

## The Effect of Mediational Role of Positive Psychological Capital Between Job Satisfaction and Burnout Level

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### Extensive Summary

#### 1. Introduction

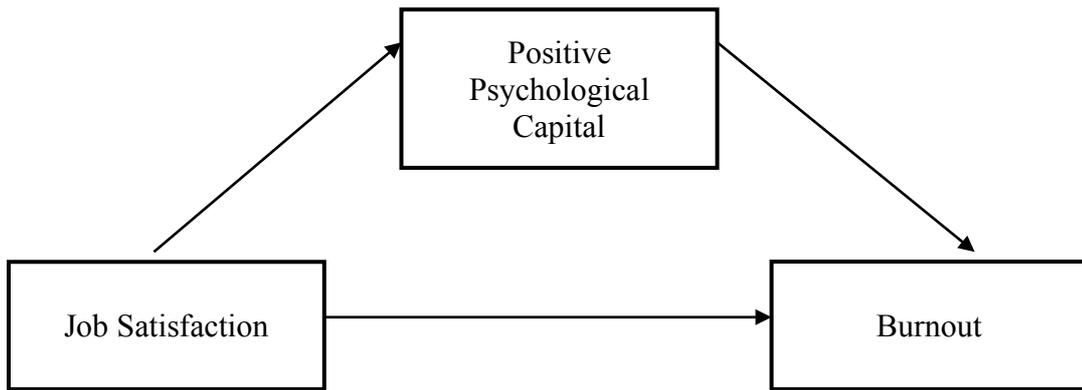
This study aims to determine the effect of employees' job satisfaction perceptions on burnout levels and the mediating role of the positive psychological capital between job satisfaction and burnout.

Positive psychology, which arises in response to the negativities of psychology and the behavior and functioning of human behaviors and functions on pathology (Luthans, 2002a), is an important concept in terms of applying positive organizational behavior and its derivative positive psychological capital to human resources in achieving sustainable competitive advantage of organizations. Psychological capital, defined as the positive psychological development of an individual, is (1) to take on the task and achieve the necessary endeavors to achieve difficult tasks (self –efficacy), (2) optimism in terms of being successful now and in the future (optimism), (3) perseverance for goals and new ways to be successful when needed (hope), and (4) when it is overwhelmed by the problems and misfortunes that arise out of it (resilience). (Luthans, Youssef ve Avolio, 2007).

Job satisfaction is defined as having a positive feeling about the job of the employee after the evaluation about the job characteristics. The belief that employees with high job satisfaction are more productive than those with low job satisfaction are among the basic assumptions accepted by managers (Robbins and Judge, 2012). The concept of burnout caused by long-term job stress is described by Maslach as "the break of the professional meaning of a professional person and his / her job, the fact that he is no longer really interested in the people he serves".

## 2. Methodology

Positive psychological capital is a measurable, developable and effectively manageable concept that has positive contributions to business attitudes and work outcomes within organizations. In the literature survey, it was determined that there is a positive relationship between psychological capital and job satisfaction, and negative relationship between burnout and job satisfaction. There is a negative relationship between burnout and job satisfaction. The hypotheses developed within the scope and purpose of the research are shown in Figure 1, in order to determine the mediating role between the concepts and the positive psychological capital between these concepts.



**Figure 1: Research Model**

*H1: Job satisfaction of employees has a significant effect on positive psychological capital.*

*H2: Positive psychological capital of employees has a significant effect on burnout.*

*H3: Burnout level of employees has a significant effect on job satisfaction.*

*H4: There is mediating effect of positive psychological capital among employees' job satisfaction and burnout levels.*

A total of 582 employees located in Afyonkarahisar and Istanbul were randomly selected by convenience sampling method.

Within the scope of the research, positive psychological capital scale consisting of 24 items used to determine the level of positive psychological capital developed by Luthans et al. (2007), a Maslach burnout scale consisting of 22 items developed by Maslach and Jackson in 1986 to measure burnout, and a Minnesota job satisfaction scale consisting of 20 items to measure job satisfaction were used.

Structural equation model was used in the study. In the statistical analysis phase, Confirmatory factor analysis were performed on three scales used in the research and correlations between variables were determined with AMOS. The last phase of the study, to determine the mediating role of positive psychological capital, the three-step regression method determined by Baron and Kenny (1986) and the Sobel Test were used. Likert scale with 5 was used in all scales included in the scale.

### 3. Findings

According to analyses results, it was found that there are negative and significant relationship between the job satisfaction level of the employees and their burnout levels ( $\beta = - 0.348$ ,  $p = 0,000$ ), and positive and significant relationship between their positive psychological capital level and their job satisfaction level ( $\beta = 0.546$ ,  $p = 0.000$ ). The relationship between job satisfaction and burnout decreased with the influence of positive psychological capital ( $\beta = - 0.150$ ,  $p = 0.000$ ). According to this result, positive psychological capital has a partial mediating effect between job satisfaction and burnout. According to the results of the research, H1, H2, H3 and H4 were accepted.

### 4. Conclusion and Discussion

Positive psychological capital was positively correlated with job satisfaction and negatively correlated with burnout. The results of this study are in parallel with the results in the literature (Abbas ve Diğ., 2012; Akçay, 2012; Avey ve Diğ., 2007; Erkuş ve Fındıklı, 2013; Luthans ve Diğ., 2007; Luthans ve Diğ., 2008; Topçu ve Ocak, 2012; Youssef ve Luthans, 2007; Aliyev ve Tunç, 2015; Çetin, Şeşen ve Basım, 2013; Laschinger ve Fida, 2014; Topçu ve Ocak, 2012) .

For effective human resorce management, adding the psychological capital criteria to the recruitment process will increase the success in procurement. Measuring and developing the psychological capital of employees will play a key role in the success of businesses. Besides, it will be decisive in the matter of positive awareness of the psychological capital that the employee has, and in making bigger works or attempting. Positive psychological capital will not significantly affect the burnout, even if the high employee has problems in job satisfaction. The increase of the level of job satisfaction to the low level of burnout is partially prevented by the positive psychological capital. Positive psychological capital is considered that high employees will not be affected by the problems that they will encounter in operation, they will adapt easily to the changes that will be experienced in the business, they will be a part of the solution rather than the problem within the business and thus the business will benefit more effectively than the existing human capital.

The importance of this study is to identify the effect of the positive psychological capital on the intermediary effect between job satisfaction and burnout and to remove the negative and meaningful relationship between job satisfaction and burnout. In this research, positive psychological capital, a measurable, developable and effectively managed concept, has emerged in terms of human resources literature.