

INFLUENCE OF PSYCHOLOGICAL CAPITAL UPON ORGANISATIONAL CITIZENSHIP BEHAVIOR AND BURNOUT: A REGULATING ROLE AMONG CLIENT SERVICE AND GENDER DIFFERENCES

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ABSTRACT

Purpose: The objective of this research is to examine the relationship between psychological capital and organizational citizenship on customer service while controlling gender differences in psychological capital.

Design: The empirical investigation was conducted using partial least square (PLS) structural equation modeling (SEM) and the confirmatory factors analysis (CFA) technique. The research's intended audience consisted of employees working in the services sector, and 384 out of 500 responses were successfully obtained online using a non-probability sampling technique. However, an approach with two phases was applied in a reflective-reflective hierarchy model that was used for validation.

Results: The findings from the research show that psychological capital has beneficial effects on employee burnout and organizational citizenship behavior. This means that a person's positive mental state can reduce burnout and have an impact on organizational identity behavior. It has been found, however, that gender plays no part in reducing the impact of psychological capital on burnout and organizational citizenship behaviors. Additionally, this shows that organizational citizenship behavior and employee burnout are gender-neutral. Both male and female employees may develop organizational citizenship behavior over time, subject to psychological capital, or be equally susceptible to the risk of burnout.

Limitations: Because the current study focused primarily on customer service organizations, it is recommended that future research focus on other industries and organizations to get around this restriction and broaden the study's scope.

Keywords: Psy-Cap; Psychological Capital; Organisational Citizenship behaviour; Employee Burnout & Gender Differences.

INTRODUCTION

In the field of psychology, the concept of psychological capital (PsyCap) was originally developed. With four psychological resources of self-efficacy, optimism, hope and resilience, it is considered a high core construct. Common measures, such as economic, social and human capital are exceeded by PsyCap. Therefore, for

contemporary's turbulent environment of business were under a soaring level of stress, superior performance is demand, it has become eventually crucial [1].

A state of mental and physical and mental exhaustion that results from prolonging heavy stress and workload is considered as job burnout.

The concept of “job burnout” was first introduced by American psychiatrist Freudenberger to describe unhealthy emotion, psychological and physical state, for instance, reduced sense of accomplishment, decreased work engagement and fatigue, which people experience working in human service profession owing to excessive work intensity, heavy workload and long work hours. Job burnout is further defined by Maslach and Jackson [2]. They define it as individuals’ long-term stress response to prolonged exposure to interpersonal and emotional stressors at work, decreased personal accomplishment [3]. A strong negative measure of employee occupational happiness is considered as job burnout. Therefore, the reduction of burnout is imperative to improve employee occupational happiness.

A voluntary commitment of a person with an organisation and company that is not part of his contractual task is considered as organisational citizenship. It includes activities that are not part of employees’ contractual obligations. It has been analysed that a better reputation can be attained by employees through organisational citizenship behaviour (OCB), propel the leaders, subordinates and manager to provide a positive appraisal. Organisations promote OCB to facilitate their employees to work effectively [4, 5].

Psy-Cap has a direct impact on burnout and organisational citizenship among customer service. Stress and burnout are now considered as ‘occupational phenomenon’. In a study across 2,000 knowledge workers across the UK, it has been inferred by more than 80 percent workers that burnout and overload are constantly be felt by them [48]. However, it has been observed in some studies the role Psy Cap in affecting the burnout and organisational citizenship is moderated by gender differences. It has been analysed that the level of optimism varies male and female. For instance, a study conducted by Parthi and Gupta in 2016 [5] has inferred that as compared to female employees, in male employees, there is low optimism. Likewise, it has also been deduced by the same study that in comparison with female employees, the level of resilience is high in male employees. Apart from this, a study conducted by Barmola [6] has opined that there is a significant moderating effect of

gender in the relationship between Psy-Cap and affecting the burnout. It can be understood with help of the findings of the above study that impact of psychological capital cannot be assumed same in the case of either male or female, but this effect is moderated by gender differences [7]. Therefore, the present study is intended to assess the impact of Psy-Cap on burnout and organisational citizenship among customer service with considering the gender difference in Psy-Cap.

Over the past decades, there have been various studies conducted in which relationship between the impact of Psy-Cap on burnout and organisational citizenship has been assessed. However, there is scarce in studies when it comes to assessing the moderating effects of gender differences in such a relationship. In some studies, this moderating effect is considered between the relationship between Psy-Cap and job satisfaction or job involvement, while in some studies, it is considered between the relationship between Psy-Cap and entrepreneurial orientation. There are very limited studies on which this moderating effect has been considered between the PsyCap and burnout, and organisational citizenship, especially in the context of the UK. Apart from this, in the context of customer services, this relationship has never been examined owing to which there is a considerable gap in the literature. Therefore, in the present study, the efforts have been made to overcome this gap by assessing the impact of Psy-Cap on burnout and organisational citizenship among customer service with considering the gender differences in Psy-Cap.

The main aim of the study is to assess the impact of Psy-Cap on burnout and organisational citizenship among customer service with considering the gender difference in Psy-Cap. For the accomplishment of this aim, the following objectives have been crafted:

- To study the concepts and significance of Psy-Cap.
- To assess the impact of Psy-Cap on burnout.
- To assess the impact of Psy-Cap on organisational citizenship.

To know the gender difference in terms of Psy-Cap.

- To assess the moderating effect of gender differences in the role of Psy-Cap in affecting the burnout and organisational citizenship among customer services organisations of the UK.
- To provide recommendations for the development of PsyCap among UK customer service organisations.
- The research questions of the paper are designed as,
- What is the concepts and significance of Psy-Cap?
- What is the impact of Psy-Cap on burnout?
- What is the impact of Psy-Cap on organisational citizenship?
- What are the gender differences in terms of Psy-Cap?
- What is the moderating effect of gender differences in the role of Psy-Cap in affecting the burnout and organisational citizenship among customer services of the UK?
- What are the recommendations for the development of Psy-Cap among UK customer service organisations?

2. Literature Review

The factors that impact the employees' performance and cause occupational burnout have been tried to be identified in various researchers [8, 9]. In this regard, it has been observed that one of the most important reasons for poor performance and occupational burnout is the negative impact on psychological health. A study conducted by Brent and Brett in which it has been inferred that to comprehend human assets there is a framework that can be useful in the actualising human potential offered by psychological capital [8]. It has been observed that a pathway to help individuals to operate in a difficult situation in an effective manner provided by the researches in the areas of positive psychology, positive organisational behaviour and more recently Psy-Cap [9]. Psy-Cap suggests a way to support and comprehend optimal human performance in the workplace. [10]

As Psy-Cap are state-like capacities, therefore, they are relatively malleable. It is not appropriate to assume that Psy-Cap is psychological "states" that neither change in the momentary situation, nor are they "traits". The Psy-Cap's malleability and its component parts, such as self-efficacy, optimism, hope and resiliency, has been supported in initial researches [11, 12]. It has been analysed that through human resource intervention, Psy-Cap and its components can be enhanced. There is a comprehensive definition of Psy-Cap provided by Luthans et al. [12]. The Psy-Cap is defined as an individual's positive psychological stage of development characterised by (1) to succeed at challenging tasks by taking on and putting in necessary efforts with confidence (self-efficacy); (2) making a positive attribution (optimism) about succeeding now and in future,; (3) in order to succeed preserving towards goals and redirecting path when necessary (hope).; and (4) to attain success, sustaining and bouncing back and even beyond (resilience) when beset by problems and adversity.

As a salient organisational behaviour construct, Psy-Cap emerged. The positive attitudes such as a feeling of empowerment, subjective performance, growth and self-perception competencies and psychological well-being, citizen behaviour and objective performance are all associated with it [13]. The work attitudes, for instance, anxiety, stress and cynicism and intention to quit are negatively related to psychological capital. In addition to this, negative workplace behaviours, such as deviance behaviours and counterproductive work behaviours are also negatively related.

When it comes to self-efficacy, the confidence that one holds about his/her personal abilities to self-motivate and mobilise cognitive resources is defined as self-efficacy [14]. There are firm beliefs held by people with self-efficacy about their abilities. Moreover, these individuals have persistent efforts to thrive on tough challenges. It has been observed that with experience and training, it improves [15]. As far as optimism is concerned, in relation to this, it has been observed that the negative events are externalised and their impact is minimised by optimism through relating them to the specific situation can increase

motivation as a belief on the personal abilities is induced by [16]. The confidence and abilities of an individual are significantly associated with the individual's optimism as the optimism is raised about future events by his or her confidence.

Another crucial component of Psy-Cap is hope. A state of motivation based on the factors of mutual relationships, such as pathways, goals and agency by which different set of solutions to any situation that is problematic to success is defined as hope can be visualised by individuals [17]. In some studies, guidelines are also provided through hope can increase by obtaining goal acceptance, developing alternative pathways, clarifying desired goals, conducting virtual situation rehearsal of coming events. [18]. When it comes to resiliency, to effectively deal with a difficult situation by changing the responsibilities of the job. Various researchers have discussed resiliency and opined that by using a strategy with three main actions, first, to increase chances of success, focusing on the assets that are available and increase them, second, increasing probability of success by minimising risk-mitigating odds and third, reinforcing key processes of one's action-strategy to increase the chances of success [19].

It has been observed that currently, there are few studies in which the relationship between PsyCap and burnout has been explored. In relation to this relationship, it has been assessed that in the development of job burnout, there is the pivotal role played by Psy-Cap and the extent of burnout might be effectively reduced by it [20]. Psy-Cap is considered an imperative human resource that has a crucial impact on job burnout. An increased feeling of emotional exhaustion is considered a fundamental aspect of the burnout syndrome. The depletion of emotional and mental energy is associated with it [21]. When resources are depleted due to the high job demand, employees may experience emotional exhaustion.

Furthermore, when the same kind of exhaustion or burnout owing to the high job demand and stressors is experienced by employees, thereby, by mobilising the positive resources as a tacking tool with the framework of COR, they secure themselves [22]. For example, the lack of confidence in one's own competence might

promote the development of burnout. It has been reported that there are more challenge demands and fewer hindrance demands perceived by employees with more professional self-efficacy, which leads to less burnout and more work engagement [23]. Moreover, it has also been reported that a decrease in the occurrence of burnout is greatly supported by building psychological capital. It has been observed that a lower level of burnout is significantly associated with authentic leadership and psychological capital [24]. There are more psychosomatic symptoms and intentions to quit and burnout reported in employee indicating a greater level of potential threats to their job security. Thus, there is a need for positive psychological resources for employees who suffer from job insecurity to deal with tough and stressful situations and ward-off burnout. On this basis, it can be hypothesised that:

H1: Psy-Cap has a significant impact on burnout.

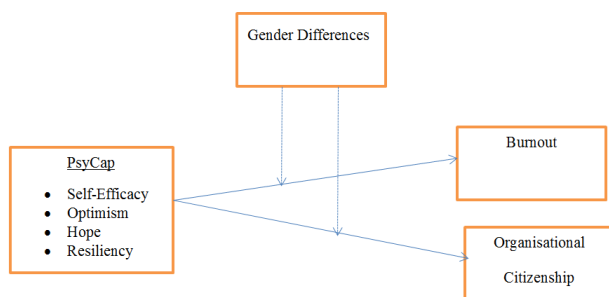
The voluntary behaviour performed by the employees at the workplace that does not form a part of the job description is referred to as organisational citizenship behaviour. It has been analysed that Psy-Cap has also a crucial impact on OCB. Positive strengths and virtues of individuals are associated with Psy-Cap, which have long-term benefits [25]. For employees' positive strengths and virtues, Psy-Cap is suggested to be a composite construct. It has been found that employees are more satisfied with their job, career and life that have high Psy-Cap. The reason is that the level of confidence of these employees is high and they are more resilient and optimistic [26]. In examining the relationship between Psy-Cap and OCB, it has been explored that there are positive emotions generated by Psy-Cap, and these emotions are utilised by individuals for proactive extra-role behaviour, such as making suggestions for improvement and sharing creative ideas [27]. Therefore, a high level of Psy-Cap in the employee not only propels them to show extra-role behaviour towards their colleagues but in proactive extra-role behaviours' towards their organisation they also engaged in. Therefore, it can be hypothesised as:

H2: Psy-Cap has a significant impact on organisational citizenship.

This is indubitable that there is strong support given by all four elements of Psy-Cap to develop individual psyche on various circumstances, such as OCB and burnout. It has been analysed that for developing individuals in the existing dynamic industries, Psy-Cap must have to be considered as a fundamental tool [28, 29]. Based on the gender in a study, there are significant differences reported through which the moderating role of gender differences into the association between Psy-Cap and burnout and organisational citizenship can be seen [30]. It has been observed that in comparison with females, in males Psy-Cap is found to be higher. On the contrary to that, for significant variance in Psy-Cap of adolescents, gender has found to be not contributing. But among males and females, the “hope” is reported to be significantly varying [32, 33]. Neither against the gender, Psy-Cap not adequately tested nor are the existing results consistent. Therefore, it is difficult to find out the level of influence that must be undergone by each gender group to develop their Psy-Cap [34]. For designing any such development programme, knowledge on the gender-based variance in Psy-Cap then becomes a re-requisite. Thus, it is imperative that the role of gender ought to be rectified in the context of Psy-Cap.

H3: Gender differences moderates the relationship between Psy-Cap and burnout and Organisational citizenship.

On the basis of foregoing discussion and



hypotheses developed the conceptual model of the present study is designed as:

Figure 1: Conceptual Model

Based on the above framework, it can be understood that Psy-Cap is an independent variable, which has four components, such as self-efficacy, optimism, hope and resiliency, whereas as the burnout and organisational citizenship are dependent variables. Moreover, gender differences are the moderating variable of the study. It can be understood from the framework above that Psy-Cap has a direct impact on burnout and organisational citizenship, however, gender differences in Psy-Cap have moderating effects on the impact that Psy-Cap has on burnout and organisational citizenship. This research model is adapted from the study conducted by Rani, E. Kalpana, and Sowgandhi Chaturvedula [7].

3. Theoretical Framework

There are two theoretical frameworks considered on which the present study draws on. These theories are the job demands-resources theory (JD-R) and the conservation of resources theory (COR). It is posited by JD-R that a series of job demands and job resources can characterise any profession [36]. Those organisational, social and physical profession’s requirements related to the efforts of mental or physical that has put in exercising it, and which in turn certain psychological and physiological costs for the employees entailed is considered as the job demands [37]. Apart from this, those organisational, social and physical dimensions of the job through which the achievement of work goals are ensured and psychological and physiological cost associated with the job demands are reduced and the growth and development of workers are stimulated is considered as the job resources.

This framework is quite useful for the purpose of the present study as negative professional outcomes, like burnout and organisation citizenship behaviour due to the lack of balance between the two important dimension of job, such as demands and resources [38].It has been inferred by JD-R that when there are not sufficient job resources to fulfil the job demand, negative outcomes appear. As per this model, there is a mediating role played by burnout between the demands of job and well-being of

employees in which mental resources are gradually being drained [39]. In turn, in attaining work goals by stimulating a fulfilling, fostering work engagement and positive state of mind related to work are seen as job resources. In addition to this, it has been shown by researches taken under the JD-R framework that the relationship between jobs characterises and well-being is mediated by personal resources and to work engagement and organisational citizenship behaviour, it is positively related [40].

The other theory is COR. This theory further stresses the significance of resources in dealing with the stressful situations of an individual is further emphasized [41]. This theory is considered a basic motivation theory and it is posited by it that when there a denial of basic motivation, stress ensues. This theory is also useful in the present study as the burnout aetiology and work-related stress can be explained by it [42]. In relation to the work environment practical implications, it has been suggested by it thatto resource loss, in resources, and vulnerability should be eliminated and interventions to prevent or reduce work-related stress should be enhanced [43]. By using this framework, the workers' efforts in dealing with job stressors and organisational citizenship behaviour can be approached through the lens of two opposite mechanism through which resources are impacted.

4. Methodology

4.1 Collection of Data and Research Design

Quantitative research design has been employed in the study in which numbers and figure are considered to analyse the data [44]. The researcher has used the primary method of data collection for the purpose of this study in which an instrument of survey questionnaire employed to accumulate the data. The question was based on a five-point Likert scale from strongly agree to strongly disagree. Therefore, the researcher collected the data from employees working in customer service organisation of UK. The researcher dispersed all the questionnaires online, and the face-to-face interaction was avoided to reduce the risk of COVID-19. There were various platforms used by the researcher to approach the participants, such as Google Forms and emails.

4.2 Sampling Technique and Sample Size

The sample size taken for the study was 500, and the participants were employees from different customer service organisations. The research has used non-probability purposive sampling to collect sample [44]. This technique is used by the researcher to collect data from employees working in customer service organisations of the UK. As the exact population of the sample was not known, therefore, for the determination of the sample, the formula prescribed by Herkenhoff and Fogli [47] for an infinite or unknown sample was used.

$$n = \frac{z^2 \times p \times (1 - p)}{e^2}$$

In the above formula, 'z' is the standard score having 1.95 values at 95% confidence level, while the proportion of population intended to be captured in the study is denoted by 'p'. It was assumed to be 0.5 while there are 5% chances of error. The following value was obtained by inserting the values.

$$n = \frac{(1.96)^2 \times 0.5 \times (1 - 0.5)}{(0.05)^2} = 384$$

Based on the above calculation, it can be understood that in the study the minimum sample size was approached was 384, therefore, at least 500 employees were approached in order have high response rate, however, the questionnaires were returned by 384 respondents for the analysis.

4.3 Data Analysis Technique

Structural Equation Modelling (SEM) used by the researcher for the purpose of analysing the data to obtain the results. The Confirmatory Factor Analysis (CFA) and path analysis were employed in SEM by the research [46]. Therefore, the reliability and validity of the instrument are identified by it and the impact of each variable is identified. Moreover, to determine the predictive relevance of the model theorised in this study in terms of Q square, blindfolding was also conducted. In addition to this, with the help of R-squared and adjusted R-squared, the quality of the model was determined. Therefore, Smart PLS was used to conduct the analysis, and normal

distribution of data was not required in it as it was based on PLS-SEM.

5. Results

5.1 Reliability and Validity

The confirmatory factor analysis (CFA) has been widely used in social sciences which enables the researchers to determine the extent to which the conceptual model is valid as per the real-world data [48]. The consistency of the construct has also been assessed with respect to the conceptual framework of the study as it tests either the data fits with the measurement model or not. Similarly, in the following paper, the hypothesized measurement model included one dependent variable with four factors and each factor has at least three questions, and there are two independent variables, and each of the independent variables has three to four factors and each factor has three questions. Meanwhile, the initial model of the PLS is illustrated in the appendix. However, in the following paper, a reflective-reflective hierarchical model was used for validation and in this model two-stage approach was adopted due to the fact that in

reflective position, a reflective hierarchical latent variable model is required by PLS-SEM model [49]. Therefore, in the first stage, the independent variables were measured and recorded whereas in the second stage final model was used which is illustrated in appendix final model

Furthermore, after finalization of the model, the reliability and validity of the constructs were crucial to undertake a further process of the empirical analysis and justify the position in accordance with the scholarly practices. The wordy definition of the reliability is the presence of internal consistency into the responses collected through a survey and this first and foremost prerequisite for the study [50]. Meanwhile, the validity refers to the extent to which the construct measures for what it was designed to or assigned to measure [51]. The reliability of the constructs has been examined through Cronbach's Alpha and composite reliability; whereas the validity of the constructs has been examined through average variance extracted (AVE). Meanwhile, cross-loadings and results of the reliability and validity are presented in Table 1.

Table 1 Reliability and Validity of Constructs

Factor	Factor loading	Cronbach's Alpha	Composite Reliability	AVE
EBP	0.947	0.887	0.946	0.898
EBW	0.948			
OCA	0.875			
OCL	0.824			
OCO	0.907	0.861	0.907	0.709
OCS	0.810			
PCH	0.899			
PCO	0.844			
PCR	0.746			
PCS	0.873			

The factor loading represents the variance explained by each factor and the cut-off value of the factor loading is that value of the factor loading should be greater than 0.6 as suggested by [52]. In the following paper, there was one factor of employee burnout which had a value less than 0.6 hence that factor was dropped and

the model was re-measured and results are presented in Table 1. Furthermore, the table also shows that values of Cronbach's alpha and composite reliability of the constructs are above the suggested threshold of 0.7; hence this implies that there is internal consistency in the responses [53]. In addition, the value average variance

extracted (AVE) has also been greater than 0.5 as recommended by the scholars [54, 55]. Therefore, it is determined that there is internal consistency in the data and that constructs used are also valid since they measure for what they were designed to measure.

5.2 Discriminant validity

Discriminant validity has been used to examine the conceptual distinctiveness and measurement of the model. A model has multiple concepts or says variables and each of the concept is being measured by the different construct; hence it is crucial that there should be discriminant validity means that constructs that must not be related are actually unrelated. This means the each of the construct measures a different concept and there is no relatedness within the concepts and their measurement. Meanwhile, the discriminant validity can also be stated as an accurate measurement of the conceptual model where each of the concepts should be mutually exclusive from one another because each one of them measures a separate concept. In order to evaluate the discriminant validity of constructs, the Hetero

trait-Mono trait (HTMT) Ratio has been used and it has been recommended by [56] that ratio of HTMT should be less than 0.9; where if any of the constructs have ratio exceeding the suggested level then it can be stated that there is no discriminant validity within the constructs. The results of the HTMT ratio are provided in appendix

HTMT ratio of all constructs is less than 0.90 and this suggests that there is discriminant validity within the constructs and that constructs that must not be related are actually unrelated.

5.3 Empirical Model

In the following paper, employee burnout and organisational citizenship behaviour are two dependent variables, hence two models are used to conduct how predictors affect the employee burnout and organisational citizenship behaviour. Prior to path analysis, the estimation power of the model is determined and it is measured through the coefficient of determination (R-Square) [57]. Table 3 illustrates the r-square of the two PLS models as follows.

Table 2 Predictive Power of Model

Model	R Square	R Square Adjusted
Employee Burnout	0.560	0.557
Organisational Citizenship Behaviour	0.737	0.735

The R-square of the employee burnout is 0.560 which infers that 56% variance of the employee burnout is explained or estimated by the predictors of the model that includes the psychological capital and its factors. On the other hand, the r-square of the organisational citizenship behaviour is 0.737 which suggests that 73.7% variance of the organisational citizenship behaviour is explained or estimated by the predictors of the model that includes the psychological capital and its factors [57]. However, it is evident that another variance that could not be explained and estimated by the predictors is residual of the model which can be

explained or estimated if the model is extended by the inclusion of the other predictors.

5.4 Coefficients and Path Analysis

The path coefficient table provided in appendix reveals that psychological capital has C=0.750, P=0.00; and this reveals that there is a positive and significant impact of psychological capital on employee burnout. A positive effect infers that if the psychological capital of the employees is higher or employee are in a positive psychological state of development then this would positively influence the employee burnout and this can be interpreted as that employee

burnout would be reduced given that fact that individual would feel good and positive. Hence, there are lesser chances of burnout in such employees. Furthermore, it is also found that psychological capital has a positive and significant impact on the organisational citizenship behaviour as $C=0.86, P=0.00$; and this reveals organisational citizenship behaviour is positive and significantly influenced by the psychological capital.

Therefore, it can be interpreted that a positive state of mind is required by the employees to adopt organisational citizenship behaviour. If the employee receives positive and desired return outcome from an organisation then this could bring the employee to a positive state of mind which can be termed as psychological capital. On the other hand, the effect of interaction variable (Gen*Psychological Capital) is negative and statistically insignificant due to the fact that $C=-$

$0.026, P=0.340$; and this suggests that gender does not moderate the effect of psychological capital on the organisational citizenship behaviour. On the other hand, it has also been found that gender negative and statistically insignificant moderates the effect of psychological capital on the employee burnout as $C=-0.03, P=0.334$.

Furthermore, the effect of gender on the employee burnout and organisational citizenship behaviour is positive but not significant as $C=0.012, P=0.692$ and $C=0.004, P=0.876$ respectively. Therefore, it can be interpreted as that there is no influence of gender on the employee burnout and organisational citizenship behaviour and this also reveals that employee burnout and organisational citizenship behaviour are independent of the gender. Meanwhile, based on the above empirical findings; following hypotheses have been accepted and rejected.

Table 3 Hypotheses Table

Hypothesis	Decision
<i>H1: Psychological Capital has a significant impact on burnout.</i>	Accepted
<i>H2: Psychological Capital has a significant impact on organisational citizenship</i>	Accepted
<i>H3: Gender differences moderates the relationship between Psychological Capital and burnout and Organisational citizenship.</i>	Rejected

6. Discussion

The psychological capital is a positive state of mind development which includes four essential elements; self-efficacy, optimism, hope and resilience. These are common factors that influence the state of mind of an individual and in the mode of happiness and positivism, the attitude of the employees is positively influenced. However, if there is long-term stress and decreased personal accomplishment are sources of employee burnout and it is the optimal level of unhappiness with the work due to higher stress. In this condition, the employee burnout is inevitable but this could be reduced if the employees are motivated towards work and this is also based on the psychological capital of the employees. For instances, [4,5] have revealed organisational citizenship behaviour is not essential from employees because it is not in contractual terms of the employment rather is a

voluntary act of employees out of courtesy, professionalism and conscientiousness.

The organisational citizenship behaviour does not only bring efficiency in the work of employees but also in organisational processes; hence this positively influences the performance of the organisation. Hence, it was theorized that psychological capital influences the employee burnout and organisational citizenship behaviour whereas the gender moderates this influence. Meanwhile, the empirical findings of the study have suggested that effect of psychological capital on the employee burnout and organisational citizenship behaviour has been positive; and this reveals that if an individual is a positive state of mind then this can be translated into the lower burnout and influence organisational citizenship behaviour. However, gender has been found to have no role in moderating the effect of psychological capital on the burnout and organisational citizenship

behaviour. This also reveals that employee burnout and organisational citizenship behaviour is independent of gender and there can be a male employee or female employee equally exposed to burnout risk or develop an organisational citizenship behaviour over a period of time but subject to psychological capital.

7. Conclusion

The purpose of the paper was to determine the effect of psychological capital on the burnout and organisational citizenship in the customers in the services industry and considering the moderating effect of gender difference. The empirical findings of the study suggest that there is a positive and significant impact of psychological capital on employee burnout and organisational citizenship and it has been found that there is no role of the gender in moderating the effect. This means the gender difference does not influence the effect and that effect of psychological capital on the employee burn out and organisational citizenship behaviour is independent of the gender. Therefore, it is evident that if an individual's present state of mind is positive then employee burnout could be reduced significantly whereas the organisational citizenship behaviour could be influenced positively hence this tends to improve operational efficiency, productivity and customer services.

8. Recommendations

There are following recommendations provided in the present study for the development of PsyCap among customer services:

- The study suggested that the employers of customer service organisations ought to give more preference to the employees with higher psychological capital. The reason is that they can better handle the burnout and work in more pressure and difficult situation.
- It is important for customer service organisations to consider measures of PsyCap and work engagement in their human resource practices. This can be done by including PsyCap in the selection process to the level of Psy-Cap of the applicant. Moreover, Psy-Cap and

work engagement interventions should also be included in the training of new or existent employees by the HR department.

- The management of the organisations should effectively use training and development programs. This will help to raise psychological capital on the whole. Therefore, the overall performance of employees will increase, organisational citizenship will enhance and job burn will decrease by any of its four components of self-efficacy, hope, optimism and resilience. The reason is that growth and development are more likely to be pursued by the employees with a higher level of motivation and drive.

9. Limitations and Future Implications

The present study primarily focused on customer service organisations, which means the findings of the study are limited to that extent. Therefore, it can be suggested to future researchers to conduct this kind of study by focusing on different sector and organisation, which will help to overcome this limitation and increase the scope of the study. It is also observable that in the present study the researcher used quantitative research design, which means the research only focused on the quantitative aspect of the study. This limitation can also be overcome by suggesting the future researchers to conduct this kind of study with qualitative research design. Besides, they can also use a mixed research design and compare both qualitative and quantitative findings. Apart from this, it can also be suggested to future researchers to consider mediating variable or any moderating variable different from gender difference in the relationship between Psy-Cap and burnout and organisational citizenship behaviour.

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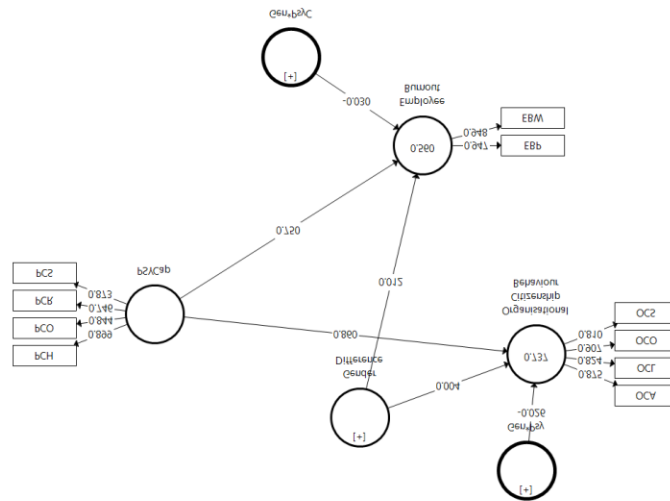
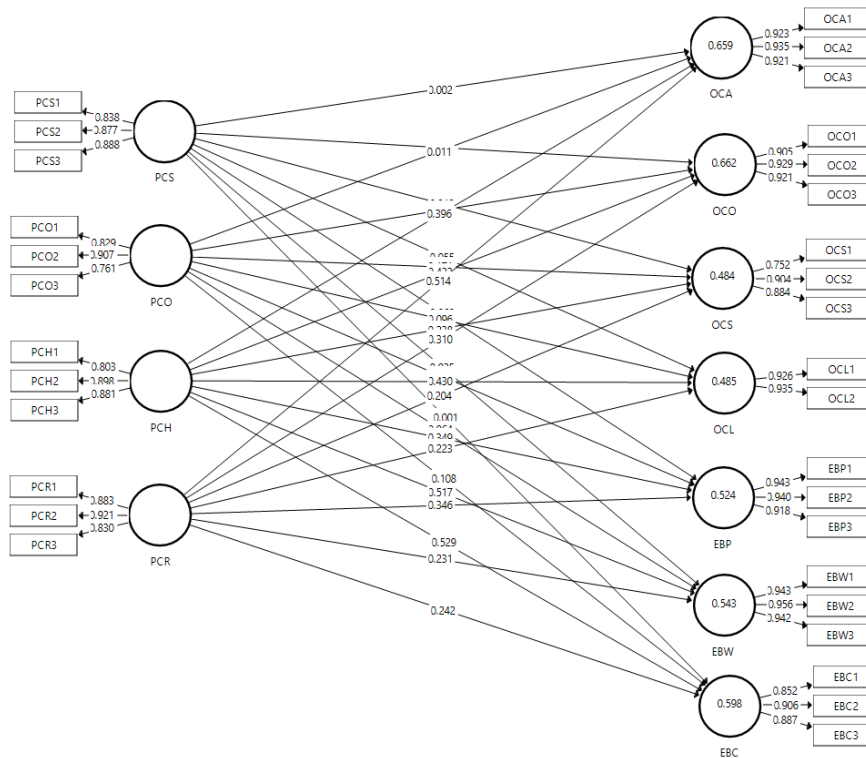
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Appendix
 Initial Model PLS



Final Mode

HTMT Ratio

Hetero trait-Mono trait Ratio (HTMT)	Employee Burnout	Gender Difference	Organisational Citizenship Behaviour
Gender Difference	0.019		
Organisational Citizenship Behaviour	0.731	0.034	
PSY-Cap	0.851	0.045	0.682

Path Coefficients

Paths	C	T-Stat	P
Gen*Psychological Capital ->Organisational Citizenship Behaviour	-0.026	0.975	0.330
Gen*Psychological Capital -> Employee Burnout	-0.030	0.966	0.334
Gender Difference -> Employee Burnout	0.012	0.396	0.692
Gender Difference ->Organisational Citizenship Behaviour	0.004	0.156	0.876
Psychological Capital -> Employee Burnout	0.750	30.077	0.000
Psychological Capital ->Organisational Citizenship Behaviour	0.860	57.215	0.000

