

Quality of work life, burnout, and psychological capital of human resource practitioners

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Abstract

Employees are humans with inherent physical and psychological needs, experience emotions and self-awareness, seek value and purpose through their jobs, and could always be in a relentless pursuit of a better life. This study determined the relationship between the quality of work life, level of burnout, and psychological capital of human resource practitioners in CALABARZON. The study revealed a moderate quality of work life, a low degree of burnout, and a high optimism but low resilience among human resource practitioners in CALABARZON. There were highly significant relationships found between quality of work life and burnout, particularly an indirect correlation between the quality of work life and burnout in terms of exhaustion and cynicism and a direct correlation with professional efficacy, which means that the better quality of work life, the less experienced exhaustion, and cynicism. In comparison, the better quality of work life, the greater the professional efficacy. In addition, psychological capital is significantly correlated with quality of work life which means that the better the employees' psychological capital, the better their quality of work life. Finally, psychological capital was found to be indirectly correlated with exhaustion and cynicism but indirectly correlated with professional efficacy, which means that higher levels of psychological capital could lead to lower exhaustion and cynicism. In comparison, higher levels of psychological capital could lead to high levels of professional efficacy. From these results, a framework was developed to boost individuals' mental and physical well-being to mitigate burnout symptoms among employees.

Keywords: burnout, human resource practitioners, psychological capital, quality of work life

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1. Introduction

With the speed of the technological revolution existing in the world today, it is no wonder that work and how it is done will be more automated in the future. The rise of different artificial intelligence technologies, which are not just bound to aid in the calculation but also act as decision-making tools that can provide in-depth analysis of data, may threaten the replacement of manual jobs in exchange for productivity. Still, the contributions of humans in the delivery of work and realization of organizational goals must never be left unacknowledged and undervalued. Employees are humans with inherent physical and psychological needs, experience emotions and self-awareness, seek value and purpose through their jobs, and could be in a relentless pursuit of a better life.

As employees spend most of their time in the workplace, their work must be helpful to the employees and must not impede their performance or reduce production. Quality of work life, in a nutshell, relates to the different methods and processes that organizations use to make sure that employees' well-being is holistically addressed and not just concentrating on the aspects linked to work. Poor quality of work life, or the lack thereof, has been connected to stress at work, burnout, and anxiety which results in decreased job performance and consequently leads to financial losses for organizations (Leitão et al., 2021).

On the other hand, burnout has been usually linked with stress and the quality of employees' life at work. Burnout as defined by Hitt et al. (2018) was described as a condition whereby an individual experiences physical exhaustion and even emotional depletion which is commonly brought about by stress. The 11th Revision of the International Classification of Diseases by the World Health Organization has included burnout as a phenomenon occurring in various occupations today. Though not regarded as a mental illness, employee burnout should be regarded in the context of an individual's profession or work situation and should not include in describing experiences other factors of life outside the job. Elevated levels of turnover intentions may be an implication of high levels of burnout according to Ivanovic et al. (2020). A high degree of burnout may also lead to diminished organizational commitment as stated by Santoso et al. (2018). Furthermore, high burnout levels were found to have an implication on organizational citizenship behavior as shown in the study of Barajas (2019).

Psychological capital may provide a significant role in an employee's work life as well as a coping mechanism to help combat the effects and symptoms of burnout. Psychological capital, with its four pillars- hope, self-efficacy, resilience, and optimism, is a person's healthy psychological condition of growth, which can be an important resource for people, groups, and organizations (Youssef-Morgan et al., 2018). The interplay of these components results in high levels of efficacy as well as employee motivation in the firm (Lee & Yang, 2019).

While burnout has already been officially recognized by the World Health Organization as a syndrome, its symptoms have been felt everywhere in the world including the Philippines. Employee burnout was the subject of this year's September 15 issue of *The Philippine Star*. Numerous findings from a Milieu Insight study done in July 2022—which showed that over half of Filipino employees reported experiencing burnout at work—were used in the article. Furthermore, the Philippines has shown a higher burnout rate of 52 percent compared with Singapore and Indonesia's 49 percent. In the last thirty years, the human resource field has witnessed remarkable progress, transforming from a position focused on lower-level tasks, administration, and upkeep to a vital corporate function and a strategic business collaborator in numerous organizations (Ulrich & Dulebohn, 2015). As paradox navigators, they too, experience burnout, seek work-life balance, and possess a certain level of psychological capital. A very recent *Forbes* article has written about how a study shows that 98% of HR professionals are burned out as they have endured the demands and stress of the pandemic years, and during these past months' post-pandemic as they managed the remote to hybrid work transitions of employees. In a

recognized HR training and certification platform, the exhaustion of HR professionals around the world was acknowledged with several studies to vouch for this claim.

Being an employee, an educator, and a human resource management major, the researcher was predisposed to investigate the quality of work-life human resource practitioners have while assessing their levels of burnout, and psychological capital. The researcher has chosen to have human resource practitioners as participants to shed light on the current circumstances in the human resources management field. Currently, various studies are being conducted relating to quality of work life and burnout. In addition, in the area of psychological capital, as stated by Luthans and Youssef-Morgan (2017), many directions for research towards this topic remain to be explored. However, there were only a few published studies relating to Filipino workers and or conducted in the Philippines. Furthermore, in the Philippine setting, human resource employees or human resource practitioners have received fewer, if not fewer, opportunities to be subjects or respondents of research studies.

Objectives of the study - The study aimed to determine the relationship between the quality of work life, level of burnout, and psychological capital of human resource practitioners in CALABARZON. Specifically, it intended to assess the quality of work life of respondents in terms of well-being, home-work interference, job-career satisfaction, control at work, working conditions, and stress at work; determine the respondents' level of burnout in terms of exhaustion, cynicism, and professional efficacy; determine the respondents' perceived level of psychological capital in terms of hope, efficacy, resilience, and optimism; test the significant relationship between Quality of Work Life and Burnout; Psychological Capital and Quality of Work Life; and Psychological Capital and Burnout; and test the influence of Psychological Capital on Quality of Work Life and Burnout to come up with psychosocial wellbeing framework.

2. Methods

Research design - The study utilized a descriptive research design to describe the respondents' quality of work life, burnout, and psychological capital. The purpose of descriptive research is to explain or validate some sort of hypothesis or objective when it comes to a specific group of people or simply aims to describe the variables the study is trying to measure (Sahin, & Mete, 2021). The responses to the reliability test were gathered through online survey questionnaires. Other information on this study was drawn from various sources such as academic journals, published research, etc.

Participants of the Study - The respondents of this study were human resource practitioners of Region IV-A. They may be working in any department or HR function or may be generalists and specialists. The researcher coordinated with the People Management Association of the Philippines (PMAP), a professional organization of human resource practitioners, CALABARZON Chapter to determine the number of HR practitioners in Region IVA. According to the group administrator, there are about 120 companies involved with the organization. An HR software company, PeopleHum reported that a typical HR team in the Philippines is small with only less than five members per company. Considering this, a purposive sampling of 360 HR practitioners was targeted to answer the survey instrument through Google Forms. All 360 responses were gathered.

The table shows the respondent's profile in terms of generation, sex, length of service in the company, and work location. Half of the total respondents belong to the Millennial Generation. Aged between 27-42 years old, individuals who belong to this generation are at their prime to work and build their careers. This does not come as a surprise as Ortiz (2022) cited in one of his articles that 35 million Filipino millennials, who are tech-savvy, socially conscious, and live on their own terms, are set to dominate the workforce from the year 1999. The majority of Millennials working in the HR field is further explained by the considerable portion of individuals aged 27-42 years old who constitute the labor force today. Disinclined to confrontation, extremely innovative, and more accepting of lifestyle and cultural differences, Millennials according to Wood (2019), are the sandwich generation between Generation X and Generation Z who follow with 36% and 13% respectively. The least frequent are the Baby Boomers with only 1.4% of all the respondents. Considering the age, the youngest member

of the Baby Boomer generation turns 59 years old this year and may already be considering retirement very soon. According to the nationwide survey on labor and employment from the Philippine Statistics Authority 2022, only 7.2% of the total surveyed population belongs to the older workers category.

Table 1*Percentage Distribution of the Respondents' Profile*

Generation	Frequency	Percentage %
Baby Boomers: Born 1946-1964	5	1.4
Generation X: Born 1965-1980	130	36.1
Millennials: Born 1981-1996	180	50.0
Generation Z: Born 1997-2012	45	12.5
Sex		
Male	67	18.6
Female	293	81.4
Length of Years in Service		
Less than a year	84	23.3
1 – 5 years	129	35.8
6 – 10 years	66	18.3
11 – 15 years	37	10.3
16 – 20 years	21	5.8
21 years and above	23	6.4
Place of Work		
Batangas	135	37.5
Laguna	93	25.8
Cavite	62	17.2
Rizal	41	11.4
Quezon	29	8.1

The majority of the respondents are female 81.4% compared to males with only 18.6%. This may be due to the nurturing and empathetic characteristics of females which make them more suitable for HR roles and thus making the HR profession female dominated. In terms of years in service, 35.8% of the respondents have been in their respective companies for 1-5 years followed by those who have been working for less than a year at 23.3%. This means that most HR practitioners are still new to their company or could have moved from one company to another. Professional networking site LinkedIn revealed in one of its platforms insights that the human resources profession has the highest turnover rate from the year 2021 to 2022 among several other industries. On the other hand, 18.3% of the respondents have been with their companies for 6-10 years followed by 10.3% and 5.8% who have been HR practitioners for 11-15 years and 16-20 years respectively. HR employees working 21 years and above have the lowest frequency of 6.4%. This means that only a very few senior HR employees have participated in the study. This could be attributed to the typical pathway in the human resources profession wherein practitioners who have been on the field for at least 15 years are suitable for higher-level HR positions such as HR director, Chief HR Officer, or Vice President of HR. Due to the proximity of the researcher to Batangas Province, the greatest number of respondents is from Batangas. This is followed by Laguna, which according to the data from the Philippine Economic Zone Authority has the greatest number of companies and employees in the CALABARZON Region. This is followed by Cavite, Rizal, and Quezon respectively.

Research Instruments - The data for this study was gathered using a four-part questionnaire. All parts were quantitatively measured using four (4) choices: option four (4) as strongly agree, three (3) as agree, two (2) as disagree, and one (1) as strongly disagree. The first part described a brief demographic profile of the respondents in terms of sex, age group, and tenure. The second part consists of the Work-Related Quality of Life (WRQoL) Scale which was a questionnaire developed by Simon Easton and Darren Van Laar. The WRQoL was designed to assess an individual's quality of working life and has 30 questions with five items for each sub-factor. The third part of the instrument will be the Maslach Burnout Inventory – General Survey (MBI-GS) which was used to measure the respondents' level of experienced burnout from work. It is composed of 15 questions to gather information on three subscales: five items each for exhaustion and cynicism subscales, and professional efficacy. The last part of the instrument will measure the respondents' level of psychological capital using the

Psychological Capital Questionnaire (PCQ 24). This was developed by Fred Luthans, Bruce Avolio, and James Avey and was modified in this study to have five items each for all sub-factors, self-efficacy, hope, resilience, and optimism.

To further establish the validity of the questionnaire, the instrument was subjected to the perusal of two HR practitioners. One works as a Vice President for People and Culture in a private organization that has been in the field for more than 15 years, while the other is an HR Learning and Development Specialist who has been in the HR field for 7 years. The instrument was also reviewed by a Registered Psychometrician and mental Health Advocate and currently holds the position of the Assistant Director for the Research Integrity and Assurance Office of one state university in Batangas Province. All individuals have greatly provided their expertise and gave their favorable responses to the content of the questionnaire. Using Google Forms, an online survey platform, a pilot test with 20 participants was conducted to assess the content reliability of the questionnaire. The first run of the test came out reliable except for Resilience, a subfactor of Psychological Capital, which had a Cronbach Alpha of .691. A second round of pilot testing was done which accepted all variables to be acceptable and regarded the instrument as reliable.

Procedure - The researcher presented the study for approval which was then followed by the approval of the data-gathering instrument by the research adviser, panelists, and university statistician. A pilot test came next to ensure the reliability of the instrument. Once the reliability has been established, the researcher administered the survey questionnaires for the actual data gathering. The researcher posted the link for the online questionnaire on the online community group and even messaged each member to request their time in answering the survey questionnaire until all 360 responses were gathered.

Ethical Considerations - During the conduct of research, ethical considerations were followed to ensure that any information gathered is used strictly for research purposes, maintaining the research's quality and integrity. To protect the anonymity of respondents, the data gathering instrument did not include the name or email address of each respondent on the survey instrument. The researcher included the Data Privacy Act of 2012 statement in the questionnaire to assure their responses will only be used for academic purposes.

Data Analysis - Descriptive statistics was used to describe the demographic profile of the respondents. Frequency distribution was used to describe the profile of the respondents while weighted mean ranking was used to determine the levels of quality of work life in terms of well-being, home-work interference, job-career satisfaction, control at work, working conditions, and stress at work; burnout in terms of exhaustion, cynicism, and professional efficacy; and of psychological capital in terms of hope, efficacy, resilience, and optimism. The statistical approach of One-way ANOVA and Test for Equality of Variances were used to test the difference of responses when grouped according to profile. Pearson r was used to test significant relationship among variables and Multiple Regression to determine effects of treated variable,

3. Results and discussion

Table 2

Summary Table on Work-Related Quality of Life

Indicators	Weighted Mean	Verbal Interpretation	Rank
General Well-Being	3.06	Agree	5
Home-Work Interference	3.19	Agree	4
Job-Career Satisfaction	3.27	Agree	2
Control at Work	3.20	Agree	3
Working Conditions	3.29	Agree	1
Stress at Work	2.69	Agree	6
Composite Mean	3.12	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 2 presents the perceived work-related quality of life of human resource practitioners in

CALABARZON. All subscales got a composite mean of 3.12 and a verbal interpretation of Agree. According to Easton, S., & Laar, D. V. (2018), the six subscales; General Well-Being, Home-Work Interference, Job-Career Satisfaction, Control at Work, Working Conditions, and Stress at Work, are the different psychosocial factors that contribute to an employee’s quality of life at work.

From the table, it can be gathered that the HR practitioners find the highest satisfaction with their working conditions as represented by the weighted mean of 3.29 and verbal interpretation of Agree. This indicates that the biggest factor influencing the respondents’ perceived work-related quality of life is their working conditions, which are typically tied to their physical workspace. The study by Boreham et al. (2015), which showed that work environments and specific management techniques have an impact on people's overall well-being outside of the job, lends some credence to this. As mentioned in the study of Ievers-Landis et al. (2018), if the basic resources such as working conditions and security are present, employees are satisfied and do their jobs effectively, while dissatisfaction with their workplace’s physical working conditions such as safety, health, and hygiene for example, could generate a significant adverse impact on their quality of work life.

The study also revealed other factors that impact the quality of life at work for human resource professionals. Job-career satisfaction was the second most important factor, with a weighted mean of 3.27. Control at work was the third most significant factor, with a weighted mean of 3.20. This is followed by Home-Work Interference and General Well-Being as fourth and fifth-ranked with 3.19 and 3.06 weighted means respectively. All subscales got a verbal interpretation of Agree. Stress at Work has been found to have the lowest mean of 2.69 and a verbal interpretation of Agree among all work-related quality of life subscales. This implies that this subscale contributes the least to the respondents’ perceived quality of work life. This could be due to the respondents’ ability to manage stress. As a result, as was already indicated, a low satisfaction score may have a detrimental effect on the standard of work life. Ahmad et al. (2017) conducted a study that revealed a significant correlation between workplace stress and the quality of life of employees. The most significant influence on the quality of work life, according to the research, is workplace stress. The correlation between stress and the quality of work life is once again reinforced by this discovery.

Meanwhile, the results of the study can be compared to the results of Arasu et al., (2022) where, in contrast, Home- Work Interference was shown to have the highest score. However, the result of the study by Thorpe et al., (2020) similarly generated Stress at Work as the lowest-ranked subscale while Job-Career Satisfaction was the highest. A similar outcome was also seen in the research conducted by Farhadi et al. in 2021, when stress at work and job and career satisfaction were ranked from greatest to lowest score, respectively.

Table 3
Summary Table on Employee Burnout

Indicators	Weighted Mean	Verbal Interpretation	Rank
Exhaustion	2.42	Agree	2
Cynicism	2.19	Agree	3
Professional Efficacy	3.17	Agree	1
Composite Mean	2.59	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

The respondents’ degree of burnout is presented in Table 13 with a composite mean of 2.59 and a general verbal interpretation of Agree. Based on the results, Professional Efficacy got the highest weighted mean of 3.17 and a verbal interpretation of Agree. A high Professional Efficacy score indicates that a person has faith in their capacity to finish activities connected to their line of work. The study's findings may indicate that human resource professionals in CALABARZON have the skills necessary for their line of work, giving them the assurance and power to complete their responsibilities successfully. Warrenner et al. (2018) conducted a study where they found that the term "professional efficacy" is derived from the more general concept of "self-efficacy." Self-efficacy is defined as an individual's confidence in their ability to control their own motivation, behavior, and social environment. It also includes their belief in their ability to carry out the behaviors necessary to achieve specific performance goals. A positive and can-do attitude toward work can

influence motivation and other organizational outcomes as supported by the study of Ventura et al., (2014) found that workers with higher levels of professional efficacy will perceive more demanding tasks and fewer burdensome tasks; this will lead to higher levels of engagement and lower levels of burnout. Similarly, low professional efficacy, which Bravo et al. (2021) define as the lack of resources or abilities to do the job well, happens when workers believe they won't succeed at work. This can have an impact on performance, which can then cause anxiety, frustration, and other unfavorable organizational outcomes. As supported by the findings of Landolt et al., (2019), a reduced sense of accomplishment has also been found to be the burnout dimension with the strongest correlation with stress.

Exhaustion, the other component of burnout, ranked second based on the results with a weighted mean of 2.42 and a verbal interpretation of Agree. Compared to the respondents' score on Professional Efficacy, the human resource practitioners scored low on exhaustion possibly because they can manage their stress and fatigue, or perhaps, their work environment and demands of their jobs do not put too much pressure on them to cause extreme tiredness. As stated in the study of Molino et al., (2019) workload directly influences exhaustion. The research of Joseph (2019) revealed similar conclusions about how working a high-pressure job gives more pressure felt at work the quicker the exhaustion.

The component of burnout with the lowest score according to the results is Cynicism with a weighted mean of 2.19 and a verbal interpretation of Agree. Since cynicism relates to the negative feelings employees feel related to their jobs, the results could mean that human resource practitioners tend to be more optimistic than pessimistic. According to the study conducted by Zeidan and Prentice in 2022, employees with a positive outlook are less likely to be cynical. Consequently, according to the findings of the study done by Altamimi et al. (2021), exhaustion at work would cause organizational cynicism. It was also suggested that burnout would be less likely to cause cynicism if it is managed through organizational support. According to Maslach (2015), Cynicism is primarily related to the same constructs as Exhaustion possibly because when individuals become exhausted from work, they begin to detach themselves from their work environment as a coping mechanism.

The human resource practitioners in CALABARZON are experiencing a low degree of burnout. As the results suggest, the respondents scored highest on professional efficacy as compared to exhaustion and cynicism. Bošković (2021) states that low scores on the subscales measuring cynicism and weariness and high scores on the subscale measuring professional efficacy indicate low levels of burnout. Le et al. (2023) provide additional support for this claim, stating that burnout is a condition characterized by ongoing physical and mental exhaustion related to work, elevated cynicism or negativity, and decreased professional efficacy as a result of mismatches between job demands and available resources. Levels of burnout varied across national samples, cultures, work environments, and occupational groups, according to Maslach (2015). Management, for example, scored higher on professional efficacy and lower on cynicism than any other group, while the nursing profession scored higher on exhaustion. Additionally, clerical and maintenance staff scored higher on cynicism than the other two components.

Table 4
Summary Table on Psychological Capital

Indicators	Weighted Mean	Verbal Interpretation	Rank
Self- Efficacy	3.22	Agree	2
Hope	3.21	Agree	3
Resilience	3.20	Agree	4
Optimism	3.23	Agree	1
Composite Mean	3.22	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 4 presents the Summary on Psychological Capital with a composite mean of 3.22 which indicates that the respondents Agree in general. Among the four subscales, Optimism was found to have the highest mean score of 3.23 and a verbal interpretation of Agree. This means that the Human Resource Practitioners in CALABARZON are optimist individuals who may be happier, healthier, and more productive compared to

employees in other managerial fields. This may be because as human resource employees, they spearhead the practice of positive organizational behavior for them to perform other HR functions efficiently and effectively such as staffing, training, and employee retention. Bennett (2015) stated that most human resource managers base their motivational initiatives on a basic psychological premise: that positive, engaged people are more productive, allowing their company to expand and generate more money. Optimism has been positively associated with various organizational outcomes. In the study of Miralam, and Ali, (2020), optimism emerged as the most dominant predictor of employee job performance followed by self-efficacy and resilience. Indeed, optimism appeared as the overall determinant of employee performance. According to Hough et al., (2020), workplace optimism is influenced by organizational trust ethical practices, and behavior in the environment. Furthermore, workplace optimism is the only factor that directly affects individual performance in addition to other factors.

Self-Efficacy ranked second with a mean of 3.22 followed by Hope with a mean score of 3.21. Both subscales got a verbal interpretation of Agree. Xin (2022) conducted a study where the impact of self-efficacy and hope on relational performance was analyzed among the four dimensions of psychological capital. The findings of the study revealed that self-efficacy and hope did not have any significant effect on relational performance. Among the four subscales, Resilience got the lowest weighted mean score of 3.20 and a verbal interpretation of Agree. This could mean that compared to the other components of psychological capital, human resource practitioners have a low level of resiliency which could affect how they manage stress and other challenges associated with their work. Resilience is a crucial skill for assisting workers in managing stress, a cutthroat job market, conflicts at work, and issues at work. Since most people consider their jobs to be the most stressful part of their life, building resilience is essential (Goh et al., 2016). The findings indicate that resilience is the only factor that acts as a mediator between optimism and hope, and employee creativity. The research conducted by Yu et al. (2019) has established a connection between resilience and certain outcomes. They found that psychological capital is positively associated with employee creativity, which plays a crucial role in achieving outstanding outcomes for an organization. The lowest scores for work engagement came from low resilience, according to a different study by Bouckenoghe et al. (2018) that examined psychological capital and its components in work engagement. The study found that work engagement can be significantly hindered by low resilience profile scores, which are linked to a perceived lack of resources oriented towards gain, as well as the absence of gain-oriented resources.

Table 5 illustrates the relationship between employee burnout and work-related quality of life. The gathered p-values were all less than the alpha level, and the computed r-values show a moderate direct/indirect association. This means that a significant relationship exists between the two variables, particularly with burnout in terms of exhaustion and cynicism. The findings imply that there is an indirect relationship between burnout in terms of cynicism and weariness and work life quality. Among other words, burnout is less common in those who have higher work life quality. The term "quality of work life" refers to a broad range of factors that affect an employee's work life, such as psychological health, stress, job and life satisfaction, and working conditions and security. Poor quality of work life caused by factors such as poor physical working conditions, role ambiguity, work overload, and other stressors in the workplace could lead to job burnout, or a state of mental, physical, and emotional exhaustion, cynicism, and reduced efficacy. This is supported by Ashrafi et al. (2018) who concluded that a reverse correlation was observed between quality of work life and burnout so that with an increase in quality of work life, burnout decreased. Conversely, exhaustion was found to be linked to cynicism or depersonalization. This implies that continuous emotional exhaustion leads to reduced mental capacity. As a result, individuals begin to experience aloofness coupled with a severe disregard for their clients and their profession. Consequently, it is possible to view depersonalization or cynicism as a coping mechanism for emotional weariness. According to a related study by Leitão et al. (2021), burnout variables including cynicism and exhaustion, which were also called de-motivators in the study, restrict productivity, which is positively influenced by work-life factors.

Table 5*Relationship Between Work-Related Quality of Life and Employee Burnout*

General Well-Being	r-value	p-value	Interpretation
Exhaustion	-.416**	0.000	Highly Significant
Cynicism	-.325**	0.000	Highly Significant
Professional Efficacy	.404**	0.000	Highly Significant
Homework Interference			
Exhaustion	-.465**	0.000	Highly Significant
Cynicism	-.313**	0.000	Highly Significant
Professional Efficacy	.300**	0.000	Highly Significant
Job-Career Satisfaction			
Exhaustion	-.390**	0.000	Highly Significant
Cynicism	-.409**	0.000	Highly Significant
Professional Efficacy	.340**	0.000	Highly Significant
Control at Work			
Exhaustion	-.411**	0.000	Highly Significant
Cynicism	-.416**	0.000	Highly Significant
Professional Efficacy	.415**	0.000	Highly Significant
Working Conditions			
Exhaustion	-.312**	0.000	Highly Significant
Cynicism	-.279**	0.000	Highly Significant
Professional Efficacy	.344**	0.000	Highly Significant
Stress at Work			
Exhaustion	-.559**	0.000	Highly Significant
Cynicism	-.410**	0.000	Highly Significant
Professional Efficacy	.370**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

In this study, the human resource professionals in CALABARZON are experiencing a low degree of burnout which implies that they could also be having a better quality of work life, such as better working conditions and support system, compared to other professions, for example, those in the medical response and nursing profession. This is in contrast to the study of Suvalova & Suvalov (2022) on HR Specialists where it was revealed that a greater number of HR professionals consider emotional exhaustion to be their main problem. It is also in contrast to the study of Liu et al., (2020) where the findings indicated that human resource managers had extreme levels of job burnout and poor mental health, and where there was a substantial positive link between the three characteristics of job burnout and the mental health of the managers.

The results of this study also indicate a direct correlation between work-related quality of life and professional efficacy. This means that the better the work-related quality of life, the better the respondents' level of professional efficacy. Professional Efficacy as defined by Maslach (2015) relates to feelings of satisfaction, organizational commitment, and job involvement. It will not be surprising that a better quality of life at work leads to high scores on professional efficacy. Based on an interview with an HR Generalist, one contributor to professional efficacy is the trust and support given by their superiors and team. The more they feel trusted to work independently, the more they become efficient and effective at their work. The research of Hidayah Ibrahim et al. (2019), which found that supervisor support influences employee efficacy, which in turn affects work engagement and quit intentions, lends credence to this.

Table 6 displays the association between psychological capital and work-related quality of life. The computed r-values indicate a moderate direct correlation, and the resulting p-values were all less than the alpha level. This indicates that there is a substantial correlation between the two factors and that employees have higher-quality work lives the more psychological capital they have. According to Fred Luthans, a positive psychological state of development in individuals called psychological capital can be created by possessing high levels of the following four traits: hope, efficacy, resilience, and optimism. This psychological capital, when present in organizations, can lead to an improved quality of life for people. The association of each of the four pillars of Psychological Capital to Quality of Life in organizations is supported by various studies. Better results and performances in athletics, academics, physical health, and psychological adjustment to shifting circumstances are all correlated with Hope. Furthermore, Hope has a human component that varies from person

to person and is significant in the workplace. It has been discovered that an employee's level of Hope affects a variety of workplace attitudes. This includes psychological well-being and work engagement. The same study also presented that a supportive environment also is affected by Hope. Finally, Hope was also found to affect organizational commitment, as well as job satisfaction, and creativity. (Mukherjee & Sharma, 2020).

Table 6*Relationship Between Psychological Capital and Work-Related Quality of Life*

Self- Efficacy	r-value	p-value	Interpretation
General Well-Being	.462**	<.001	Highly Significant
Home-Work Interference	.419**	<.001	Highly Significant
Job-Career Satisfaction	.442**	<.001	Highly Significant
Control at Work	.489**	<.001	Highly Significant
Working Conditions	.376**	<.001	Highly Significant
Stress at Work	.451**	<.001	Highly Significant
Hope			
General Well-Being	.570**	<.001	Highly Significant
Home-Work Interference	.475**	<.001	Highly Significant
Job-Career Satisfaction	.467**	<.001	Highly Significant
Control at Work	.430**	<.001	Highly Significant
Working Conditions	.452**	<.001	Highly Significant
Stress at Work	.474**	<.001	Highly Significant
Resilience			
General Well-Being	.442**	<.001	Highly Significant
Home-Work Interference	.342**	<.001	Highly Significant
Job-Career Satisfaction	.348**	<.001	Highly Significant
Control at Work	.374**	<.001	Highly Significant
Working Conditions	.392**	<.001	Highly Significant
Stress at Work	.328**	<.001	Highly Significant
Optimism			
General Well-Being	.524**	<.001	Highly Significant
Home-Work Interference	.461**	<.001	Highly Significant
Job-Career Satisfaction	.412**	<.001	Highly Significant
Control at Work	.397**	<.001	Highly Significant
Working Conditions	.472**	<.001	Highly Significant
Stress at Work	.446**	<.001	Highly Significant

Legend: Significant at p-value < 0.01

The motivation to consistently produce the best outcomes can be attributed to self-efficacy, which is an individual's belief in their ability to carry out activities as intended. Workers who can finish a task to the required level of difficulty will work more assiduously and passionately than those who can't handle tasks that are probably beyond their capabilities (Ghufran et al., 2022). Workers with strong bonds to the organization or high levels of employee engagement will take pride in their work and be eager to do their best for it (Tyas et al., 2020). According to Chhajaj et al. (2018), performance is considerably predicted by higher degrees of optimism and self-efficacy, which also strongly predict higher levels of cognitive, emotional, and physical involvement. Therefore, creating and executing corporate projects related to positive change can raise employee levels of optimism, self-efficacy, and job engagement. The association between affective organizational commitment and turnover intention was moderated by optimism and resilience. Additionally, the connection between job satisfaction and the intention to leave was modulated by self-efficacy. In the main article, the study provides several conclusions and recommendations for additional research. (Obeng et al., 2021).

The HERO within individuals influences how they work and behave within the organization. It translates into attitudes that could shape the working environment and various aspects related to jobs. Work positivity can be enhanced by Psychological Capital, which in turn can impact the quality of work life. The claim that psychological capital is positively correlated with work-life quality and negatively correlated with employee burnout is supported by several studies, including one conducted by Mai Hong and Vu Minh in 2021. Furthermore, studies have shown that psychological capital influences positive work performance and work-life quality.

The relationship between the quality of work-life and other organizational outcomes can be seen in the psychological capital as well. Ghufuran et al. (2022) proposed that work life quality partially affects the relationship between psychological capital and employee performance. The presence of psychological capital was observed to have a noteworthy correlation with work engagement. The mediator in this case was the quality of work-life, which was found to influence the correlation. The research conducted by Wardani & Anwar in 2019 revealed that psychological capital had both direct and indirect effects on work engagement and work-life quality. The study found a positive association between psychological capital and work engagement, work engagement and quality of work-life, as well as psychological capital and job engagement. According to research conducted by Nafei (2015), there is a notable correlation between psychological factors, such as hope, optimism, resiliency, and self-efficacy. A significant relationship was also found between both the quality of work life and organizational citizenship behaviors. The study's findings emphasize the importance of prioritizing the development of psychological capital within organizations to enhance their competitive advantage, which ultimately leads to improved quality of work life and organizational citizenship behaviors.

Table 7*Relationship Between Psychological Capital and Employee Burnout*

Self- Efficacy	r-value	p-value	Interpretation
Exhaustion	-.282**	<.001	Highly Significant
Cynicism	-.264**	<.001	Highly Significant
Professional Efficacy	.654**	<.001	Highly Significant
Hope			
Exhaustion	-.297**	<.001	Highly Significant
Cynicism	-.305**	<.001	Highly Significant
Professional Efficacy	.594**	<.001	Highly Significant
Resilience			
Exhaustion	-.169**	0.001	Highly Significant
Cynicism	-.197**	<.001	Highly Significant
Professional Efficacy	.553**	<.001	Highly Significant
Optimism			
Exhaustion	-.295**	<.001	Highly Significant
Cynicism	-.315**	<.001	Highly Significant
Professional Efficacy	.559**	<.001	Highly Significant

Legend: Significant at p-value < 0.01

Table 7 presents the association between psychological capital and employee burnout. The computed R-values indicate a moderate indirect correlation between exhaustion and cynicism while a strong direct correlation between professional efficacy. The resulting p-values were all less than the alpha level. Based on the results, it can be gathered that higher levels of psychological capital could lessen the experienced burnout in terms of exhaustion and cynicism. Psychological capital's HERO, which is associated with constructive attitudes and actions and fosters an optimistic mindset that lessens the effects of variables that contribute to exhaustion and cynicism, facilitates this relationship. This is comparable to the findings of the study conducted by López-Núñez et al. (2020), which demonstrated the direct relationship between psychological capital and burnout, specifically concerning depersonalization and exhaustion. The study also found that professional efficacy and personal accomplishment were more of a personal resource than a component of burnout, and psychological capital acts as a protective factor against employee burnout, which in this instance was linked to workload and job expectations.

In a different study, it was discovered that psychological capital and exhaustion were negatively correlated. This means that when an individual possesses a high level of psychological capital, they are capable of managing various stressors more effectively and are less likely to experience adverse emotions that can lead to burnout. Therefore, raising a person's psychological capital can improve their psychological well-being and reduce negative emotions (Bi & Ye, 2021). Psychological capital was concluded to have a negative but significant relationship with emotional exhaustion. It was also found to have a significant negative correlation with depersonalization or cynicism. However, the same study also showed how psychological capital negated professional efficacy. The study finally ascertained that enhanced psychological capital can reduce the level of

employee burnout.

The study's findings indicate a clear link between professional efficacy and psychological capital. This implies that professional efficacy rises in tandem with psychological capital. As mentioned in this study, psychological capital is a positive mental state within individuals so it may be logical to say that an increased level of positive psychological states also contributes to greater levels of individual beliefs and confidence in one's ability to successfully fulfill tasks. Likewise, to human resource practitioners, professional efficacy may be associated with the feeling of personal achievement that comes from being successful in making a positive difference in people's lives. According to Gökçen Kapusuz and Çavuş's (2019) study, there is a statistically significant correlation between low professional efficacy and hope. The study also found that optimism has a positive relationship with professional efficacy and that hope positively and significantly contributes to explaining employees' low levels of efficacy.

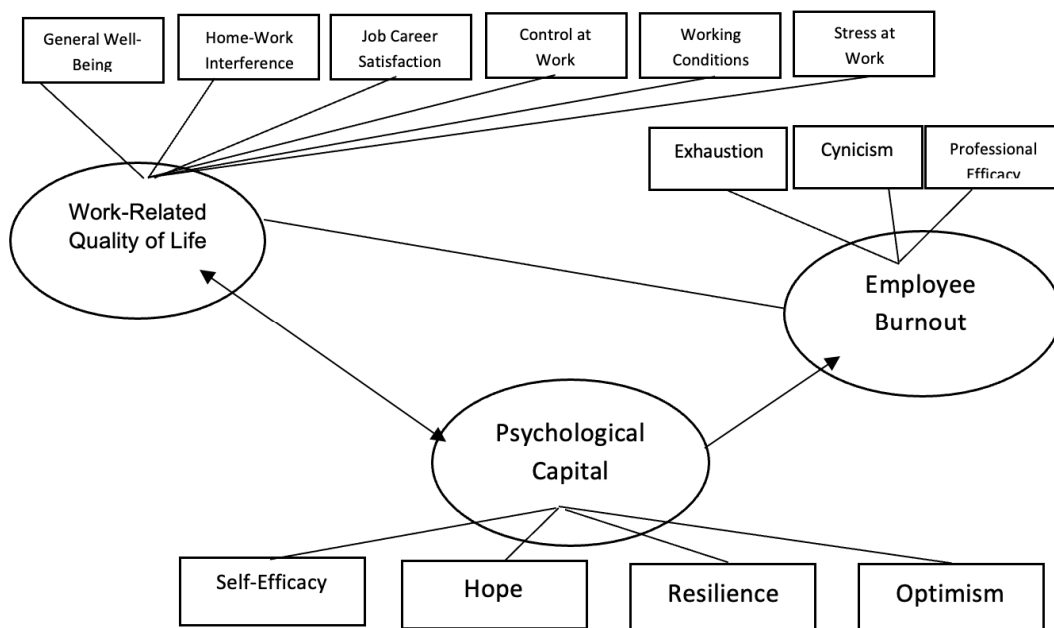


Figure 1. Proposed Framework on Employee Psychosocial Well-Being

Psychosocial well-being is an all-encompassing construct that includes emotional or psychological well-being, social and collective well-being, and physical components of the work environment. The relationship between environmental and intrapersonal psychological factors is fundamental to a psychosocial understanding of human behavior. To manage psychosocial hazards within the organization, psychosocial well-being is essential. Psychosocial hazards can arise from inadequate work design, poor organizational practices, and management, as well as an unfavorable social environment. These hazards can have negative impacts on an individual's physical, mental, and social well-being, and may lead to stress, burnout, and depression in the workplace.

In this study, the quality of work life, burnout, and psychological capital of human resource practitioners were assessed. The significant relationships among the three were also determined as well as the psychological wellbeing and its relationship and influence on quality of work life and employee burnout was also tested. Based on the correlational tests, Quality of Work life is directly related to Psychological Capital. However, both variables show a similar relationship with employee burnout. Work-Related Quality of Life and Psychological Capital both exhibit an indirect correlation with Burnout's Exhaustion and Cynicism. At the same time, Work Related Quality of Life and Psychological Capital both have a direct correlation with Burnout's Professional Efficacy. This means that improvement in both quality of work life and psychological capital leads to lower

burnout in terms of exhaustion and cynicism while having greater professional efficacy.

A test was run to predict the influence of work-related quality of life and employee burnout from psychological capital. This variable statistically significantly predicted work-related quality of life and employee burnout $F_{(1, 358)} = 247.666, p < 0.001, r^2 = 0.409$. However, upon further scrutinizing the data, only work-related quality of life added statistically to the prediction, $p < 0.001$. The relationship between psychological capital and quality of work life is similar to a reinforcing loop in which both variables can influence each other. However, the effects of psychological capital on burnout were not observed, but a moderate indirect correlation was found.

The proposed psychosocial framework focuses on the relationship between Psychological Capital and its influence on Quality of Work Life. Likewise, the significant relationship between Psychological Capital and Burnout was also acknowledged. Organizations may use this framework to focus on increasing psychological capital to reduce burnout and to improve the quality of work life. As the framework suggests, the attention will be on the mental well-being, by building on the levels of hope, efficacy, resilience, and optimism of employees, and creating a positive work environment that considers well-being, home-work interference, job-career satisfaction, control at work, working conditions, and stress, thereby, improving the psychosocial well-being of individuals which could lead to positive organizational outcomes.

4. Conclusions and recommendations

Based on the findings of the study, the researcher came up with the following conclusions: There is a moderate quality of work life among human resource practitioners in CALABARZON. There is a low degree of burnout as professional efficacy is higher than exhaustion and cynicism. In terms of psychological capital, the respondents have high optimism but low resilience. There were highly significant relationships found between quality of work life and burnout particularly an indirect correlation in terms of exhaustion and cynicism, and a direct correlation with professional efficacy. Psychological capital is significantly correlated with quality of work life, indirectly correlated with exhaustion and cynicism but indirectly correlated with professional efficacy. A Psychosocial Well-Being framework was developed to boost the mental and physical well-being of individuals to mitigate burnout symptoms among employees.

Based on the findings of the study, the researcher came up with the following recommendations: Companies may create wellness programs to prevent employee burnout particularly to decrease exhaustion and cynicism and increase professional efficacy. The human resource department may initiate the development of individual resiliency to rise against adversity and strengthen their psychological capital. Organizations may review the applicability of the proposed psychosocial well-being framework for adoption or integration into their management practice. Future researchers may conduct the same study on a national scale, or consider different participants such as students, teachers, etc.

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