

JOB DEMANDS, JOB RESOURCES, PSYCHOLOGICAL CAPITAL,
ORGANIZATIONAL COMMITMENT AND JOB BURNOUT AMONG PILOTS
IN MALAYSIA

MUHAMMAD KHAIRI BIN ABDUL MAJID

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DEDICATION

This thesis is dedicated to my beloved father, who has meant and continues to mean so much to me. Although he is no longer of this world, their memories continue to regulate my life. I love you and miss you beyond words. May Allah (SWT) grant you Jannah Firdaus.

It is also dedicated to my mother, for their endless love, support and encouragement.

Finally, prayers to my parents “My Lord! Have mercy on them both as they did care for me when I was little” (Surah al-Isra, ayat 24) Amen.

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ABSTRACT

Job burnout is an occupational stress related to the imbalance between an individual's work demands and the resources at the disposal of an individual in dealing with those demands. Individuals affected with job burnout are increasing in trend where about three out of four people reported having job burnout during their career. This high occurrence of job burnout among employees has been found across broad range of fields including among pilots in the aviation industry. This research aimed to determine the relationship between job demand and job resources with job burnout in the Malaysian aviation industry. It also examined the moderating role of the psychological capital and organizational commitment in the relationship between job demand and job resources with job burnout. This research adopted job demands-resources theory framework. The data were collected by questionnaires obtained from a sample of 204 aviation pilots working with aviation companies in Malaysia where Partial Least Squares (PLS) path modelling Version 3.2 were then applied for the data analysis. The research findings revealed that job demands has positive relationship with job burnout. While job resources were found to have negative relationship with job burnout. Psychological capital seemed to be moderating the relationship between job demands and job burnout, while organizational commitment moderates the relationship between job resources and job burnout. This research concludes that a high level of job demands and low level of job resources lead to job burnout among aviation pilots in Malaysia. Therefore, aviation industry players are recommended to provide job resources for the pilots to reduce job burnout. Furthermore, policy makers in Malaysia aviation industry also need to develop evaluation criterial and standard guidelines based on organizational commitment and psychological capital to determine job fit among aviation pilots. Finally, for future research, this study recommended other dimensions of job demands and job resources is explored and personal factors variables is included as extensions of knowledge on job demands-resources interactions.

ABSTRAK

Lesu upaya pekerjaan adalah tekanan yang berkaitan dengan ketidakseimbangan antara tuntutan kerja dengan sumber yang dimiliki individu dalam menangani tuntutan tersebut. Individu yang mengalami lesu upaya pekerjaan menunjukkan peningkatan, kira-kira tiga daripada empat individu dilaporkan mengalami lesu upaya pekerjaan sepanjang kerjayanya. Kejadian lesu upaya pekerjaan yang tinggi telah ditemui di pelbagai bidang termasuk dalam kalangan juruterbang di industri penerbangan. Penyelidikan ini mengkaji hubungan di antara permintaan pekerjaan, sumber pekerjaan dengan lesu upaya pekerjaan di dalam industri penerbangan Malaysia. Ia juga meneliti peranan model psikologi dan komitmen organisasi sebagai penyederhanaan dalam hubungan di antara permintaan kerja, sumber pekerjaan dengan lesu upaya pekerjaan. Penyelidikan ini menggunakan kerangka teori "Job Demands-Resources". Data dikumpul melalui borong soal selidik yang diperolehi dari 204 juruterbang yang bekerja dengan syarikat penerbangan di Malaysia di mana Partial Least Squares (PLS) path Modeling versi 3.2 kemudiannya digunakan untuk menganalisa data. Hasil kajian menunjukkan permintaan pekerjaan mempunyai hubungan positif dengan lesu upaya pekerjaan. Manakala sumber pekerjaan mempunyai hubungan negatif dengan lesu upaya pekerjaan. Modal psikologi didapati menyederhanakan hubungan di antara permintaan pekerjaan dan lesu upaya pekerjaan manakala komitmen organisasi menjadi penyederhana dalam hubungan diantara sumber pekerjaan dan lesu upaya pekerjaan. Kajian ini merumuskan bahawa tahap permintaan kerja yang tinggi dan rendahnya tahap sumber pekerjaan membawa kepada lesu upaya pekerjaan dalam kalangan juruterbang di Malaysia. Oleh yang demikian, pemain-pemain dalam industri penerbangan disarankan untuk menyediakan sumber pekerjaan kepada juruterbang bagi mengurangkan kesan lesu upaya pekerjaan. Pembuat dasar di industri penerbangan Malaysia pula perlu membangunkan penilaian kriteria dan garis panduan berdasarkan komitmen organisasi dan modal psikologi untuk menentukan kesesuaian kerja dalam kalangan juruterbang. Akhir sekali, penyelidikan akan datang dicadangkan agar menggunakan dimensi-dimensi permintaan kerja dan sumber pekerjaan yang lain untuk diterokai dan turut memasukkan faktor-faktor peribadi sebagai pelanjutan kepada pengetahuan dalam bidang interaksi permintaan dan sumber pekerjaan.

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LIST OF ABBREVIATIONS

JD-R	-	Job Demands-Resources Model
AIDS	-	Acquired Immune Deficiency Syndrome
PsyCap	-	Positive Psychological Capital
POB	-	Positive Organizational Behaviours
COR	-	Conservation of Resources
P-E fit	-	Person-Environment Fit
KLIA	-	Kuala Lumpur International Airport
DCA	-	Department of Civil Aviation
COPSOQ	-	Copenhagen Psychosocial Questionnaire
JDRS	-	Job Demands-Resources Scale
MBI	-	Maslach Burnout Inventory
PCQ	-	Psychological Capital Questionnaire
CFA	-	Confirmatory Factor Analysis
VIF	-	Variance Inflation Factor
PLS-SEM	-	Partial Least Squares Structural Equation Modeling
SPSS	-	Statistical Package for Social Science
SEM	-	Structural Equation Modeling

LIST OF SYMBOLS

R^2	-	Coefficient of determination
f^2	-	Effect size
\bar{X}	-	Mean value of the group or score or the measure
Σ	-	Total score
N	-	Size of the sample
r	-	Pearson correlation coefficient
R^2	-	Coefficient of determination
f^2	-	Effect size

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CHAPTER 1

PREFACE

1.1 Chapter Overview

The purpose of this chapter was to provide an overview of the job demands, resources, burnout, organizational commitments and psychological capitals among pilots in Malaysian aviation industry. This chapter described the context of the research. It began with the background of the study that briefly described factors and effects of job burnout among aviation industries pilots. A problem statement focused on description of the problems to be investigated in this research, while research questions were formulated to address the problem of the study. The purposes and significant of the study will provide useful information on the advantage of this study. In addition, research objectives were formulated to address general and specific objectives of the research conducted. On the other hand, the scope and limitation of the study will be focusing on the Malaysian aviation industry's pilots.

1.2 Background of the Study

Job burnout was associated with the emotional exhaustion due to the high working demand and lack of resources. It was a part of the strain, and related to chronic job-related stress (Faisal Khan, 2015). Maslach et al. (2001) defined the similar thing in which job burnout was the stress syndrome related to job that included emotional exhaustion, depersonalization of customers, co-workers, administrators and feelings of diminished personal accomplishment. Colling and Murry (1996) described job burnout as a circumstance caused by chronic stress and it impacted human service activeness and job performance. On the other hand, Schaufeli and Enzmann (1998) defined job burnout as “a constant, negative, work-related states of mind in ‘normal’ individual that was primarily characterised by exhaustion, which was accompanied by distress, a sense of reduced effectiveness, decrease motivation, and the development

of dysfunctional attitudes and behaviours at work”. From the descriptions and definitions given by some significant authors, it can be concluded that job burnout was an extended prolonged response to the emotional and interpersonal chronic stress on the job.

Job burnout reacted like a disease. Whoever was affected by burnout, they will show some symptoms and signs in terms of behavioural, physical and emotional well-being. When talking about the behavioural signs, it might include withdrawal from work responsibilities, constant isolations, procrastination, the use of food, drugs, or alcohol to endure the with work duties, increased outbursts of anger and frustration towards others, along with the increased absenteeism (Smith, Jaffe-Gill, Segal, and Segal, 2008). Besides, physical signs involved fatigued or weary appearances and people who experienced job burnout will be periodically absenting from work due to illness, increasing physical complaints and changing in weight either increased or decreased (Smith, Jaffe-Gill, Segal, and Segal, 2008). Whereas, emotional sign of job burnout included the feelings of failure, helplessness, detachment, increased cynicism, and decreased satisfaction (Smith, Jaffe-Gill, Segal, and Segal, 2008).

Airline pilot has been categorized as the top ten most stressful jobs in the world (CareerCast, 2015) and top five of stressful jobs in Asia (Ishtiaqur, 2015). According to Paul (2012) career as an airline pilots provided privileges such as good amount of salary, frequent travelling, travel benefits including their family and friends, lots of time off and good retirement benefits, for example the travelling benefit being extended for life. However, with the emergence of economic threats and trends, the aviation industries also has changed accordingly and airlines’ pilot career was now considered as a tough profession in Malaysia due to the pilot supply has exceeded the demands and downsizing of main players of the airline organization in Malaysia, which observed that such advantages were no longer exist (Lim, 2014). Therefore, it encouraged the global civil aviation industry research being conducted by the International Transport Workers Federation in order to gain better understanding on the job burnout phenomena in the civil aviation industry (Fanjoy, Harriman and DeMik’s, 2010).

Job burnout was associated with emotional instability due to the serious work demands and lack resources to finish the tasks (Khan, 2015). Job burnout was a chronic problem that needed attention as it did not only bring immediate effect on the individual, but also to the quality and stability of social services. Reviewed from previous literatures on burnout showed that multiple burnout types have prevailed in the aviation industries and they give a variety of negative effects toward the pilots. Nova Vida Recovery Centre, Algarve, Portugal (2012), concluded that there various theories which agreed on the negative impacts of burnout towards individual job performance such as job accomplishments declined as the body was exhausted, became more irritable in the workplace and many more. Research conducted by Fanjoy, Harriman and DeMik's (2010) in the United State covered stresses and burnouts among the pilots in the insufficient job resources such as training, professional development, autonomy, safety lead to burnout, and high job demands due to the economic pressure were also giving negative impacts towards the safe and efficient air travel.

Generally, the review of previous research regarding individuals and environment predictors of burnout among regional airline pilots indicated that shortened the rest periods, adverse weather, aircraft maintenance issues and pressure to meet on time performance have been contributing to the pilot burnout (Fanjoy, Harriman and DeMik's, 2010). In other research, Kearney (2008) mentioned that airline pilots were dealing with various stressors such as the work overloads, organization politics and undervalued reward systems which have been impacted the personal and professional works, led to burnout. Bennett (2003) conducted interviews with the airline pilot in United Kingdom and addressed the findings that stress needed to be given close intention on the aviation industries. Therefore, when an airline pilot was under as stress, their personal and professional live will also be affected.

Most psychological approaches believed human behaviour was affected by their interactions between personal and environmental aspects (Schaufeli and Taris, 2014). Previous researchers emphasized the Job Demands-Resources Model (JD-R) only covered the work environment factors (Hakanen, Schaufeli and Ahola, 2008) as this connection between job demands, job resources and job burnout were

contradictory. To overcome the inconsistency relationship between job, personal factors must be included in the relationship where psychological capitals and organizational commitments can be considered as dimensions included in the personal factor (Luthans et al., 2004; Peng et al., 2013).

Psychological capital can be regarded as a crucial element and possessed significant impacts towards burnout (Peng et al., 2013). In addition, previous research conducted has amplified the allegations that psychological capital has a clear impact in reducing burnout effects on social workers (Luthans et al., 2004). Other findings on the relationship of psychological capital and burnout found out that psychological capital can be a moderating variable to burnout, when psychological capital acted as a constrain factor to burnout, it will bring positive effects in reducing the negative impact of work stress on social workers (Luthans et al., 2008; Zhao and Zhang, 2010; Wang et al., 2012; Wang et al., 2012; Peng et al., 2013). However, previous researchers emphasized less on the importance of the needs to moderate the effects between psychological capital and job burnout. Therefore, in this research, the researcher used psychological capital as a moderator to the relationship between the job demand, resources, and burnout.

In the meantime, organizational commitment was also needed to reduce the job burnout's effects on individual. Organizational commitment was a psychological bond between individuals and organizations which the individual has identified the goals and values of the organization that affected the degree of exerts effort of the individual to remain in the organization (Peng et al., 2013). Llorens et al. (2006) indicated that organizational commitment can be integrated into the Job Demands-Resources Model (JD-R), whereas the organizational commitment was negatively associated to the job demands, whilst organizational commitment was positively significant to the job resources. In addition, Meyer et al. (2002) on their research indicated the organizational commitment as having a negative connection to job burnout. Organizational obligation can be a constraining variable to burnout (King and Sethi, 1997). There were arguments among researchers regarding the positive effects of organizational commitment towards job burnout as they believed that it can be connected to negative impacts on those having the low organizational commitments.

However, most researchers agreed that organizational commitment can bring positive effects towards job burnout, attitudes, performances, attendances, and well-beings (Meyer et al., 2002).

The researchers supposed that in the context of Malaysian aviation industry, all the aforementioned factors existed which causing the job burnout among airlines pilots. For instance, Olivia (2014) mentioned a total of 186 Malaysian Airlines crews (cabin crew and pilot) quitted within the period of January to July due to the pressures from their families, who forbade them from flying. The reviews of the research from the international studies generally and specifically Malaysia were mentioned earlier, proven that the problem of job burnout existed in the Malaysian airline industry. Therefore, the current study examined the different contributing factors of job burnout among the Malaysian airlines pilots. In the past three years, Malaysian airlines industry has suffered from several series of airline incidents. In addition, the investigation regarding the accident was still going on. Moreover, due to global economic downturn and high job demands, the social and working life of Malaysian airlines pilots have been badly affected (Paul, 2012), the problem ultimately expanded, which were aggravated by other problems such as the lack of resources. In order to fully understand the nature of this process, the present research investigated the different types of job demands and job resources in the shape of job burnout in Malaysian aviation industry.

1.3 Problem Statement

Burnout was significantly related to stress and became the most important aspects influencing the individual efficacy and satisfaction in the present context of occupational profession (Tankha, 2006). It was crucial to note, and of relevance to this study, that previously burnout was frequently studied in the population of nurses, teachers, doctors, social workers, and police officers (Schaufeli et al., 2009) and most researches regarding burnout were conducted in the social works which were non-profit oriented, and it was lacking the relevance nowadays. In addition, according to Najihah et al. (2011) burnout research from Malaysian perspectives were minimal, nonetheless, the job burnout rates among employees in Malaysia was high. Khan (2015) indicated job burnout research has received extensive attentions for the last four

decades in developed countries, but less attention has been given from the developing countries. Therefore, a study on job burnout will enrich the research paradigm, especially in uncovering prominent factors that will assist employees and employers affected by burnout. This finding will generate significant results that will be informative for the Malaysian policy makers in deciding the formulation of policies to assist the employees and employers.

According to Fortune (2012) the term burnout became popular around nineteen years ago, which during that time most companies began to downsize their operations and the remaining staffs realized that their workloads have increased significantly. In a struggling economy, most employees felt grateful and relieved if they still had a job and no complaints were raised. Furthermore, everyone was expected to give their hundred per cent commitments, and they should be available twenty-four hours a day, seven days a week. This in turned, required extra resources such as personal and job-related resources to manage workloads. In cases where such resources were insufficient, this pressure will take a toll on the workload converted into a conflict development (Khan, 2015). The same situation was currently happening in Malaysian Aviation industry (Lim, 2014). Moreover, the researcher found that there was a scarcity of studies believed to be relevant in discussing the nature of job burnout research in Malaysia. This research needed to be conducted in the context of Malaysian aviation industry, which has suffered from economic threat. Recently from inspection, the economic has led to indirect stress among Malaysian airlines pilots (Lim, 2014).

Across literature reviews, working in aviation industry can be considered as a stressful environment due to mass media which highlighted issues regarding the recession, increasing operational cost, downsizing, closing airlines organizations and adding job responsibilities among the airline staffs especially pilot and pushed them mentally which resulted them to be more stressful as well as causing burnout. Previous research conducted by Nova Vida Recovery Centre (2012) on aviation industries addressed a few factors that led to stress among pilots, air crews and all the people associated with the airline industries and caused burnout which were impossible deadlines, anti-social flying schedules, management pressures to keep to schedules and cut cost, additional request for pushing the limit of the legal restriction on flying hours

to minimum, senior captains needed to supervise flight and watching over new recruits, disruptive shift pattern and long working hours. Research conducted by Ahmadi and Alireza (2007), addressed the aviation environment as a naturally high risk and stressful job. Furthermore, they also defined a few factors that led to high stress and burnout such as temperature, acceleration, noise, communication, decompression, sickness, vibration, hypoxia, exhaust fumes and motion sickness. The effects addressed by the researchers clearly stated that there was no exception towards the civil and military aviation. Besides the factor listed above, the job demand and job resources as pilots and airline crews which were responsible for protecting public safety during flying and in the ground also gave significant stress on their working life which led to burnout. Khan (2015) also reported that job demands and job resources have a significant connection with job burnout.

Good service provided was an important factor for all sectors of service organization in order to sustain its competitive advantages especially in the service organization that operated in the profit-oriented environment. When it came to airline industries, good services in sustaining the companies' competitive advantages depended on the safety of flight and quality of in-flight and ground services. Customers were guaranteed of the safe flight and high quality of services on the airline industries depended much on the pilots and flight attendances such as good mental, psychological and physical health (Mengenci, 2014). The statistics showed that the airlines accidents and incidents involving Malaysian commercial aircrafts occurred every year, from 1933 to 2015. Previous research investigated why airlines accidents occurred, and the results showed that airlines accidents happened due to the mechanical and maintenance problems. When past researchers went deeper on the mechanical and maintenance problems, they figured out around 60 to 80 per cent of aircraft accidents and incidents were caused by human factors. Sexton, Thomas and Helmreich (2000) in their research in airline companies found out that stress and fatigue can be described as one of the reasons.

By reviewing past researches, present research continued with the existing research on burnout in developing countries, as it will give more attention of burnout problems among the pilots in Malaysian aviation industry by accessing the relationship

between the job demand, resources, psychological capital, organizational commitment and job burnout. The reviewed of existing literature on the job demands and job resources revealed that most of the research conducted on the relationship among job demands, resources, and burnout as composed. (Halbesleben, 2010; Crawford, LePine and Rich, 2010; Jourdan and Chenevert, 2010; Nahrgang, Morgeson and Hofmann, 2010; Alarcon, 2011; Khan, Yusoff and Khan, 2014). These researches showed the inconsistent relationship among job demands, resources and burnouts. Firstly, job demands and burnouts were positively related, where the job resources and burnout were insignificantly associated. Secondly, the job demand and burnout can be negatively related, for example individual recognized job demands as high workloads and time pressure as opportunities (Crawford, LePine and Rich, 2010). Hakanen, Scaufeli and Ahola (2008) indicated job resources as having slight negative effects on job burnout and Nahrgang, Morgeson and Hofmann (2010) in their research indicated some of the job demands such as physical requirements did not have significant relationship with job burnout. Therefore, the current research focused to examine these relationships.

Demerouti et al. (2001) introduced the job demands, resources and burnout model (JD-R), indicated that the relationship between job demand and job burnout were significant while the association between job resources and job burnout were insignificant. The variables relationship between job demands, resources and burnout have been debated by the previous researchers and several studies have been conducted to explore these relationships (Lee and Ashforth, 1996; Demerouti et al., 2001; Bakker et al., 2003; Llorens et al., 2006; Bakker et al., 2007; Schaufeli and Taris, 2014). In addition, nearly all the researchers acknowledged the nature functions of the Job Demands-Resources Model (JD-R). Job Demands-Resources Model (JD-R) operated under two conditions. For the first condition, the employees will utilize all the mental and physical capabilities in terms of extending a lot of efforts to cope with the job demand, in which after a certain amount of time, all the efforts will tend to deplete and burnout will occur. On second condition, the job resources will aid in motivating the employees to perform their jobs and replenish their mental and physical capabilities (Nahrgang, Morgeson and Hofmann, 2010).

Llorens et al. (2006) indicated that the Job Demands-Resources Model (JD-R) was consistent across countries, but the strength of the relationship differed. The model has been tested in various occupational groups such as nurses, home care professionals, white-collar workers, blue-collar workers, teachers and call-centre employees. In addition, the model has also been tested in various countries such as Germany, Netherlands, Finland, Greece, Italy, Norway, Sweden, Belgium, South Africa, China, Australia and Spain (Bakker, 2016). Schaufeli and Taris (2014) indicated that though these findings supported the model's extraction, there were considerable amount of the important issues regarding the Job Demands-Resources Model (JD-R) such as model epistemological status, definition and distinctions between "demand" and "resources", incorporation of personal resources, distinction between the health impairment and motivational process, issues on reciprocal causation and the model applicability beyond the individual level remained uncertain.

Crawford, LePine and Rich (2010) indicated the relationship between job demands, resources, and burnouts have showed discrepancy correlations between variables. Nahrgang, Morgeson and Hofmann (2010) also indicated that job demand has an insignificant relationship with job burnout whilst job resources found to possess inadequate negative association with job burnout (Hakanen, Schaufeli and Ahola, 2008). Crawford, LePine and Rich (2010) indicated that job demands and job resources played a positive role in job burnout however it was highly reliant on the nature of the job demand and job resources. In addition, Hakanen, Schaufeli and Ahola (2008) indicated that there were a number of job demands and job resources occurred in working environments, and it was important to understand which job demand decreased the mental and physical and which job resources were motivating employees to engage with the organization. Furthermore, the extent to which the Job Demands-Resources Model (JD-R) generalized across the industries were still uncertain (Nahrgang, Morgeson and Hofmann, 2010).

Hakanen, Schaufeli and Ahola (2008) emphasized that the Job Demands-Resources Model (JD-R) only focused on the work environment. However, most psychological approaches believed that human attitude was affected by their interactions with the personal and environment aspects (Schaufeli and Taris, 2014).

From this point of view, it can be concluded that relationship between the Job Demands-Resources Model (JD-R) and job burnout were insignificant as the model which was being introduced did not include the personal factors as the index component. To resolve the inconsistency relationship between job demand, resources and burnout, personal factor should be included in this connection, in which the psychological capital and organizational commitment were the dimensions involved in personal factors (Luthans et al., 2004; Peng et al., 2013). Psychological capital can restrain the relationship between job demand, resources and burnout. In addition, previous study conducted by Xanthopoulou et al. (2007) showed that two elements of psychological capital (self-efficacy and resiliency) complemented the relationship between job demand, resources and burnout. All research findings were addressed in line with the essence of self-evaluation theory which the psychological capital elements (self-efficacy and resiliency) played a significant aspect in functioning employees on duty (Xanthopoulou et al., 2007). Psychological capital has greater impact that generally related to the individual capability in successfully controlling and impacting their environment (Hobfoll et al., 2003). Previous study conducted by Chen et al. (2001) also indicated the same definition where psychological capital gave positive effects on the physical and emotional well-beings. In addition, Bandura (2009) indicated that people adaptation to the environment was depending on their level of psychological capital. Furthermore, previous empirical studies have generally promoted the psychological capital elements such as the relationship between self-efficacy and resiliency in restraining the work characteristics and negative results (Xanthopoulou et al., 2007).

Furthermore, psychological capital can be considered as an important element and has significant impacts towards burnout (Peng et al., 2013). In addition, previous research conducted has amplified the allegations that psychological capital has a clear impact in lowering burnout effects on social workers (Luthans et al., 2004). Other findings on the relationship between burnout and psychological capital have showed that psychological capital can be a restraining variable to burnout, in which the psychological capital was able to control burnout, resulted in giving positive influences to reduce the negative impacts of work stress on social workers (Luthans et al., 2008; Zhao and Zhang, 2010; Wang et al., 2012; Wang et al., 2012; Peng et al., 2013). However, researchers emphasized less on the importance of controlling effects

between psychological capital and job burnout. Therefore, in this research the researcher used psychological capital element as a moderating tool in the relationships between job demand, resources and burnout.

Organizational commitment has a significant effect in reducing job burnout impacts on individual (Peng et al., 2013). Research conducted by Sajid (2014) indicated the relationship between organization commitment and job burnout was complicated as it was common that individual will blame their organization to be the reason behind their burnout. Whereas the organizations will accuse employees as they were responsible for their own burnout. Organizational commitment was regarding the attitude elements in work which included in personal factor (Luthans et al., 2004; Peng et al., 2013). Early research done by Leiter and Maslach (1988) indicated significant association in terms of mutual connection between burnout and organizational commitment. Research conducted by Llorens et al., (2006) indicated that organizational commitment can be integrated into the Job Demands-Resources Model (JD-R), whereas organizational commitment was insignificantly related to job demands, while organizational commitment has a significant relationship with job resources. In addition, Meyer et al. (2002) indicated organizational commitment to have a negative connection with job burnout.

In addition, research conducted by King and Sethi (1997) utilized two elements of organizational commitment in order to examine the restraining influence on job burnout, which were the affective and continuance commitments. The elements of organizational commitments especially the normative commitment has been barely described the investigation on moderating effects between job burnout. However, Research conducted by Reilly (1994) has demonstrated the effects of organizational commitment in moderating job burnout. Moreover, other researches have revealed the organizational commitment was significantly stronger for committed individual. Therefore, in this research, the researcher adopted organizational commitment as a moderator in the relationship between job demand, resources and burnout.

Moreover, this research examined the relationship mentioned before by holding the views of the current changes in Malaysian aviation industry especially for

pilot, as their job demand increased in performing daily job requirements such as following the tight flight schedules (Lim, 2014). It adopted the theoretical model of Demand-Resources model (Demerouti et al., 2001) to test the relationships among the variables and these variables will be further investigated using moderating variables of psychological capital and organizational commitments. In this way, the JD-R model of burnout could be further extended. In addition, this research would be helpful to understand the dynamics of the job demand, resources, burnout, organizational commitment, and psychological capital within the scope of Malaysian aviation industry, where not only the different contributing factors of job burnout will be defined. Furthermore, it also revealed other interaction effects on other factors such as psychological capital and organizational commitment. Moreover, the current research will focus on examining the dimension of job demand, resources, burnout, organizational commitments, psychological capital and their relationship to fill the existing gaps in the literatures. In this way, the problem of job burnout in Malaysian aviation industry will be better understood. Such efforts were expected to bring out the overall Malaysian aviation industry's guidelines which will be useful for the policy makers, employers and employees in managing their personal and working life effectively.

1.4 Research Questions

This research examined the relationship between job demand, job resources, job burnout, organizational commitment, and psychological capital among pilots in Malaysian aviation industry. For this reason, the primary research questions of this thesis were:

1. Are there any relationships between job demand and job burnout among pilots in Malaysian aviation industry?
2. Are there any relationships between job resources and job burnout among pilots in Malaysian aviation industry?
3. Does organizational commitment moderate the relationship between job demand and job burnout among pilots in Malaysian aviation industry?

4. Does organizational commitment moderate the relationship between job resources and job burnout among pilots in Malaysian aviation industry?
5. Does psychological capital moderate the relationship between job demand and job burnout among pilots in Malaysian aviation industry?
6. Does psychological capital moderate the relationship between job resources and job burnout among pilots in Malaysian aviation industry?

1.5 Purpose of the Study

Across existing literature, research regarding job burnout was conducted mostly on non-profit oriented service industries in developing countries. Therefore, there was a need to conduct research in order to understand this phenomenon better on a profit-oriented organization such as Malaysian aviation industry and in the developing country such as Malaysia. This research aimed to explore the key factors affecting job burnout and determined the relationship of the independent (job demand dimension and job resources dimension) and dependent variables (job burnout dimension). Furthermore, the researcher also investigated the moderating role of the organizational commitment (affective, continuance and normative commitment) and psychological capital (self-efficacy, optimism, resiliency, and hope) in the formation of job demand dimensions, job resources dimension, and job burnout. In addition, stress and burnout have rarely been focused in the context of Malaysian aviation industries. JD-R model of burnout will be used in this regard through a cross-sectional analysis. The findings of this study were beneficial to researchers, individual pilots, organizations and policy makers in Malaysian aviation industry to improve its overall standard which was equivalence to developed countries. Therefore, policy makers, employers, and employees will have to take necessary actions to protect and manage their personal and working life effectively in order to avoid the negative effects of job burnout.

1.6 Research Objective

The current research was conducted to assess job burnout among the pilots in Malaysia aviation industry. The main objectives of this research are:

1. To investigate the relationship between job demand and job burnout among pilots in the Malaysian aviation industry.
2. To investigate the relationship between job resources and job burnout among pilots in Malaysian aviation industry.
3. To determine the moderating effects of organizational commitment on the relationship between job demand and job burnout among pilots in Malaysian aviation industry.
4. To determine the moderating effects of organizational commitment on the relationship between job resources and job burnout among pilots in Malaysian aviation industry.
5. To determine the moderating effects of psychological capital on the relationship between job demand and job burnout among pilots in Malaysian aviation industry.
6. To determine the moderating effects of psychological capital on the relationship between job resources and job burnout among pilots in Malaysian aviation industry.

1.7 Significance of the Study

The higher demand from customers on flight safety and quality services with added rapid changes of the technologies in this era, contributed to the chronic burnout on all sectors especially the profit-oriented service sector. By knowing antecedent of burnout affected the airline crews especially pilots in Malaysian aviation industry, the airline pilots and top management will be able to strategize a better mechanism to manage burnout and take preventive actions. The research was expected to contribute its implications in theories and practices.

This research contributed to the knowledge regarding job burnout and its existence in developing countries, especially in Malaysian aviation industry. As most of the previous research were conducted on job demands, job resources and job burnouts in developed countries such as United Kingdom, Netherlands, Australia (Gillespie et al., 2001; Tytherleigh et al., 2005; Hakanen et al., 2006; Winefield et al., 2008) but fewer attention has been given to developing countries (Khan, 2015). In addition, this research employed job demand resources models, which needed further analysed in the course of contributing to the model. Literatures reviewed revealed that relationship between job demands, job resources and job burnout showed discrepancy (Crawford, LePine and Rich, 2010), according to Hakanan, Schaufeli and Ahola (2008) this was due to the Job Demands-Resources model focused mainly on the working environment aspect.

Psychological approach believed human behaviours were affected by the interactions between personal and environment aspects (Schaufeli and Taris, 2014), therefore psychological capital and organizational commitment were adopted in this research to fulfil the gap. Psychological capital and organizational commitment considered as elements, included in personal factor (luthans et al., 2004, Peng et al., 2003). Furthermore, this research was significant due to robustness of testing the main and moderating effects of the set of variables. Various statistical tools, particularly G-Power, SPSS and Smart-PLS have been adopted. Therefore, it was an important contribution to the existing literature of JD-R model especially within Malaysian context.

Based on this research, it will be helpful to the Malaysian aviation industry in terms of understanding the problems of job burnout among pilots and to taking preventive actions to overcome them. Furthermore, this research will benefit the Malaysian aviation industry in general to act appropriately in minimizing and eliminating the job burnout among pilots and redesigning their job in terms of job demands, resources, organizational commitment and psychological capital. The present research will also contribute to the enhancement of Malaysian aviation industry's pilot performances, whereas the administrators and policy makers decreased

the level of job burnout. In addition, this research will be significantly to be applied in Malaysia as the situation of the economy in the world was currently unstable and affected Malaysian aviation industry as less people will be flying forcing some of the airlines companies to downsize their operations and in some worse cases, the airlines companies needed to shut down their business.

1.8 Scope of the Study

The research focused on the perception of the pilots from Malaysian aviation industry in experiencing job burnout and its relationship with job demand and resources. The organizations that involved in this research were Malaysian airline organizations including premium or low-cost carrier airlines that have headquarters located in Malaysia, namely Malaysia Airlines, Malindo Air and AirAsia. All the airlines organizations in Malaysia were being chosen to ensure the holistic and generalized finding can represent the whole population. The airlines industry was chosen as the research on burnout in this field was still lacking. This research focused on the direct relationship between job demand, job resources, and job burnout. This research also determined the moderating variable of organizational commitment and psychological capital relationship of the independent variables (job demand and job resources) with dependent variables (Job burnout) in Malaysian aviation industry.

1.9 Conceptual and Operation Definitions

This section illustrated in brief the main conceptual definitions of important terms which were frequently used in this research such as job demand, job resources, job burnout, organizational commitment and psychological capital. Furthermore, this section also illustrated in brief the main operational definition of the important terms such as emotional exhaustion, depersonalization, reduced personal accomplishment, self-efficacy, resiliency, hope, optimistic, affective commitment, normative commitment, continuance commitment, quantitative demands, cognitive demands, emotional demands, demands for hiding emotion, sensorial demands, growth opportunities, organizational support, advancement, and job security.

1.9.1 Burnout

Conceptual definition: Herbert Freudenberger (1975) described burnout as failing, wearing out, or becoming exhausted due to excessive demands being placed upon resources, strength, or energy. The burnout phenomenon will give negative effects to the human service effectiveness and performances and the burnout phenomenon was caused by chronic stress (Collings and Murray, 1996). In all professions, burnout was mainly due to two major factors which were the personal factor and work-related factor such as workload mismatch, mismatch in control, lack of appropriate awards, loss of a positive connection with others, unfairness and conflict between value, job demand, role conflict, role ambiguity, lack of social support, lack of feedback and little participation in decision making. Researched on burnout field addressed that burnout was associated with three variables or dimensions defined as emotional exhaustion, depersonalization and reduced personal accomplishment (Zhou, Yong and Danling, 2014).

Operational definition: Job burnout on this research were measured using the three dimensions which defined as emotional exhaustion, depersonalization and reduce personal accomplishment. Emotional exhaustion was the negative feeling of stress that affected job performance which then interrupted the employee in performing their normal job requirements. The second element was depersonalization which defined as negative attitudes and feelings towards other people related to work. The last dimension will reduce personal accomplishment which referred to negative feelings on their efficiency and performance towards the work done such as a feeling that they were not giving their best.

1.9.2 Job Demands

Conceptual definition: Job demand defined as physical, social and organizational aspects of the job required to sustain the physical or mental efforts related to particular physiological and psychological expensed (Demerouti et al., 2001). In addition, Schaufeli and Bakker (2004) defined job demand as job requirements in completing a task. However, Xanthopoulou et al. (2007) described job

demand as physical, social, or organization aspects that required the employees' physical and psychological efforts in performing a task, furthermore it was also related to psychological and psychological expensed.

Operational definition: In this research job demand will be measured using five dimensions namely quantitative demands, cognitive demands, emotional demands, demands for hiding emotions, and sensorial demands. Dimensions of quantitative demands have been operationalized based on the amount of efforts required including the physical and psychological efforts assigned to perform tasks. Second dimension was cognitive demand which defined as a task which required mental efforts to perform. Third dimension was emotional demands which defined as work that required sustained emotional efforts to perform a task. Fourth dimension was demands for hiding emotions which defined as the nature of working environment that each employee needed to hide their feelings in order to deliver good jobs and the last dimension was sensorial demands which was defined as precise actions or efforts requested by the organization to perform the tasks effectively.

1.9.3 Job Resources

Conceptual definition: Job resources were defined as physical, psychological, social and organization element that needed the employees to do some functions such as functional in achieving working goals, reducing job demands at the associated physiological and psychological expense and stimulating personal growth and development (Demerouti et al., 2001). In addition, Schaufeli and Bakker (2004) defined job resources as how to complete the job requirements. However, according to Bakker and Demerauti (2007) the job resources were social psychological and organization components that can help employees to carry out their job requirement effectively and efficiently while on the other hand, reducing the job demands.

Operational definition: In this research job resources will be measured using four dimensions namely growth opportunities, organization support, advancement, and job security. First dimension of job resources was further operationalized as the growth

opportunities which referred to enough varieties and opportunities for the employees to learn and improve their skills while at the same time, each employee possessed the independent power to perform their own task. Second dimension was organization support that was defined as relationships with supervisors and colleagues, flow of information, communications, roles clarity and employees' participation in decision making. Third dimension was advancement which defined as remuneration, career possibilities, and training opportunities while the last dimension was known as job security which referred to the employees' uncertainties about the future of their careers.

1.9.4 Psychological Capital

Conceptual definition: Psychological capital was introduced by Luthans et al. in 2004 within the framework of positive psychology and positive organization behaviours. Founder defined the psychological capital as “a positive state of mind gained during the growth and development of an individual”. Most research conducted in the area of management showed that psychological capital and its various dimensions gave a positive impact on the work performance and employees' attitudes. The main four dimensions of psychological capital were addressed by the founder for the purposes of this concept were self-efficacy, optimism, hope, and resiliency (Peng et al., 2013).

Operational definition: Four main dimensions will be used in measuring psychological capital of this research were self-efficacy, optimism, hope, and resiliency. Self-efficacy was defined as employees' high confident level to execute any tasks and able to face any challenges and determination to succeed. On the other hand, optimism referred to individual that continued to provide positive contributions towards success. The third dimension was resiliency in which determined the individual ability to recover from damage or failure. Last dimension was hope which can be defined as individual's motivations and confidents in accomplishing the job requirement.

1.9.5 Organizational Commitment

Conceptual definition: Organizational commitment referred to the employee's psychological attitudes towards the organizations. This psychological attitude was a bond between employees and organizations that affected the degree of the relationship in how the individual identified the goals and values of the organization, and believed in the efforts that they have contributed in achieving the organizations' goals and the desire to remain in the organization (Peng et al., 2013). Meyer and Allen (1991) introduced the three-factor model of organizational commitment which included affective commitment, normative commitment, and continuance commitment.

Operational definition: In this research, organizational commitment was being measured with three dimensions namely affective commitment, continuance commitment, and normative commitment. Affective commitment was defined as positive emotional attachment between individual and the organization. The second dimension was continuance commitment which referred to the benefits and losses that the individual received which related to their decision on the organization. The last dimension was normative commitment which indicated positive feelings of the employees' right to do at the organization.

1.10 Summary

This chapter explained the importance of the research being conducted, highlighted the effects of job demand and job resources of airline pilots and its relationship with job burnout in Malaysian aviation industry. In addition, the role of moderating effects of the organizational commitment and psychological capital, in terms of the relationship between job demand, job resources, and job burnout. This chapter further described the research objectives as well as the scopes by explaining the importance and limitation of the research. The next chapter will be continued with the literature reviews related to the issue of job demand, job resources and their relationships with job burnout.

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LIST OF PUBLICATIONS

Majid, M. K., Bakri, N., & Mahfar, M., (2018). Psychological Capital Moderating Relationship between Job Demands, Job Resources and Job Burnout. The European Proceedings of Social & Behavioral Sciences (EpSBS) XL, 806-814.