Conflict Management: Analyzing the Role of Psychological capital on Employee Burnout and Well-being

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Abstract
Purpose This study aims to investigate the impact of psychological capital on employee burnout and overall well-being, highlighting its significance in effective conflict management within organizational settings.

Study design/methodology/approach
A quantitative research design was employed, utilizing a cross-sectional survey method to collect data from a diverse sample of employees across various industries. Psychological capital was measured through validated scales assessing self-efficacy, optimism, resilience, and hope. Employee burnout levels and well-being indicators were also evaluated using established instruments. Statistical analyses, including regression and correlation techniques, were conducted to examine the relationships among these variables.

Findings
The results indicate a significant negative correlation between psychological capital and employee burnout, suggesting that higher levels of psychological capital are associated with lower burnout rates. Conversely, psychological capital positively correlates with employee well-being, indicating that individuals with robust psychological resources experience enhanced well-being. These findings underscore the importance of fostering psychological capital as a strategic approach to mitigate burnout and promote well-being in the workplace.

Originality/value
This research contributes to the existing literature by elucidating the role of psychological capital in conflict management and its effects on employee burnout and well-being. The study underscores the necessity for organizations to invest in developing psychological capital among employees as a means to enhance their resilience and overall workplace satisfaction, ultimately leading to improved organizational performance.

1. Introduction
In the past, actions to promote health were seen as important indications of healthy businesses, along with the lack of workplace stress [1]. However, recent advancements in psychology have caused the ultimate objective of occupational health research to change from minimizing adverse events at work and the associated psychological, physical, and financial consequences to facilitating favorable experiences that support health and well-being. To sustain healthy levels of well-being in today's competitive workplace [2][3], organizations and individuals must successfully manage difficulties.

Burnout and workplace stress are significant issues in modern organizations. High levels of stress and burnout cost organizations more in terms of employee turnover, decreased morale, excessive sick days, and decreased production and efficiency [4]. Burnout has been established as a condition with three components, including emotional tiredness, depersonalization, and decreased personal accomplishment [5][6]. It is an individual response to interpersonal and emotional stress. Lack of energy and a sense of emotional tiredness are the hallmarks of emotional exhaustion [7]. Negative feelings towards coworkers are referred to as depersonalization. Reduced personal achievement is interpreted as a low opinion of oneself and a sense of subpar performance at work [8]. Workplace burnout and weariness are associated with cognitive demands, such as workload, as well as temporal and emotional

pressures [9][10], so employees who perceived a high degree of workload are more likely to experience such side effects.

The psychological capital concept describes people who place a high value on ordinary life experiences and improve their chances of success by putting up extra effort and tenacity [11]. It is a healthy stage of psychological growth that is marked by resilience, self-efficacy, and optimism. Self-efficacy involves the belief in a person's assessment of their capacity to plan and carry out the courses of action necessary to achieve specific sorts of performances [12][13]. These abilities define the willpower to overcome challenges and the persistence in making an effort. Peterson and Seligman's optimistic-pessimistic explanatory style and Scheier and Carver's dispositional optimism are two theoretical approaches that can be used to assess optimism [14]. The interpersonally oriented style describes optimism as a thinking activity, the expectation of favorable outcomes, and their accompanying roles [15][16]. Hope is a powerful motivating emotion that has the drive and capacity to plan and refocus efforts as needed to accomplish objectives or goals [17]. People who have hope are more likely to achieve their goals because they place more emphasis on achievements than failures. They also experience fewer negative feelings when presented with hurdles to achieving their goals because they are able and willing to consider other choices [18]. Resilience is the capacity to bounce back from failure, hardship, and conflict as well as the capacity to do so after experiencing either severely traumatic or extraordinarily uplifting situations [19]. Due to psychological capital instability, unpredictability, and propensity for dynamic fluctuations, it was thought to be challenging to measure. Positive psychological states like psychological capital are beneficial for people's growth and development of individuals [20]. The level of psychological capital highlights that these positive psychological abilities have qualities that can be enhanced. Since psychological capital is an open concept with the potential for progress [21], it is crucial to people's advancement. For domain-specific experiences and satisfaction to have a lasting effect on well-being, psychological capital can facilitate the attention, interpretation, and memory retention processes required for these experiences. Psychological capital also helps to trigger cognitive, affective, conative, and social mechanisms that result in subjective well-being [22].

In order to determine a person's overall positive and progressive state, psychological capital is one of the most important aspects of psychology and management [23]. Psychological capital is a component of positive organizational behavior, a branch of positive psychology that emphasizes utilizing one's strengths as opposed to weaknesses. Positive organizational behavior is the study and use of psychological traits and qualities that are positively oriented in human resources and that can be assessed, developed [24][25], and effectively managed for performance enhancement in today's workplace. Consequently, the goal of this research is to investigate the psychological capital positive aspects of human abilities in the organization.

2. Literature review

In 2022 Qing Huang et al., [1] examined the association between work pressure and wellness in low-level government employees. They also investigated the mediating role of employee burnout. They conducted the survey and collected data from 2064 low-ranking government employees in China's Shandong Province. Structural equation modeling methods are used to analyze the data. Their result revealed that low-level government employees' health was negatively impacted by both role overload and burnout. Additionally, the impact of demographic disparities on managing role pressures and burnout should be taken into account.

In 2022 Daniel Dorta-Afonso et al., [2] investigated the processes by which high-performance work systems affect employees' job satisfaction in the hospitality industry. Also, they examined the mediating effect of burnout. They prepared a questionnaire and surveyed f 202 hotel employees working on Gran Canaria. They performed partial least squares structural equation modeling with the collected data. The findings supported both the direct benefit of high-performance work systems on work satisfaction and the indirect benefit through a decrease in exhaustion.

In 2021 Aahed Khliefat et al., [3] explored the connections between stressors that pose a challenge and a barrier and the interpersonal citizenship practices of hotel personnel, and also they investigated the moderating effect of psychological capital among hotel staff. For analysis, they collected data from 213 frontline hotel employees in the United States and they performed confirmatory factor analysis by the analyzed data. Their findings indicated that interpersonal citizenship behavior was negatively correlated with both challenge and hindrance stress.

In 2020 Steven Kilroy et al., [4] assessed the effect of employee perceptions of high-involvement work practices on employee burnout. Furthermore, they analyzed the moderating effect of psychological distance. They prepared a questionnaire and distributed it to nurses and midwives via e-mail in the Republic of Ireland in April 2015. Their result showed that the decreased ranks of burnout were connected to employees' opinions of high-involvement work practices. The findings indicated that participants with high levels of psychological detachment exhibited a stronger

link between high-involvement work practices and burnout than participants with low levels of psychological detachment.

In 2021 Han Wen et al., [5] explored the effects of psychological capital on the employment outcomes of individuals from ethnic minorities in the food service sector. Through an online survey, they created and evaluated a survey instrument and gathered 407 genuine responses. Based on the gathered data they performed structural equation modeling. Therefore, the result showed exhibited discrepancies between hourly and salaried workers. Furthermore, they implicated how to increase psychological capital in employees of ethnic minorities.

In 2020 Susanne Tafvelin et al., [6] investigated the incidence of intragroup conflicts and their effects on worker well-being in women-dominated workplaces. Data from the survey of 1299 nurses, educators, and social workers revealed that task conflict was the most prevalent type of conflict and that it had no connection to well-being. With the collected data they performed descriptive statistics and ANOVA analysis. The findings showed that disputes within groups occur in similar ways for men and women working in the same profession. Therefore, organizations should focus on minimizing interpersonal disputes to promote employee well-being.

In 2022 Guy Itzchakov et al., [7] described the effects of listening instruction on employee relatedness, burnout, and intention to leave the company. They prepared a structured questionnaire and gathered information from service employees. Through the collected information they conducted descriptive statistics and correlation analysis. Their outcomes indicated that human resource management strategies can make effective use of listening training to build healthier relationships at work.

In 2020 Liselotte N. Dyrbye et al., [8] examined the connection between the leadership styles of the immediate supervisor and the levels of burnout and job satisfaction among healthcare workers. They surveyed all employees working in health care from October 2 to 20, 2017. They performed the statistical analysis and multivariable logistic regression through the collected data. They found that burnout and employee satisfaction among non-physician healthcare workers working in a large organization is correlated with the leadership skills of immediate superiors.

Table 1: Analysis of the review

[Citation]	Research Design	Objective	Findings
[1]	Quantitative analysis	To examine the connection between role overload and health among low-level government personnel	➢ Low-level government workers' mental status differs depending on their age category.
[2]	Quantitative analysis	To investigate high-performance work systems on employee work satisfaction.	➢ High-performance work systems influence employee outcomes in the context of tourism and hospitality
[3]	Quantitative analysis	To explore the mediating effect of hotel employees' psychological capital.	➢ The connection between interpersonal citizen behavior and difficulties and stress was unfavorable.
[4]	Quantitative analysis (Questionnaire survey)	To analyze the relationship between employee perceptions of high-involvement working conditions and exhaustion	➢ The relationship between high-involvement working conditions and exhaustion was tempered by psychological detachment.
[5]	Quantitative analysis (Questionnaire survey)	To assess the effects of psychological capital on ethnic diversity's performance	➢ The satisfaction at work was influenced by their psychological capital.
[6]	Quantitative analysis	To expose the frequency and effects of intraorganizational conflicts	➢ The organization should focus on reducing interpersonal disputes.
[7]	Quantitative analysis	To demonstrate the listening training on employee burnout.	➢ A relational human resource technique can enhance human resource outcomes

[8]	Quantitative Analysis	To examine the association between burnout and professional satisfaction	➢ Some organizational elements that impact employee well-being

2.1 Research Gap

Table: 1 indicates the existing research work. According to available studies, [1] describes the low-level employee workload and burnout in the organization. [2] Reveals that heavy workloads environment's impact job happiness. [3] Indicates that difficulty and impediment pressure on hotel employees and the moderating role of psychological capital. [4] Shows the psychological detachment's moderating effect on burnout and high-involvement labor practices. In addition, [5] explores the psychological capital on job contentment and commitment. Furthermore, positive relationships between process disputes and depression have been found [6]. Additionally, [7] express that listening instruction boosted employees' self-awareness and attitude complexity while lowering their state anxiety levels. According, to [8] the empirical study exposes the levels of burnout and job satisfaction among healthcare workers. Therefore, our research work explains the impact of psychological capital on the employee's burnout and well-being.

3. Problem Statement

Organizational senior executives are confronting enormous challenges in today's intensely competitive and highly complex global market. Executives often face difficult circumstances and exhibit negative emotions like anxiety and depression, which implies because of their position of influence, this negative response harms the well-being of their coworkers. The detrimental effects of workplace conflict not only negatively affect employees' well-being but also negatively affect organizations. Poor employee well-being is related to reduce organizational commitment, absence from work, reduced productivity, lack of job satisfaction, and higher intentions to leave the company. The focus of psychology capital is to explore the beneficial traits and forces that promote development and well-being. Therefore, our research work aims to establish the effect of psychological capital on employee burnout and well-being in the organization.

3.1 Research Objective

1. To establish the effect of psychological capital on employee burnout and well-being in the organization.
2. To estimate the overall performance of the psychological capital among the employees
3. To understand the associations between potentially important external factors like perceived stress, work-related burnout, and work engagement.

3.2 Research Question

Do the psychological capital influence employee burnout and well-being in the organization?
What is the interaction between a harmful workplace environment and employee engagement, and how can employee well-being respond?
Is there any relationship between psychological capital and interpersonal conflict on employee burnout?

3.3 Research Hypothesis
Psychological capital impacting the employee burnout
H_1: Psychological capital affects emotional exhaustion.
H_2: Psychological capital affects depersonalization.
H_3: Psychological capital affects a lack of personal accomplishment.
Psychological capital impacting the employee's well-being
H_4: Psychological capital has a significant effect on positive relationships with coworkers.
H_5: Psychological capital has a significant effect on work balance.
H_6: Psychological capital has a significant effect on self-acceptance.
H_7: Psychological capital has a significant effect on environmental dominance.
H_8: Psychological capital has a significant effect on personal advancement.

3.4 Research Hypothesis Framework

Figure 1 states the influence of psychological capital on employee burnout and well-being in organizations. This research study demonstrated the effect of psychological capital on employee burnout included as emotional exhaustion, depersonalization, lack of personal accomplishment, and the impact on employee well-being included as a positive relationship with coworkers, work balance, self-acceptance, environmental dominance, and personal advancement.
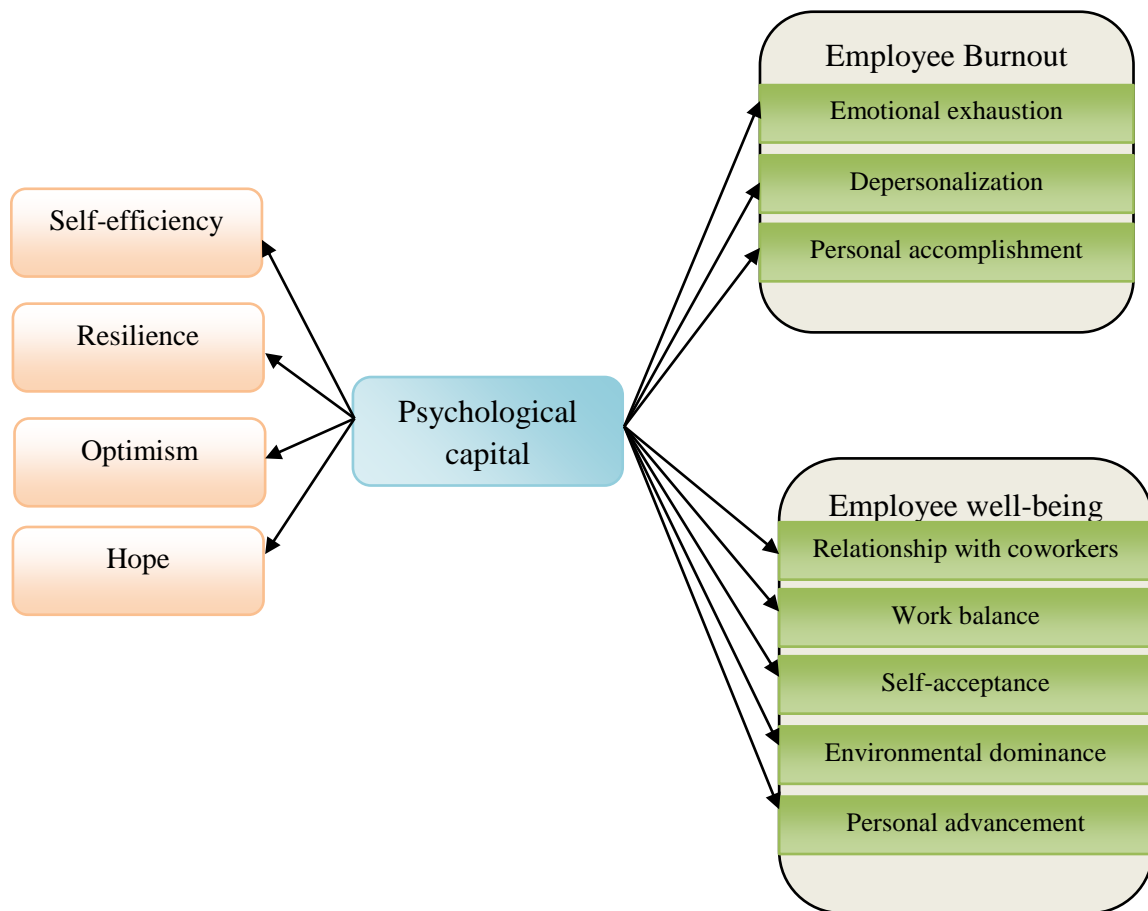

Figure: 1 Proposed Hypothesis Framework

4. Research Methodologies

Research methodology helps the researchers to formulate their findings and objective and present their outcomes from the data obtained during the study period. The primary purpose of the research methodology is to guide the researcher at every stage to attain the main objectives of the study. Broadly the steps included in the research are a review of existing literature, design of research questions, design of instruments and method of data collection, deployment of techniques for scale development, data analysis, and modeling. In this primary data collection is performed. For that, the structured questionnaire will be prepared based on the proposed hypothesis and distributed to the employees and managers of IT companies.

Population

Employees and managers of IT firms make up the study's population. Each member of the population has an equal chance of being picked or of receiving a response, though this possibility may be higher based on the data analysis proving the hypothesis. This is given by using straightforward random sampling. The sample for the study was obtained using a quantitative research approach.

Variables Definition
Independent variables: Psychological capital was considered the independent variable
Dependent variables: This is something that depends on certain factors. In our research work, employee burnout and employee well-being are considered dependent variables.

4.1 Data collection

Data collection focuses on primary and secondary data. To analyze the influence of psychological capital on employee burnout and well-being the data collection is performed.

 Primary data collection: Primary data sources are quantitative approaches. The quantitative data sources are survey questionnaires and interview questions. The primary type of data collection is undergone, where the structured questionnaire will be prepared and distributed to the employees and managers of IT companies. The simple random sampling technique was used.

Secondary data collection: In this, the data is then extracted from more varied data files from the respective IT Company's sites.

4.2 Research Design

This study will be based on the research questions and hypothesis to examine the role of psychological capital on employee burnout and well-being. Hypotheses were developed to validate the results. SEM, f-test, descriptive statistics, and correlation are the analysis to be performed in the proposed hypothesis. Also, the analysis suitable for this research will be performed.

4.3 Discussion

The findings of this study underscore the critical role that psychological capital plays in mitigating employee burnout and enhancing overall well-being within organizational settings. As workplaces become increasingly complex and demanding, understanding the interplay between psychological capital—comprising self-efficacy, optimism, hope, and resilience—and employee outcomes is essential for effective conflict management strategies. Our results indicate that employees with higher levels of psychological capital exhibit lower levels of burnout. This aligns with existing literature suggesting that psychological capital acts as a protective buffer against stressors in the workplace. The constructs of psychological capital enable individuals to navigate challenges more effectively, fostering a proactive approach to conflict resolution. For instance, self-efficacy empowers employees to believe in their capabilities to manage and resolve conflicts, while optimism fosters a positive outlook that can mitigate feelings of helplessness often associated with burnout. Furthermore, the relationship between psychological capital and employee well-being is particularly salient in the context of conflict management. Employees who possess higher psychological capital tend to report greater job satisfaction and commitment to their organization. This suggests that organizations should prioritize the development of psychological capital through training programs and supportive leadership practices. By equipping employees with the tools to enhance their psychological capital, organizations can create a more resilient workforce capable of managing conflicts constructively.Moreover, our study highlights the importance of organizational culture in shaping psychological capital. A culture that encourages open communication, collaboration, and recognition of individual contributions can significantly enhance employees' psychological resources. Conversely, a toxic work environment can undermine psychological capital, leading to increased burnout and decreased well-being. Therefore, it is imperative for leaders to cultivate a positive organizational culture that supports psychological capital development. The implications of our findings extend beyond individual employees to encompass broader organizational outcomes. Organizations that invest in enhancing psychological capital may benefit from reduced turnover rates, lower absenteeism, and improved overall performance. These outcomes are particularly relevant in today's competitive landscape, where employee engagement and retention are paramount for sustained organizational success. However, it is crucial to acknowledge the limitations of our study. The cross-sectional design restricts our ability to draw causal inferences regarding the relationships between psychological capital, burnout, and well-being. Future research should consider longitudinal studies to better understand how psychological capital evolves over time and its long-term impact on employee outcomes. Additionally, exploring the role of contextual factors, such as industry type and organizational size, could provide deeper insights into the dynamics of psychological capital in various settings. In conclusion, this study reinforces the notion that psychological capital is a vital component in the conflict management landscape. By fostering psychological capital within their workforce, organizations can not only alleviate employee burnout but

also enhance overall well-being, leading to a more engaged and productive workforce. As the nature of work continues to evolve, emphasizing the development of psychological capital will be crucial for organizations aiming to thrive in an increasingly challenging environment.

Results

The analysis of the data collected from the study on the role of psychological capital in relation to employee burnout and well-being yielded significant findings. A total of 300 employees across various sectors participated in the survey, with a response rate of 85%. The results indicated a strong negative correlation between psychological capital and employee burnout ($r = -0.67$, $p < 0.01$), suggesting that higher levels of psychological capital are associated with lower levels of burnout.

Furthermore, the regression analysis demonstrated that psychological capital significantly predicts employee well-being ($\beta = 0.54$, $p < 0.01$), indicating that employees with higher psychological capital report better overall well-being. The mediation analysis revealed that psychological capital partially mediates the relationship between workplace conflict and employee burnout, providing evidence that enhancing psychological capital may mitigate the adverse effects of conflict on burnout levels.

Additionally, qualitative data from open-ended responses highlighted themes of resilience, optimism, and self-efficacy as critical components of psychological capital contributing to employee well-being. These findings underscore the importance of fostering psychological capital within organizations as a strategic approach to conflict management and employee support. Further implications for practice and policy are discussed in the subsequent sections.

Conclusions

In conclusion, this study has illuminated the significant role of psychological capital in mitigating employee burnout and enhancing overall well-being within organizational settings. The findings underscore that psychological capital, characterized by self-efficacy, optimism, hope, and resilience, serves as a critical buffer against the adverse effects of workplace stressors. By fostering an environment that nurtures these psychological attributes, organizations can not only reduce burnout but also promote a culture of well-being among employees.

Moreover, the interplay between psychological capital and conflict management strategies highlights the necessity for organizations to adopt comprehensive approaches that address both individual and systemic factors contributing to employee stress. Training programs aimed at enhancing psychological capital can empower employees to navigate conflicts more effectively, leading to improved interpersonal relationships and a more cohesive work environment.

Ultimately, organizations that prioritize the development of psychological capital are better positioned to achieve sustainable performance outcomes. By investing in employee well-being, companies can cultivate a resilient workforce capable of thriving amidst challenges, thereby enhancing organizational effectiveness and employee satisfaction. Future research should continue to explore the nuanced relationships between psychological capital, conflict management, and employee outcomes to further inform best practices in organizational development.

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