be cultivated and enhanced, and its levels may vary depending on life events and individual circumstances. Regularly evaluating and enhancing their psychological capital can help workers acquire the necessary resources to effectively handle the demands of their job.

Furthermore, it was discovered that both aspects of emotional labour had a notable and meaningful influence on burnout. Among the two, deep action dimension exhibited the most predictive power, with surface acting being the subsequent factor. These data demonstrate that an increase in either deep or surface acting will lead to higher levels of burnout among NPO staff. Therefore, our study added to the existing information by confirming the similar impact of emotional labour and burnout, which has been recently examined by Zhang et al. (2018), G rain and Zech (2019), Hori and Chao (2019), and Jeung et al. (2018). Therefore, organisations can offer assistance by providing regular oversight, chances for ongoing professional development, and sufficient resources to assist with the workload (WHO, 2019). In order to mitigate burnout, non-profit organisation (NPO) workers in Malaysia can adopt self-care strategies, including establishing clear limits, taking regular breaks, and requesting assistance from colleagues and supervisors (Menaldi et al., 2023). Long working hours, job dissatisfaction, and a failure to engage in health-promoting practices such as regular exercise, medical check-ups, and sufficient sleep have all been associated with an increased likelihood of experiencing burnout syndrome (Amofo et al., 2015; Iorga et al., 2017).

6. Conclusion

This study contributes to the expanding corpus of knowledge on burnout, psychological capital (PsyCap), and emotional labour in the workplace, making it a significant addition. This study is unique because to its location in Malaysia as opposed to a Western context. This study not only investigates the correlation between workplace study characteristics, but also explores the role of emotions in this association. The results of this study would contribute to the extensive and ongoing research on burnout conducted by scholars in the fields of business, management, industrial and organisational psychology, and other related disciplines. The findings are expected to contribute to the current knowledge base and serve as a reference for other studies. Additionally, they can be used by government leaders and policymakers as a source of guidance for developing new policies, procedures, and guidelines. The data for this study were collected from the Malaysian context. Given that the majority of the research were conducted in Western developed nations, the results of this study could enhance the strength of the burnout theory

among Malaysian NPO workers by validating the current theory within a distinct cultural context. The findings of this study in Malaysia and ASEAN are expected to have significant implications for the nation and the region. It is hoped that these findings would serve as a catalyst for further research by scholars globally.

Acknowledgement

The authors gratefully acknowledge the assistance of the Universiti Teknologi MARA, Cawangan Selangor in providing the study funding (Project Number: 600-UITMSEL (PI. 5/4) (048/2022).

WORKS CITED

- Abramson, A. (2022). Burnout and stress are everywhere. *Monitor on Psychology*, 53(1), 72.
- Adams, I., & Mastracci, S. (2018). Police Body-Worn Cameras: Effects on Officers' Burnout and Perceived Organizational Support. *Police Quarterly*. <https://doi.org/10.1177/1098611118783987>
- Akgun-Citak, E., Attepe-Ozden, S., Vaskelyte, A., van Bruchem-Visser, R. L., Pompili, S., Kav, S., ... Mattace-Raso, F. U. S. (2020). Challenges and needs of informal caregivers in elderly care: Qualitative research in four European countries, the TRACE project. *Archives of Gerontology and Geriatrics*, 87(November 2019), 103971. <https://doi.org/10.1016/j.archger.2019.103971>
- Amiri, M., Vahedi, H., Mirhoseini, S. R., Eghtesadi, A. R., & Khosravi, A. (2019). Study of the Relationship Between Self-Efficacy, General Health and Burnout Among Iranian Health Workers. *Osong Public Health and Research Perspectives*, 10(6), 359-367. <https://doi.org/10.24171/j.phrp.2019.10.6.06>
- Amofo, E., Hanbali, N., Patel, A., & Singh, P. (2015). What are the significant factors associated with burnout in doctors? *Occupational Medicine*, 65, 117-121.
- Arrogante, O., & Aparicio-Zaldivar, E. (2017). Burnout and health among critical care professionals: The mediational role of Resilience. *Intensive and Critical Care Nursing*, 42, 110-115. doi:10.1016/j.iccn.2017.04.010
- Baka, L. (2015). Does job burnout mediate negative effects of job demands on mental and physical health in a group of teachers? Testing the energetic process of Job Demands-Resources model. *Int J Occup Med Environ Health*, 28(2):335-346. doi: 10.13075/ijom.1896.00246. PMID: 26182928.
- Bandura, A. (1999). Social Cognitive Theory of Personality: Theory and research. *Handbook of Personality*, 154-196. [https://doi.org/10.1016/0749-5978\(91\)90022-L](https://doi.org/10.1016/0749-5978(91)90022-L)
- Bandura, A., Pastorelli, C., Barbaranelli, C., & Caprara, G. V. (1999). Self-efficacy pathways to childhood depression. *Journal of Personality and Social Psychology*, 76, 258-269.
- Bang, H., & Reio, T. G., Jr. (2017). Examining the role of cynicism in the relationships between burnout and employee behavior. *Journal of Work and Organizational Psychology*, 33(3), 217-227. <https://doi.org/10.1016/j.rpto.2017.07.002> Ivona & Gerben, 2017
- Basim, H.N., Beğenirbaş, M., 2012. Çalışma yaşamında duygusal emek: Bir ölçek uyarlama çalışması. *Yönetim ve Ekonomi: Celal Bayar Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi* 19 (1), 77-90.
- Baum, N., & Moyal, S. (2018). Impact on therapists working with sex offenders: a systematic review of gender findings. *Trauma, Violence, & Abuse*, 1524838018756120. Bayram, N., Aytac, S., & Dursun, S. (2012). Emotional labour and burnout at work: a study from Turkey. *Procedia-Social and Behavioral Sciences*, 65, 300-305.
- Bilgili, N., & Kitish, Y. (2017). Old age and elderly health. Ankara: Visa Publishing.
- Blomstrom-Johnson, C. (2021). Sales Call Anxiety, Employee Burnout, and the Moderating Effect of Supervisor Support. *Theses and Dissertations*. 220. <https://repository.fit.edu/etd/220>
- Bonanno, G., & Keltner, D. (2004). Brief Report The coherence of emotion systems: Comparing "on-line" measures of appraisal and facial expressions, and self-report. *Cognition & Emotion*, 18(3), 431-444.

- Bowers, E. P., Larson, L. R., & Parry, B. J. (2021). Nature as an ecological asset for positive youth development: empirical evidence from rural communities. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.688574>
- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labour and burnout: Comparing two perspectives of "people work." *Journal of Vocational Behavior*, 60(1), 17-39.
- Burnout an "occupational phenomenon": International Classification of Diseases. (2019). World Health Organization; Geneva. Available from: <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>
- Byrne, C. J., Morton, D. M., & Dahling, J. J. (2011). Spirituality, religion, and emotional labor in the workplace, *Journal of Management, Spirituality & Religion*, 8(4), 299-315
- Çavuş, M.F., & Gökçen, A. (2015). Psychological Capital: Definition, Components and Effects. *British Journal of Education, Society & Behavioural Science*, 5, 244-255.
- Chmitorz A, Kunzler A, Helmreich I, Tüscher O, Kalisch R, Kubiak T, Wessa M, Lieb K. Intervention studies to foster resilience - A systematic review and proposal for a resilience framework in future intervention studies. *Clin Psychol Rev.*, 59:78-100. doi: 10.1016/j.cpr.2017.11.002. Epub 2017 Nov 10. Erratum in: *Clin Psychol Rev*. 2018 Feb 2; PMID: 29167029.
- Chron (2021). Role of Social Worker in Family Counselling. Retrieved from <https://work.chron.com/role-social-worker-family-counseling-13712.html>
- Cicchetti, D. (2010). Resilience under conditions of extreme stress: A multilevel perspective. *World Psychiatry*, 9(3), 145-154. <https://doi.org/10.1002/j.2051-5545.2010.tb00297.x>
- Coakes, J. C., & Ong, C. (2011). SPSS Version 18.0 for Windows Analysis Without Anguish. 1st Edition. Dougall Street, Milton: John Wiley & Sons Australia, Ltd.
- Craig, S. L. & Muskat, B. (2013). Bouncers, brokers, and glue: The self-described roles of social workers in urban hospitals. *Health & Social Work*, 38(1), 7-16.
- De la Fuente-Solana, E. I., Gómez-Urquiza, J. L., Cañadas, G. R., Albendin-Garcia, L., Ortega-Campos, E., & Cañadas-De la Fuente, G. A. (2017). Burnout and its relationship with personality factors in oncology nurses. *European Journal of Oncology Nursing*, 30, 91-96.
- Deville, G. J., Wright, R., & Varker, T. (2009). Vicarious trauma, secondary traumatic stress or simply burnout? Effect of trauma therapy on mental health professionals. *Journal of Psychiatry*, 43, 373-385.
- Doherty, R. W. (1997). The emotional contagion scale: A measure of individual differences. *Journal of Nonverbal Behavior*, 21(2), 131-154. <https://doi.org/10.1023/A:1024956003661>
- Du, H., King, R. B., & Chu, S. K. W. (2015). Hope, social support and depression among Hong Kong youth: Personal and relational self-esteem as mediators. *Psychology, Health & Medicine*, 21(8), 926-931. <https://doi.org/10.1080/13548506.2015.1127397>Dudley, 2017
- Dyrbye, L. N., Burke, S. E., Hardeman, R. R., Herrin, J., Wittlin, N. M., Yeazel, M., Dovidio, J. F., Cunningham, B., White, R. O., Phelan, S. M., Satele, D. V., Shanafelt, T. D., & van Ryn, M. (2018). Association of Clinical Specialty With Symptoms of Burnout and Career Choice Regret Among US Resident Physicians. *JAMA*, 320(11), 1114-1130. doi: 10.1001/jama.2018.12615.
- Fortes, A. M., Tian, L., & Huebner, E. S. (2020). Occupational Stress and Employees Complete Mental Health: A Cross-Cultural Empirical Study. *International Journal of Environmental Research and Public Health*, 17(10). <https://doi.org/10.3390/ijerph17103629>
- Freudenberger, H. J., & Richelson, G. (1981). Burn-out: The high cost of high achievement. Bantam Books. FSU Online (2020). The Social Worker Role and Impact on the Community. College of Social Work. Retrieved from <https://onlinemsw.fsu.edu/blog/social-worker-role>
- Gérain, P., & Zech, E. (2019). Informal Caregiver Burnout? Development of a Theoretical Framework to Understand the Impact of Caregiving. *Front Psychol.*, 10, 748. doi: 10.3389/fpsyg.2019.01748. PMID: 31428015; PMCID: PMC6689954.Gmez-Urquiza et al., 2017
- Gozzoli, C., Gazzaroli, D., & D'Angelo, C. (2018). Who cares for those who take care? Risks and resources of work in care homes. *Frontiers in Psychology*, 9, 314.
- Grandey, A. A. (2000). Emotional regulation in the workplace: A new way to conceptualize emotional labour. *Journal of Occupational Health Psychology*, 5(1), 95-110.
- Grandey, A. A., & Gabriel, A. S. (2015). Emotional labor at a crossroads: Where do we go from here? *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 323-349. <https://doi.org/10.1146/annurev-orgpsych-032414-111400>

- Grandey, A. A., & Melloy, R. C. (2017). The state of the heart: Emotional labor as emotion regulation reviewed and revised. *Journal of Occupational Health Psychology*, 22(3), 407-422. <https://doi.org/10.1037/ocp0000067>
- Han, J., Adams, R., Yang, N., & Waddington, G. (2022). Proprioception: a different look at the same concept—comment on heroux et al.. *Journal of Applied Physiology*, 133(3), 606-607. <https://doi.org/10.1152/jappphysiol.00330.2022>
- Hochschild, A.R. (2003). *The Managed Heart: Commercialization of Human Feeling* (Twentieth Anniversary ed.). Berkeley, CA: University of California Press.
- Hori, N., & Chao, R. F. (2019). The impact of surface acting, deep acting and emotional exhaustion on subjective well-being in the employees of food and beverages industries. *International Journal of Organizational Innovation* (Online), 11(4), 215-228.
- Humphrey, R. H., Ashforth, B. E., & Diefendorff, J. M. (2015). The bright side of emotional labor. *Journal of Organizational Behavior*, 36(6), 749-769. <https://doi.org/10.1002/job.2019>
- Iorga A., Cunningham, C. M., Moazeni, S., Ruffenach, G., Umar, S., & Eghbali, M. (2017). The protective role of estrogen and estrogen receptors in cardiovascular disease and the controversial use of estrogen therapy. *Biol Sex Differ*, 8(1), 33. doi: 10.1186/s13293-017-0152-8. PMID: 29065927; PMCID: PMC5655818.
- Jeung, Y., Kim, C., & Chang, J. (2018). Emotional Labor and Burnout: A Review of the Literature. *Yonsei Medical Journal*, 59(2), 187-193. <https://doi.org/10.3349/ymj.2018.59.2.187>Kalra & Sahay, 2018
- Kammeyer-Mueller, J.D., Rubenstein, A.L., Long, D.M., et al. (2013) A Meta-Analytic Structural Model of Dispositional Affectivity and Emotional Labor. *Personal Psychology*, 66, 47-90. <https://doi.org/10.1111/peps.12009>
- Keri J. S. B., Pengsheng, N., Christopher, S., Mickey, T. T., Tait, D. S., Susannah, G. R., Jeffrey, I. S., & Lewis E. K. (2020). Describing the emotional exhaustion, depersonalization, and low personal accomplishment symptoms associated with Maslach Burnout Inventory subscale scores in US physicians: an item response theory analysis. *Journal of Patient-Reported Outcomes*, 4(42), 1-14.
- Kimes, A. T. (2016). Burnout rates among social workers: a systematic review and synthesis. *Electronic Theses, Projects, and Dissertations*. 398. <https://scholarworks.lib.csusb.edu/etd/398>Kristensen,
- Kumar, N., Liu, Z., Flinchbaugh, C., Hossain, M. Y., & Hossain, M. N. (2022). Impact of emotional labour on taking charge to predict employee's creative and task performance: The moderation of performance-based pay from the lens of self-determination theory. *PLOS ONE*, 17(10), e0269196. <https://doi.org/10.1371/journal.pone.0269196>
- Kun, A., & Gadanez, P. (2022). Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian teachers. *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues*, 41(1), 185-199. <https://doi.org/10.1007/s12144-019-00550-0>
- Kutluturkan, S., Sozeri, E., Uysal, N., & Bay, F. (2016). Resilience and burnout status among nurses working in oncology. *Ann Gen Psychiatry* 15(33). doi:10.1186/s12991-016-0121-3
- Lebares, C. C., Guvva, E. V., Ascher, N. L., O'Sullivan, P. S., Harris, H. W., Epel, E. S., & O'Sullivan, P. S. (2018). Burnout and stress among US surgery residents: Psychological distress and Resilience. *Journal of the American College of Surgeons*, 226(1), 80-90. doi:10.1016/j.jamcollsurg.2017.10.010
- Lee, J. (Jay), & Ok, C. (2012). Reducing burnout and enhancing job satisfaction: Critical role of hotel employees' emotional intelligence and emotional labour. *International Journal of Hospitality Management*, 31(4), 1101-1112. <https://doi.org/10.1016/j.ijhm.2012.01.007>.
- Levenson, R. W. (2019). Stress and illness: A role for specific emotions. *Psychosomatic Medicine*, 81(8), 720-730. <https://doi.org/10.1097/PSY.0000000000000736>
- Lisa, F.B., Ralph, A., Stacy, M., Aleix, M.M., Seth, P. (2019). Emotional Expressions Reconsidered: Challenges to Inferring Emotion From Human Facial Movements. *Psychological Science in the Public Interest*, 20(1), 1-68. <https://doi.org/10.1177/1529100619832930>
- Lopes, S.J. & Synder, C.R. (2009). *Handbook of Positive Psychology*. US: Oxford University Press.
- Luthans, F., Youssef-Morgan, C. M., & Avolio, B. J. (2015). *Psychological capital and beyond*. Oxford University Press.
- Luthar, S. S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: A critical evaluation and guidelines for future work. *Child development*, 71(3), 543-562. doi: 10.1111/1467-8624.00164

- Lynn, S.E., Kobie, V.K., & Roel, M.W. (2022). Reading about minds: The social-cognitive potential of narratives. *Psychonomic Bulletin & Review*, 29, 1703-1718.
- Mahdiani, H. and Ungar, M. (2021). The dark side of resilience. *Adversity and Resilience Science*, 2(3), 147-155. <https://doi.org/10.1007/s42844-021-00031-z>
- Manuti, A., & Giancaspro, M. L. (2018). People Make the Difference: An Explorative Study on the Relationship between Organizational Practices, Employees' Resources, and Organizational Behavior. Enhancing the Psychology of Sustainability and Sustainable Development. *Sustainability*, 11(5), 1499. <https://doi.org/10.3390/su11051499>
- Margaretha, M. (2019). Motivation and Job Burnout: The Mediating Role of Organizational Citizenship Behavior. *International Journal of Management Science and Business Administration*, 5(4), 27-33. <http://dx.doi.org/10.18775/ijmsba.1849-5664-5419.2014.54.1004>
- Maslach, C. (2003). Burnout, the cost of caring. Canada: Jones and Bartlett Publisher.
- Maslach, C. (2017). Finding solutions to the problem of burnout. *Consulting Psychology Journal: Practice and Research*, 69(2), 143-152. <https://doi.org/10.1037/cpb0000090>
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103-111. <https://doi.org/10.1002/wps.20311>.
- Maslach, C., Schaufeli, W.B. and Leiter, M.P. (2001), "Job burnout", *Annual Review of Psychology*, 52, 397-422.
- Masten, A.S. (2007). Resilience in developing systems: Progress and promise as the fourth wave rises. *Development and Psychopathology*, 19, 921-930.
- McKinley, T. F., Boland, K. A., & Mahan, J. D. (2017). Burnout and interventions in pediatric residency: A literature review. *Burnout Research*, 6(C), 9-17. doi:10.1016/j.burn.2017.02.003
- Meinert, D. (2017). How to prevent employee burnout: Society for human resource management. Accessed July 19, 2017. <https://www.shrm.org/hr-today/news/hr-magazine/0817/pages/how-to-prevent-employee-burnout.aspx>.
- Menaldi, S. L., Raharjanti, N. W., Wahid, M., Ramadianto, A. S., Nugrahadi, N. R., Yudi Prasetya Adhiguna, G. M., & Kusumoningrum, D. A. (2023). Burnout and coping strategies among resident physicians at an Indonesian tertiary referral hospital during COVID-19 pandemic. *PLOS ONE*, 18(1), e0280313. <https://doi.org/10.1371/journal.pone.0280313> Wang et al., 2022
- Mikolajczak, M., Menil, C., & Luminet, O., (2007). Explaining the protective effect of trait emotional intelligence regarding occupational stress: exploration of emotional labour processes. *J. Res. Pers.* 41 (5), 1107-1117.
- Miller, A. (2022). Social Workers' Roles in Helping the Poor. Retrieved from <https://work.chron.com/social-workers-roles-helping-poor-24938.html>
- Morgan, J. (2022). How to avoid burnout. Retrieved from: <https://thefutureorganization.com/how-to-avoid-burnout/>
- Newman, A., Ucbasaran, D., Zhu, F. E. I., & Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of organizational behavior*, 35(S1), S120-S138
- Nunnally, J. C. (1978). *Psychometric theory* (2nd edit.) mcgraw-hill. Hillsdale, NJ, 416.
- Olsson, C. A., Bond, L., Burns, J. M., Vella-Brodrick, D. A., & Sawyer, S. M. (2003). Adolescent resilience: A concept analysis. *Journal of Adolescence*, 26(1), 1-11.
- Onuoha, U. C., & Idemudia, E. S. (2017). Personal attributes influencing school burnout among graduating students. *Gender and Behaviour*, 15(1), 8479-8491.
- Ozturk, I., & Ay, U. (2018). The impact of the job's duty dependency, political behavior, role conflict and uncertainty on burnout: A review in health institutions. In: Polat, B., Güler, M., Derin, H., editors. *Research on Social Sciences*. Turkey: Iksad Publishing House. p68-101.
- Pan, G. (2017). The Effects of Burnout on Task Performance and Turnover Intention of New Generation of Skilled Workers. *Journal of Human Resource and Sustainability Studies*, 5(3), 156-166. . <https://doi.org/10.4236/jhrss.2017.53015>
- Pang, N. T. P., Hadi, N. M. N., Mohaini, M. I., Kamu, A., Ho, C. M., Koh, E. B. Y., Loo, J. L., Theng, D. Q. L., & Wider, W. (2022). Factors Contributing to Burnout among Healthcare Workers during COVID-19 in Sabah (East Malaysia). *Healthcare (Basel)*, 10(6), 1068. doi: 10.3390/healthcare10061068.

- Pereira-Lima, K., & Loureiro, S. R. (2015). Burnout, anxiety, depression, and social skills in medical residents. *Psychology, health & medicine*, 20(3), 353-362. <http://dx.doi.org/10.1080/13548506.2014.936889>
- Poon, Y. R., Lin, Y. P., Griffiths, P., Yong, K. K., Seah, B., & Liaw, S. Y. (2022). A global overview of healthcare workers' turnover intention amid covid-19 pandemic: a systematic review with future directions. *Human Resources for Health*, 20(1). <https://doi.org/10.1186/s12960-022-00764-7>
- Portero de la Cruz, S., Cebrino, J., Herruzo, J., & Vaquero-Abellán, M. A. (2020). Multicenter Study into Burnout, Perceived Stress, Job Satisfaction, Coping Strategies, and General Health among Emergency Department Nursing Staff. *J Clin Med*, 9(4), 1007. doi: 10.3390/jcm9041007. PMID: 32252444; PMCID: PMC7230883. Da et al., 2021
- Rosenberg, A. R. (2018). Seeking professional resilience. *Pediatrics*, 141(3), e20172388.
- Ruggeri, K., Garcia-Garzon, E., Maguire, A. et al. (2020). Well-being is more than happiness and life satisfaction: a multidimensional analysis of 21 countries. *Health Qual Life Outcomes*, 18, 192. <https://doi.org/10.1186/s12955-020-01423-y>
- Rushton, C. H., Batcheller, J., Schroeder, K., & Donohue, P. (2015). Burnout and Resilience among nurses practicing in high-intensity settings. *American Journal of Critical Care*, 24(5), 412-421.
- Sabourpour, F., Roslan, S., Ghiami, Z., & Memon, M. A. (2021). Mediating role of self-efficacy in the relationship between optimism, psychological well-being, and resilience among Iranian students. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.675645>
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal of Environmental Research and Public Health*, 19(15), 9724. <https://doi.org/10.3390/ijerph19159724>
- Sang, M. S. (2008). *Murid dan alam belajar, Siri pengajian profesional*. Kuala Lumpur: Penerbitan Multimedia Sdn. Bhd: Selangor.
- Scanlan, J. N., & Still, M. (2019). Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service. *BMC Health Serv Res*, 19(1), 62. <https://doi.org/10.1186/s12913-018-3841-z>
- Schaufeli, W. B. (2017). Burnout: A Short Socio-Cultural History. In S. Neckel et al. (eds.), *Burnout, Fatigue, Exhaustion* (pp. 105-127). Palgrave Macmillan.
- Sciutto, G. & Pace, F. (2022). The Role of Surface Acting in the Relationship between Job Stressors, General Health and Need for Recovery Based on the Frequency of Interactions at Work. *Int J Environ Res Public Health*, 19(8), 4800. doi: 10.3390/ijerph19084800. PMID: 35457670; PMCID: PMC9024759. Scott, 2022
- Sekaran, U. (2006). *Research Methods for Business: A Skill Building Approach*. Hoboken, NJ: John Wiley & Sons. Sergio et al., 2022
- Shah, M. K., Gandrakota, N., Cimiotti, J. P., Ghose, N., Moore, M., & Ali, M. K. (2021). Prevalence of and Factors Associated With Nurse Burnout in the US. *JAMA Netw Open*, 4(2). doi:10.1001/jamanetworkopen.2020.36469
- Shahid, S., & Muchiri, M. K. (2019). Positivity at the workplace: Conceptualising the relationships between authentic leadership, psychological capital, organisational virtuousness, thriving and job performance. *International Journal of Organizational Analysis*.
- Snyder, C. R., Lopez, S. J., Shorey, H. S., Rand, K. L., & Feldman, D. B. (2003). Hope theory, measurements, and applications to school psychology. *School Psychology Quarterly*, 18(2), 122-139. <https://doi.org/10.1521/scpq.18.2.122.21854>
- Stajkovic, A. D. (2006). Development of a core confidence-higher order construct. *The Journal of Applied Psychology*, 91(6), 1208-1224.
- Stefan, D.H. (2020). Burnout in Healthcare Workers: Prevalence, Impact and Preventative Strategies. *Local Reg Anesth*, 13, 171-183. <https://doi.org/10.2147/LRA.S240564>
- Talaee, N., Varahram, M., Jamaati, H., Salimi, A., Attarchi, M., Kazempour Dizaji, M., Sadr, M., Hassani, S., Farzanegan, B., & Monjazeabi F., et al. (2022). Stress and burnout in health care workers during COVID-19 pandemic: Validation of a questionnaire. *Z. Gesundh. Wiss*, 30, 531-536. doi: 10.1007/s10389-020-01313-z.
- Thomas, P. A., Liu, H., & Umberson, D. (2017). Family Relationships and Well-Being. *Innovation in Aging*, 1(3). <https://doi.org/10.1093/geroni/igx025>

- Upadaya, K., Vartiainen, M., & Salmela-Aro, K. (2016). From job demands and resources to work engagement, burnout, life satisfaction, depressive symptoms, and occupational health. *Burnout Research*, 3, 101-108.
- Virga, D., Baci, E. L., Lazar, T. A., & Lupsa, D. (2020). Psychological capital protects socialworkers from burnout and secondary traumatic stress. *Sustainability (Switzerland)*, 12(6), 1-16. <https://doi.org/10.3390/su12062246>
- Wilkerson, C. B., Infantolino, Z. P., & Wacha-Montes, A. (2017). Evidence-based practice as a potential solution to burnout in university counseling center clinicians. *Psychological Services*, 14(4), 543-548. doi:10.1037/ser0000156
- Ya, L., Wang, Z., Chang-jiang, Z., & Li, T. (2014). Affect and self-esteem as mediators between trait resilience and psychological adjustment. *Personality and Individual Differences*, 66, 92-97. <https://doi.org/10.1016/j.paid.2014.03.023>
- Yasir, A., Hu X., Ahmad M., Rauf A., Shi J., & Saba A. N. (2020). Modelling impact of word of mouth and E-government on online social presence during COVID-19 outbreak: A multi-mediation approach. *International Journal of Environmental Research and Public Health*, 17(8), 29-54. 10.3390/ijerph17082954.
- Yin, H., Wang, W., Huang, S., & Li, H. (2016). Psychological capital, emotional labour and exhaustion: Examining mediating and moderating models. *Current Psychology*, 1-14. doi:10.1007/s12144-016-9518-z.
- Yucebalkan, B., & Karasakal, N. (2016). A study on the relationship between emotional labour behavior and burnout level of academics: Kocaeli university sample. *J Int Sci Res*, 1(2), 72-85.
- Zhang, C., Tang, L. & Liu, Z. (2023). How social media usage affects psychological and subjective well-being: testing a moderated mediation model. *BMC Psychol*, 11, 286. <https://doi.org/10.1186/s40359-023-01311-2>
- Zhou, S., Zhang, L. G., Wang, L. L., Guo, Z., Wang, J. Q., Chen, J. C., ... & Chen, J. (2020). Prevalence and socio-demographic correlates of psychological health problems in Chinese adolescents during the outbreak of covid-19. *European Child & Adolescent Psychiatry*, 29(6), 749-758. <https://doi.org/10.1007/s00787-020-01541-4>