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# Resources, Demands, Engagement, and Resilience as Factors Limiting Human Resource Professional Burnout

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# Walden University

College of Social and Behavioral Sciences

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Pamela A. Maurer

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Walden University
2022

Abstract

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by

Pamela A. Maurer

MS, Walden University, 2017

MS, Northumbria University, 2010

MBA, Walden University, 2009

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial & Organizational Psychology

Walden University

February 2022

# Abstract

Imbalances where job demands exceed available resources have been determined to cause employee burnout in the workplace. The relationship between job demands and available resources on burnout among human resource (HR) professionals has not been fully researched. Further, the impact of increasing available resources to meet job demands on fostering work engagement and supporting employee resilience to reduce burnout has not been fully explored. The purpose of this quantitative study was to examine if job demands and available resources predict burnout among HR professionals. The framework was based on job demands-resources theory and conservation resources theory. The Job Demands-Resources Scale, Connor Davidson Resilience Scale, Areas of Worklife Scale, and Maslach Burnout Inventory were used to collect data from 171 HR professionals. By using multiple regression, the relationships between job demands, available resources, work engagement, burnout, and the moderating factor, resilience, were examined among HR professionals. Regression analysis showed job demands and available resources significantly predicted the levels of work engagement and burnout, accounting for 48% and 20% of the respective variance. It was also found that resilience was positively correlated with resource adequacy, work engagement, and burnout. Further, resilience moderated the relationship between resource adequacy and work engagement, however, not with burnout. The implications for positive social change for organizational leaders was to understand how an increased workload with decreased resources increased the likelihood of burnout and integrating resilience factors will moderate these factors until resources become available.

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# Chapter 1: Introduction to the Study

Engaged employees with the ability to leverage their resources demonstrate motivation and energy in their jobs (Albrecht & Dineen, 2016; Ramli et al., 2018). Job demands that overpower an employee’s resources and/or resilience factors may face burnout (Bakker et al., 2005; Lesener et al., 2019). Employees that can use their available resources to the fullest will find they are able to counter the effects of burnout and regain the interest, motivation, and engagement in their job role (Hu et al., 2017). Organizations are finding there is a need to adapt and transform to meet the competitive environment across industries, therefore, requiring resilient and engaged employees to better handle the continuous change (Malik & Garg, 2020).

Employees who are committed, focused, and energetic experience higher levels of work engagement (Sonnentag et al., 2008). Resources can provide the means for employees to become engaged and maintain work engagement through a motivational process (Hu et al., 2017). These resources may include social networks at home and work, ability to use strengths at work, job crafting, work-life balance, and supportive leaders, to name a few (Lesener et al., 2019; Schaufeli, 2015). Job demands that may challenge the positive effect of available resources include a poor social network, poor leader support, and excessive workload, for example, through a health impairment process (Hu et al., 2017). Employees that can overcome job demand challenges and draw upon their resources, may be seen as resilient, and therefore, engaged.

Employees that demonstrate resilience have an innate ability to reflect on their situation and determine how to reframe their personal/work situation to recover and readjust their behaviors and actions to become committed, focused, and energized in their job role again (De Clercq & Pereira, 2019). These employees are engaged, which is demonstrated through their level of energy, resilience, sense of meaning, and full concentration upon their work (Corso-de-Zúñiga et al., 2017). Therefore, employees that believe in their abilities and become more engaged in their job role are more resilient (Malik & Garg, 2020).

## Background

Work engagement has been introduced into human motivation literature over the last 30 years and refers to three dimensions that characterize a positive, fulfilling work-related state of mind (Hu, et al., 2017; Mauno et al., 2010; Van den Broeck et al., 2017). These three dimensions are vigor, dedication, and absorption. Employees that enjoy their work and are dedicated, experience higher levels of positive affect (Sonnentag et al., 2008; Van den Broeck et al., 2017). Further, dedication and vigor towards their work leads employees to a more persistent and pervasive affective commitment state, combined with absorption, culminating with employee resilience (Schaufeli et al., 2002). Counter to this, increased job demands reduce employee satisfaction, increasing the risk of burnout (Scanlan & Still, 2019). Job stressors, for example, can affect an employee's work engagement experiences, therefore, causing disengagement after work hours, and eventually to burnout over the long term (Hu, et al., 2017; Sonnentag et al., 2008).

The motivation process of work engagement is discernable when employees are engaged because of how they display vigor, dedication, and absorption (Corso-de-Zúñiga et al., 2017). Vigor is displayed through high level of energy and mental resilience;

dedication is displayed through a sense of meaning in the work at hand; and absorption is displayed through time passing quickly and being fully engrossed in work (Corso-de-Zúñiga et al., 2017). In contrast, the strain dimension of work engagement is related to job burnout which is an individual response to sustained on-the-job stressors (Corso-de-Zúñiga et al., 2017). These strain dimensions consist of exhaustion, cynicism, and low self-efficacy (Maslach, 2017).

An employee that experiences burnout versus work engagement will have positive or negative experiences in job demands and available resources (Kumar & Pansari, 2015; Van den Broeck et al., 2017). Van den Broeck et al. (2017) found in the industry sector the presence of low levels of work engagement, characterized by low social support from colleagues, autonomy, and opportunities to use one's skills, key for positively affecting work engagement. Further, Bakker et al. (2005) demonstrated that the interaction between job demands and resources effected emotional exhaustion, depersonalization, and personal accomplishment of participants, key antecedents that negatively affect work engagement. Hu et al. (2017) found that when increased exposure to job demands occurred, there was a significant increase in burnout, however, when exposure to available resources increased, there was a significant decrease in burnout. Moeller et al. (2018) further supported this with their study of engagement and burnout with job demands and job resources.

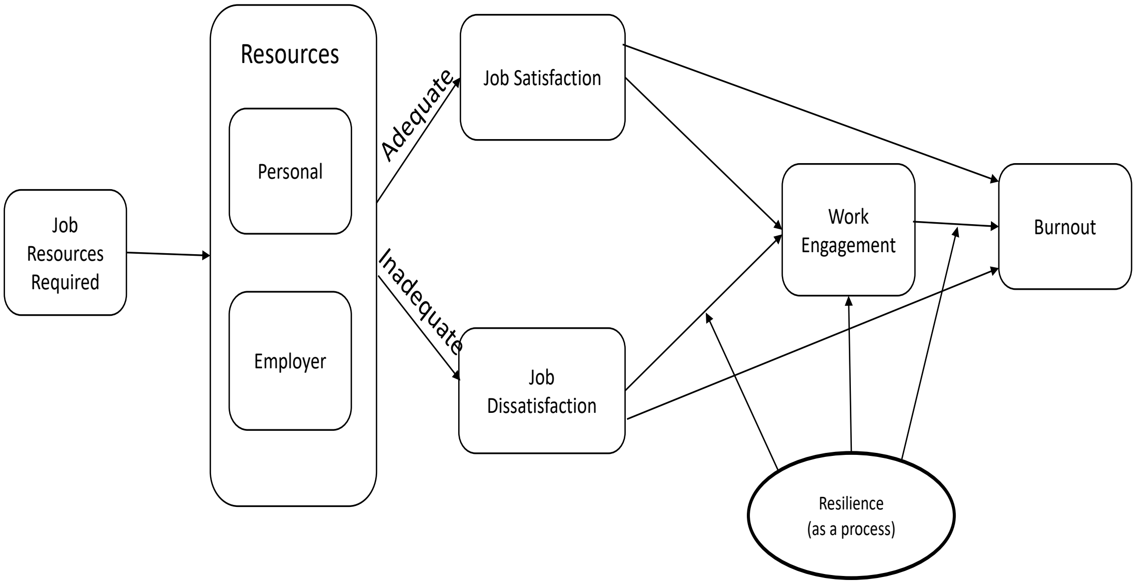
Engaged employees are driven to perform at their best continuously, therefore, demonstrating their commitment, engagement, and job involvement (Albrecht & Dineen, 2016; Ramli et al., 2018). Engaged employees demonstrate a level of excellence and trust in leadership not found in disengaged employees (Swain et al., 2018). Further, employees that are emotionally committed to the organization will take on additional responsibilities or duties (Kumar & Pansari, 2015; Ramli et al., 2018). Through structural equation modeling, Sahni (2019) found a relationship between quality work life and organizational commitment, therefore, resulting in engaged employees. Work environments that have low job resources, high job demands, and poor-quality work life, lead engaged employees towards burnout, and potentially exiting the organizations as they find it difficult to detach from job responsibilities (Zhao & Zhao, 2017).

## Resources-Resilience-Burnout Model

A model based on the literature was generated relating the role of resources on the job to the potential for burnout or work engagement along with the potential role resilience plays in mitigating the relationship. Titled the resources-resilience-burnout model, it is presented in Figure 1. Within an employee's job there are resources to perform the required work. These resources can be broken out as personal resources and job resources. For this study, I did not consider personal resources like self-efficacy, organizational-based self-esteem, and optimism; however, I did consider job resources to include autonomy, skill variety, and feedback and support (Xanthopoulou et al., 2007).

**Figure 1**

*Resource-Resilience-Burnout Model*


Job
Resources
Required
Resources
Personal
Employer
Adequate
Inadequate
Job Satisfaction
Job
Dissatisfaction
Work
Engagement
Burnout
Resilience
(as a process)

Xanthopoulou et al. (2009) contended that having adequate job resources to perform the required work impacts job satisfaction and work engagement, which in turn impacts burnout. Consequently, having adequate job resources promotes job satisfaction and work engagement and reduces the chance of burnout (Gupta & Srivastava, 2020). Conversely, inadequate job resources promote job dissatisfaction increasing the likelihood of burnout. Treglown et al. (2016) contended resilience moderates the effect of job resources on job satisfaction and/or work engagement as well as burnout. Resilience is a personal resource that emerges as a response to these burnout processes to protect allocated resources (Treglown et al., 2016).

## Problem Statement

The psychology of competitive advantage is how an organization sustains firm performance through employee engagement, potential talent, and learning initiatives that build a culture and climate that attracts and retains talent (Gupta & Sharma, 2016; Kumar & Pansari, 2015; Ployhart, 2012b). Organizations struggle with how to reduce turnover of employees on a continual basis (Singh & Bhardwaj, 2018; Zhang et al., 2015). In a competitive environment, organizations recognize that a committed and engaged workforce is critical to success (Albrecht & Dineen, 2016; Malik & Garg, 2020).

Burnout is a negative outcome from chronic job stress and an antipode of an engaged employee (Fragoso, 2016). Burnout is a syndrome found with employees that do people work and exhibit emotional exhaustion and cynicism (Maslach & Jackson, 1981). The engaged employee that has high work motivation and takes on additional responsibilities, may result in burnout (Moeller et al., 2018). Employees that continually experience burnout will have difficulty recovering, often remaining in a burned-out state (Bakker & Costa, 2014).

Human resource (HR) professionals work in an industry that is people-centric, a key factor in identifying the burnout syndrome within employees (Maslach & Jackson, 1981). In Freudenberger’s (1974) seminal work, he found these individuals are dedicated, committed, and seek to respond to the needs of others, often giving up more of themselves to help those in need. This excessive giving in conjunction with high job demands and low resources results in burnout (Freudenberger, 1974).

There are few studies that focus on burnout in HR professionals, as most studies which include how HR professionals reference their practices prevent and/or reduce burnout in other employees (Ivanovic et al., 2020). HR professionals are internal service providers that work to meet the needs of a variety of employees, from lower-level employees, first level managers, up to executives, depending on the size of the organization (Mustafa et al., 2016). The variations and depth of job scope find HR professionals having to adapt to the needs of many causing HR professionals to become prone to increased job demands potentially leading to burnout (Mustafa et al., 2016). Therefore, the limited research with HR professionals as the target population and the HR professional people-centric role made this population ideal for this study.

Job resources can be studied at the individual, team, and organizational level (Schaufeli & Taris, 2014). Much of the studies on the job demands-resources (JD-R) model of work engagement focus on the individual level effects of job resources (Chen et al., 2018). However, there are few studies that integrate both job resources and personal resources as an antecedent to work engagement (Chen et al., 2018). In this study, I filled a gap to understand how the personal resource, resilience, plays a moderating effect, along with job resources, on burnout at the individual level in HR professionals.

## Purpose Statement

The purpose of this correlation study was to examine the relationship between job demands, available resources, and work engagement in HR professionals and its relationship to burnout. I also examined the relationship between the level of engagement and level of burnout in HR professionals. Finally, I examined the role of resilience level in moderating the relationship between job resource adequacy on work engagement level as well as resilience level in moderating the relationship between job resource adequacy on burnout level in HR professionals. My goal was to provide organizational leaders insight on how to effectively manage the balance between job demands and job resources to increase work engagement and reducing burnout.

## Research Questions and Hypotheses

There are five research questions raised to address the identified gap that integrates job resources in understanding work engagement and burnout in HR professionals.

Research Question 1 (RQ1): *Do HR professionals with job demands that exceed available resources experience a lower level of work engagement?*

Null Hypothesis ($H_0 1$): HR professionals with job demands that exceed available resources do not experience a lower level of work engagement.

Alternative Hypothesis ($H_a 1$): HR professionals with job demands that exceed available resources experience a lower level of work engagement.

Research Question 2 (RQ2): *Do HR professionals with job demands that exceed available resources experience a higher level of burnout?*

Null Hypothesis ($H_0 2$): HR professionals with job demands that exceed available resources do not experience a higher level of burnout.

Alternative Hypothesis ($H_a 2$): HR professionals with job demands that exceed available resources experience a higher level of burnout.

Research Question 3 (RQ3): *Does HR professionals' level of engagement predict their level of burnout?*

Null Hypothesis ($H_0$3): HR professionals' level of engagement does not predict their level of burnout.

Alternative Hypothesis ($H_a$3): HR professionals' level of engagement predicts their level of burnout.

Research Question 4 (RQ4): *Does HR professionals' level of resilience moderate the effect of job resource adequacy on their respective work engagement level?*

Null Hypothesis ($H_0$4): HR professionals' resilience levels do not moderate the effect of job resource adequacy on their respective work engagement level.

Alternative Hypothesis ($H_a$4): HR professionals' resilience levels does moderate the effect of job resource adequacy on their respective work engagement level.

Research Question 5 (RQ5): *Does HR professionals' resilience moderate the effect of job resource adequacy on their respective burnout level?*

Null Hypothesis ($H_0$5): HR professionals' resilience levels do not moderate the effect of job resource adequacy on their respective burnout level.

Alternative Hypothesis ($H_a$5): HR professionals' resilience levels do moderate the effect of job resource adequacy on their respective burnout level.

## Theoretical Framework

The theoretical framework for this study was the JD-R theory developed by Demerouti et al. (2001) to identify employee burnout related to job demands and disengagement related to job resources. The JD-R theory was developed to understand the antecedents to burnout (Bakker & Demerouti, 2017; Schaufeli & Taris, 2014). This approach was used to analyze the job demands and resources in the workplace that lead to burnout and disengagement. The JD-R theory shows that work engagement is a mediator of whether the employee is engaged because job demands and resources are predictors of engagement (Bakker, 2017). Employees that are proactively engaged and want to continue their increased engagement, participate in the job crafting behavior to increase challenges and job resources (Bakker, 2017).

When applied, JD-R theory identifies patterns that form the basis of occupational well-being (Bakker et al., 2014). The theory is often used when an understanding of employee burnout and work engagement is needed. This is because of the flexibility of the theory to all job characteristics and work environments, modeling the job demands and resources within any occupation (Bakker et al., 2014). Second, occupational job demands and resources can trigger two independent processes: the health impairment process and the motivational process (Bakker et al., 2014). Further, practical application of JD-R theory is the use of the JD-R monitor that is an instrument in which employees complete a questionnaire that assesses job demands, job resources, well-being, and behaviors/performance, which can be used as talking points with the employee's direct manager to develop interventions to address areas that are negatively affecting the employee (Bakker & Demerouti, 2017).

A secondary theoretical basis for this study was the conservation of resources (COR) theory, a theory of motivation (Halbesleben et al., 2014). The theory proposes a direct link between job resources and work engagement, reducing burnout (Waqas et al.,

2019) because of the principle that employees are motivated to protect their current job resources, while acquiring new resources (Halbesleben et al., 2014). Further, COR theory was used to explain the direct and indirect relationships between resources and burnout within the JD-R theory (Waqas et al., 2019).

Engaged employees draw from other resources to bolster job resources, therefore, decreasing resources put towards personal life, negatively affecting life outside work (Chen & Huang, 2016). However, employees that are engaged possess a greater number of resources at their disposal and may not experience negative affects outside of work (Chen & Huang, 2016). Halbesleben et al. (2014) stated that individuals that are high in conscientiousness appear to be better at managing their resources which reduces the negative impact on both work and home life. The conscientiousness factor may be how individuals are able to manage the primacy of resource loss and subsequent resource investment. The primacy of resource loss is when is it more harmful for an employee to lose a current resource, than it is to gain a resource that was lost (Halbesleben et al., 2014). Resource investment is when employees invest in their resources to protect themselves against resource loss, recover from those losses, and to gain resources (Halbesleben et al., 2014). The motivation of employees to invest in resources before, after, and protecting from the loss, is a strength of COR theory in how employees respond to stress and strain (Halbesleben et al., 2014).

Employees that demonstrate greater resilience characteristics can work through various stress and strain situations. These characteristics may include the ability to bounce back from setbacks in the workplace, perceive workplace adversity as an opportunity to grow, and improve performance because of the ability to learn from mistakes (De Clercq & Pereira, 2019). The ability for employees to draw on this personal resource allows them to adapt and generate resources as needed to deal with the adversity (De Clercq & Pereira, 2019). The Connor-Davidson Resilience Scale (CD-RISC) measures resilience in individuals and is regularly used because it has the best psychometric properties (Heleen et al., 2019).

## Nature of the Study

I used a quantitative research methodology using a survey design to understand the relationship between job resources, job demands, and burnout, and how increasing job and personal resources foster work engagement in HR professionals. I used an internet survey design approach to determine the relationship between work engagement, job demands, job resources, burnout, and resilience. The variables that I used in this study were resource allocation, work engagement, and burnout. The moderating variable was resilience, and the targeted population were HR professionals. The independent variable was resource allocation, the variation of resources available in the job role. The dependent variables include work engagement and burnout.

I used the target population of HR professionals because of the increased job demands and people-centric focus that often leads to burnout (Mustafa et al., 2016). Further, I obtained the target population through multiple Society of Human Resource Management (SHRM) chapters and mTurk to improve the accessibility of large participant populations, ease data collection, and ensure low cost. This was a cross-sectional study because of the time available to conduct the study. A longitudinal study is ideal to identify whether a longer relationship with work engagement initiatives will promote greater access to job resources, strengthen employee resilience, and reduce burnout, however, is not feasible for this dissertation project. In this quantitative study, I identified the relationship between work engagement, burnout, job demands, job resources, and resilience in the workplace.

I used four instruments to gather data about work engagement, burnout, resilience, job demands and job resources: the Job Demands-Resources Scale (JDRS), the Connor Davidson Resilience Scale (CD-RISC), the Areas of Worklife Scale (AWS), and the Maslach Burnout Inventory (MBI). The JDRS was developed to measure job demands and job resources in educators (Jackson & Rothmann, 2005). The CD-RISC was developed to quantifiably measure resilience as part of treatment outcomes for anxiety, depression, and stress reactions (Connor & Davidson, 2003). The AWS instrument considers six areas of worklife that have a relationship with burnout; these include: workload, control, reward, community, fairness, and values (Leiter & Maslach, 2004). The MBI instrument was created to assess low energy, involvement, and professional efficacy, through using the subscales exhaustion, cynicism, and efficacy (Bakker et al., 2008).

I used SPSS to analyze the collected data. The statistical tests that I used to analyze the data included correlation and linear regression statistics on the cross-sectional sample, including descriptive statistics. I used simple linear regression to explain the experience level of work engagement or burnout in HR professionals, whether the level of engagement predicted the level of burnout in HR professionals, and whether the available job resources and resilience moderated burnout.

## Definitions

For the purpose of this study, the following terms were operationally defined:

*Burnout* is a chronic syndrome in response to work-related strains, characterized by emotional and/or physical exhaustion, depersonalization, and lack of personal accomplishment (Bakker & Costa, 2014; Huang et al., 2016; Maslach & Jackson, 1981).

*Engagement* is a mental state that embraces 'self' and characterized by energy, involvement, and professional efficacy (Bakker, 2017; Demerouti et al., 2010).

*Engaged employee* is someone who expends a high level of behavioral engagement that works with passion, relates to the organization, while driving innovation to move the organization forward (Antony, 2018).

*Job burnout* is the outcome of exhaustion and stress due to continuous work, workaholic behavior, lack of social and organizational support, and poor after-office engagement of employees (Gupta & Srivastava, 2020).

*Job demands* are the physical, social, or organizational aspects of the job that require the employee to sustain physical or psychological effort which associate with physical and/or psychological costs to the employee (Bakker et al., 2005).

*Job resources* are the physical, psychological, social, or organizational aspects of the job that reduce job demands, facilitate achieving work goals, and stimulate personal growth through learning and development (Bakker & Costa, 2014; Upadyaya et al., 2016).

*Psychology of competitive advantage* is the knowledge and experience within the employee population that contributes to an organization's ability to add value to increase organizational performance (Ployhart, 2012b).

*Resilience* is an employee’s ability to recover after experiencing stress and adversity in the workplace (Gupta & Srivastava, 2020).

*Work engagement* is when an employee is energized and dedicated to one’s work, therefore, an important determinant of individual and organizational performance outcomes (Khoreva & van Zalk, 2016).

## Assumptions

I made seven assumptions in this study. First, I assumed the participants who were surveyed were from a diverse population (age, gender, race, and ethnicity). I also assumed that the participants would complete the survey honestly. I assumed that the participants would participate based on having experienced burnout. I assumed that the measures used are valid and reliable and would continue with this population. I assumed that the JDRS, CD-RISC, AWS, and MBI would be appropriate for the population. I assumed that the Midwest region SHRM chapter members are the more typical SHRM members, as few states have stringent employee laws like those of California and New York. Finally, I assumed there would be labor relations experience given the likelihood of manufacturing in the Midwest region.

## Scope and Limitations

The scope of this study was limited to human resource professionals that are active members of SHRM chapters. The main reason for this limitation is because of the social implications of dealing with high stress environments, high job demands, and low job resources. Limiting the scope to SHRM chapter active members was intended to reduce confounding variables that may be found in healthcare and other people facing professions.

## Significance of the Study

The results of this study can inform organizational leaders and HR departments on predictors of burnout directly related to job demands and job resources, how a balance of job demands with resources create positive work engagement, how an engaged workforce supports organizational success, and how industrial and organizational psychology improves organizational and human resource understanding of what precipitates burnout in employees. Industrial and organizational psychology (IOP) and human resource research has occurred in silos in prior years and, therefore, it is important to inform HR departments of how IOP is able to integrate and support employee engagement initiatives. With 17% of the population characterized at a high level of burnout, there is a need to understand what organizational leaders can do to mitigate burnout in employees and not negatively affect home life (Albrecht & Dineen, 2016; Van den Broeck et al., 2017).

## Summary and Transition

Organizations that can identify the job demands that predict burnout and provide the balancing support of job resources will find themselves in a greater competitive advantage in the market (Kumar & Pansari, 2015; Malik & Garg, 2020). Resilience fueled by adequate resources increases the chance of fostering work engagement (Malik

& Garg, 2020). The purpose of this study was to examine whether identifying potential predictors to burnout help to balance out job demands and job resources to support work engagement. The study was a quantitative study that comprised a cross-sectional, non-experimental design to examine burnout, areas of the worklife that have a relationship with burnout, and resilience. The results of the proposed quantitative study could be informative for human resources leaders in organizations that have high job demands and people facing, where additional resources would mitigate the burnout response.

Chapter 2 provides a literature review of motivation and engagement theories and associated research studies. These studies include job demands, job resources, work engagement, burnout, and resilience. Chapter 3 comprises a description of the research methodology used in the study, which includes a review of research design, sample population, data collection methods, data analysis, and ethical concerns. Chapter 4 reviews the demographics, descriptive statistics, correlation analysis, regression analysis, and research question findings. Chapter 5 concludes with interpretation of findings, limitations of the study, recommendations, and theoretical and practical implications.

# Chapter 2: Literature Review

The identification of job demands and resources that positively affect work engagement provide organization leaders the ability to improve the work environment, retain employees, and sustain firm competitiveness (Bakker et al., 2008; Barrick, Thurgood et al., 2015; Van den Broeck et al., 2017; Zhao & Zhao, 2017). The psychology of competitive advantage is how an organization sustains firm performance through employee engagement and learning initiatives that builds a culture and climate that attracts and retains talent (Gupta & Sharma, 2016; Ployhart, 2012a; Ployhart, 2012b; Swarnalatha & Prasanna, 2013).

The concept work engagement has been introduced into human motivation literature over the last 30 years and refers to three dimensions that characterize a positive, fulfilling work-related state of mind (Hu et al., 2017; Mauno et al., 2010; Van den Broeck et al., 2017). These three dimensions are vigor, dedication, and absorption. Employees that enjoy their work and are dedicated, experience higher levels of positive affect (Sonnentag et al., 2008; Van den Broeck et al., 2017). Job stressors, for example, can affect an employee's work engagement experiences, therefore causing disengagement after work hours, and eventually to burnout over the long term (Hu, Schaufeli, & Taris, 2017; Sonnentag et al., 2008). An employee that experiences burnout versus work engagement will have positive or negative experiences in job demands and resources (Van den Broeck et al., 2017).

Van den Broeck et al. (2017) found that in the industry sector, there was a low level of work engagement, characterized by low social support from colleagues, autonomy, and opportunities to use one’s skills, key for positively affecting work engagement. Further, Bakker et al. (2005) demonstrated in their study that the interaction between job demands and resources effected exhaustion and cynicism from participants, key antecedents that negatively affect work engagement. Hu et al. (2017) found that when increased exposure to job demands occurred, there was a significant increase in burnout, however, when exposure to job resources increased, there was a significant decrease in burnout. Moeller et al. (2018) further supported this with their study of engagement and burnout with job demands and job resources.

Employees that have adequate resources can balance increased job demands, therefore, able to inhibit and suppress toxic behavior that can be seen when employees are stressed, tired, and overburdened with work (Treglown et al., 2016). Employees enact resilience to bounce back from difficult situations, see these situations as opportunities to grow, and learn from mistakes as a positive influence to do better in their job role (De Clercq & Pereira, 2019). De Clercq and Pereira (2019) found that resilient employees were more likely to demonstrate creative behavior in employees working in the distribution sector. Lee et al. (2019) found that in workers at call centers, mental health workers, and school counselors, the presence of high stress levels that lead to high burnout levels and declining the protective nature of resilience without other factors like job resources and/or job crafting to moderate the stress.

## Literature Search Strategy

Initially, I used the publication period from 2014 to 2019 to find appropriate articles for this study. Selected articles related to work engagement, job demands, job resources, resilience, and burnout were used in this literature review. The keywords searched were *work engagement, firm performance, job resources, job demands, burnout,* and *resilience* in the databases Academic Search Complete, Business Source Complete, Google Scholar, PsycARTICLES, PsycINFO, and Thoreau multi-database search, which was accessible to Walden University students.

## Theoretical Framework

I used the JD-R theory and COR theories to explore the relationship between job demands and available resources and their ability to predict work engagement and burnout in HR professionals. The JD-R theory provides insights into employee well-being while on the job. COR theory helps to identify where employees may spend more effort to conserve available resources and limit further loss of resources.

### Job Demands-Resources Theory

A theoretical base for this study was Bakker and Demerouti's (2017) JD-R theory. This theory is based on the JD-R model developed by Demerouti et al. (2001) to identify employee burnout related to job demands and disengagement related to job resources. The JD-R theory can provide an understanding, explanation, and prediction of employee wellbeing and job performance (Bakker & Demerouti, 2014).

Bakker and Demerouti (2014) developed the JD-R theory based on four models that were stand alone and lacked interconnectedness and relevance between each other. These models were the two-factor theory, the job characteristics model, the demand-control model, and the effort-reward imbalance model. Bakker and Demerouti (2014) critique the models with four problems: a) each of the models is one-sided for either job stress or work motivation, b) each of the models is simple and does not take into consideration the opposing viewpoint of the other models, c) each of the models is static and can be used across all work environments, and d) job roles are continuously evolving, and these models do not take this continuous change into account.

There are four propositions that outline how JD-R theory encompasses the above four models regarding the way they should be considered simultaneously when considering employee wellbeing (Bakker & Demerouti, 2014). First, JD-R theory is flexible across all working environments and bespoke to specific occupations using the two categories, job demands and job resources (Bakker & Demerouti, 2014). Second, job demands and resources initiate different psychological processes, health impairment process, and motivational process, which affect both the employee and organizational outcomes (Bakker & Demerouti, 2014; 2018). Third, job demands and resources interact in predicting occupational wellbeing via interactions, where job resources buffer the impact of job demands on strain and where they increase the impact of job resources on motivation/engagement (Bakker & Demerouti, 2014; 2018). The last is that job resources influence motivation and work engagement when job demands are high, demonstrating how autonomy, skill variety, feedback, and task identity become important when job demands are challenging (Bakker & Demerouti, 2018).

JD-R theory also proposes that employees play an active role in interpreting and modifying their job role in two ways. The first is inducing a loss cycle of job demands and strain because of stress and influencing their work environment in a negative way. The second is inducing a gain cycle of job resources and work engagement because of engagement and the ability to influence their work environment in a positive way (Bakker & Demerouti, 2018). Bakker and Demerouti (2018) note that JD-R theory refers to loss cycles because they assume that in most organizations, employees have access to some variation of resources; therefore, the cycle of resource loss leads to another, causing a vicious cycle that is difficult for the employee exit.

## Conservation Resources Theory

A second theoretical base for this study was Hobfoll's (1988) COR theory, based on Hobfoll's (1988) model of COR and the basic tenet that employees have an innate and learned desire to conserve the quantity and quality of resources and limit the jeopardization of further loss of resources. Further, the theory is a framework to understand the processes involved in experiencing, coping with, and developing resilience to chronic and traumatic stress (Holmgreen et al., 2017). The model is relevant to stressful and nonstressful behavioral circumstances to support the prediction of potential resource loss (Hobfoll, 1988; Hobfoll & Shirom, 2000). COR theory outlines four categories of resources: objects, conditions, personal characteristics, and energies (Hobfoll & Shirom, 2000).

COR theory builds on prior stress models (Hobfoll, 1989): stress as response, stress from the nature of the stimulus, stressor events, and the homeostatic model of stress. Hobfoll (1989) found these prior stress models to be tautological, lacking the ability for robust future research on stress, while also unable to be rejected. Bakker and Demerouti (2014) note that job stress models tend to ignore the motivating potential of job resources. COR theory is defined, and more directly testable (Hobfoll, 1989), easily linking with other models and measurements to exemplify the role of resources in contextual situations, for example, leader-member exchange (LMX) model and the Maslach Burnout Inventory (MBI; Hobfoll et al., 2018; Hobfoll & Shirom, 2000). Further, Shirom (1989) explained that "resource depletion is a central facet of job burnout and concluded that COR theory is…[relevant] for the study of how stress leads to burnout" (as cited in Wright & Hobfoll, 2004, p. 390). Further, Bakker and Demerouti (2018) note that COR theory uses loss spirals, instead of loss cycles, because there is an implication of a complete depletion of resources.

According to COR theory (Hobfoll & Shirom, 2000), "psychological stress occurs when individuals are 1) threatened with resource loss, 2) lose resources, or 3) fail to gain resources following resource investment" (p. 58). COR theory is a motivational theory based on human behavior and the need to acquire and conserve resources for survival (Hobfoll et al., 2018). There are four principles to COR theory that define the theory. The first principle is that resource loss will have a greater impact than resource gain (Hobfoll et al., 2018; Holmgreen et al., 2017). The second principle is that resources must be invested in to protect against resource loss, recover from loss, and gain resources (Hobfoll et al., 2018; Holmgreen et al., 2017). The third principle is that when resource losses are high, gains become more important, with a related corollary stating that employees with greater resources are less vulnerable to loss and more capable of gain (Hobfoll et al., 2018). The fourth principle is that when resources are overextended or exhausted, employees often become aggressive and irrational as a defensive mode to preserve what resources they have (Hobfoll et al., 2018).

COR theory emphasizes that employees have a bias to place a heavier weight on resource loss and less so than resource gain (Hobfoll et al., 2018). Bolger et al. (1989) identified that crossover occurs when job stress experienced by one person affects others within the same social environment. Bakker and Xanthopoulou (2009) found that when employees interacted more frequently, there was a greater chance of crossover of work engagement. Crossover of relevant resources may directly or indirectly positively (or negatively) affect others when resources are shared, therefore, increasing the likelihood of increased (or decreased) work engagement and resilience (Hobfoll et al., 2018).

## Job Demands and Job Resources

Job demands and job resources are two categories of an employee's job role that contain risk factors that can lead an employee to burnout or work engagement (Bakker & Demerouti, 2007). The JD-R model is based on three assumptions: a) that job resources increase work engagement and decrease burnout through a motivational process, b) high job demands exhaust employees mental and physical resources, leading to a depletion of energy, and potentially burnout, through a health impairment process, and c) that job resources buffer the potentially negative effects of job demands and that high levels of job demands in combination with high levels of job resources result in higher levels of work engagement (Hu et al., 2017). It is important to note that job demands affect employees through loss spirals or loss cycles, dependent on their available resources (Bakker & Demerouti, 2018). Job demands are not necessarily negative, however, when the increased job demands require high effort, job demands may turn into job stressors, especially if the employee is not in a healthy well-being state (Bakker & Demerouti, 2007). JD-R theory assumes that employees will have some level of resources available, and therefore, will be in loss cycles because resource loss in one problem can aggravate another (Bakker & Demerouti, 2018). COR theory assumes that employees will have initial loss of resources, which will continually be compounded, resulting in loss spirals, which eventually depletes the employee's resources, making it difficult to address the next problem (Bakker & Demerouti, 2018).

Job demands require sustained physical, emotional, or cognitive effort in a job role and are associated with physiological and psychological costs with chronic exhaustion and psychological distance as a result (Lee & Ashforth, 1996). Hu et al. (2017) found that nurses and police officers that had chronic high job demands and decreasing job resources likely experienced burnout. Indicators of employee well-being is found in the presence of whether employees are demonstrating engagement or burnout (Van den Broeck et al., 2017). Job demands and job resources positively and/or negatively affect work engagement and burnout (Bakker et al., 2005; Hu et al., 2017; Van den Broeck et al., 2017). The key drivers of work engagement are job resources which provide physical, psychological, social, or organizational aspects of the job to achieve goals, reduce job demands, and stimulate personal growth, learning, and development (Enger et al., 2019; Van den Broeck et al., 2017). The reduction in job demands through provision of job resources positively affects employee engagement. Resilience and psychological availability, along with balanced job demands and increased job resources, help employees to achieve their goals (Hu et al., 2017) and maintain engagement (King et al., 2016).

To complete work tasks while performing a job role, employees will have varying degrees of responsibilities that may affect employees emotionally, experiencing the states of burnout, sleep disorder, stress, and depression (Engur et al., 2019). Scanlan and Still (2019) found a positive correlation between job demands and the exhaustion component of burnout, while also finding a negative correlation between job resources and the disengagement component of burnout. Increased demands that are the leading cause of the emotional states include limited time to oneself within the organization, excess workload, unfavorable physical and emotional environments, inadequate organizational support, and emotional conflicts among individuals (Engur et al., 2019). In addition to the emotional states, employees may also become disengaged from their work (Engur et al., 2019).

Job resources on the other hand provide employees with varying opportunities to improve upon their knowledge and skills to promote employee motivation, increase autonomy, and improve social support, while also reducing the intensity and stress of job demands (Engur et al., 2019; Hakanen et al., 2017). These job resources may buffer the impact of the job demands, thereby, decreasing stress reactions, and therefore, burnout, especially when there are different job resources available to counter the different job demands (Bakker et al., 2005). Further, the type of job resource that will benefit the employee are dependent on several factors, for example, type of job role, employee needs, and type of job demands (Bakker et al., 2005; Balogun & Afolabi, 2019).

## Burnout

The term burnout was first noted in professional and public awareness in 1973 by Freudenberger (1974), whereby he recognized significant negative changes in employees (Freudenberger, 1974; Melvin, 2015) and himself while working in an intense free clinic setting (Freudenberger, 1974). The negative changes included mood, attitude, motivation, and personality among medical staff volunteers (Melvin, 2015). The dedicated and committed are more prone to experience burnout, working too many hours, working weekends, the excessive need to give, working too intensely, and the feeling of boredom (Freudenberger, 1974). Freudenberger defined burnout as "a state of mental and physical exhaustion caused by one's professional life" (Bakker et al., 2014, p. 389).

Maslach and Jackson (1981) define burnout as "a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people work' of some kind" (p. 99). There are three key aspects of burnout that Maslach and Jackson identify. These include increased feelings of exhaustion, development of negative, cynical attitudes, and feelings towards those being helped, and evaluation of oneself negatively (Maslach & Jackson, 1981). There can be deleterious consequences to burnout for the employee, customers, and the organization which can lead to deterioration of the quality of work performed by the employee (Maslach & Jackson, 1981). There is a 17% rate of burnout within organizations that creates a need to understand how to mitigate employee burnout (Albrecht & Dineen, 2016; Van den Broeck et al, 2017).

Initially, research was focused on burnout being linked with the human services sector. However, further research found that burnout can occur in many different professions, healthcare, emergency services, policing authorities, and other industries where employees interact on a continuous basis to help others (Bakker et al., 2014). A central strain dimension of burnout is emotional exhaustion because of the emotional drain of interacting with other people (Bakker et al., 2014). A secondary strain dimension of burnout is depersonalization because of the negative and often detached response an employee has towards those he/she is helping (Bakker et al., 2014). Depersonalization shifted to being identified as cynicism because of the distant attitude towards work, rather than directly toward those the employee is helping (Bakker et al., 2014). A tertiary strain dimension of burnout is reduced personal accomplishment because of the decline in the personal feeling of competence and successfully completing job tasks (Bakker et al., 2014). Reduced personal accomplishment shifted to professional efficacy because of the link to social and nonsocial occupational accomplishments (Bakker et al., 2014).

Employees that suffer from mental fatigue results in emotionally distancing themselves from their job demands (Melvin, 2015; Van den Broeck et al., 2017). Burnout has also occurred because the employee cannot meet the job expectations the employer cannot support due to the organizational structure (Melvin, 2015). This demonstrates how an increase in job demands mixed with a decrease in resources leads to employee burnout.

Job demands are a great predictor and play a crucial role in determining burnout rather than a lack of resources (Alarcon, 2011; Bakker et al., 2014). The more important job demands predictive of burnout that Lee and Ashforth (1996) identified were role ambiguity, role conflict, role stress, stressful events, workload, and work pressure

(Bakker et al., 2014). Alarcon (2011) further supported this by identifying role conflict, workload, and role ambiguity as predictors of burnout. Job resources are the physical, psychological, social, or organizational facets of the job role that support employee opportunities (Bakker et al., 2014). These can include achievement of work goals, reduction in job demands, or stimulating personal growth (Bakker et al., 2014). Bakker et al. (2005) found that a balance between job demands and resources did not result in high levels of burnout in employees. When there was work overload, emotional demands, physical demands, and work-home interference, with an equal proportion of autonomy, feedback, social support, and a high-quality relationship with their supervisor there was lower occurrence of burnout (Bakker et al., 2005).

Personality is reliably related to burnout because of the perceived and objective nature of the work environment may influence burnout by how employees relate best to enriched job environments, routine work, and socialization (Alarcon et al., 2009). The most important predictor of exhaustion and cynicism was emotional stability, while for absorption the most important predictor is extraversion (Bakker et al., 2005). Alarcon et al. (2009) found that the more an employee can adapt to their work environment and have greater control, the better able the employee is able to manage job demands.

As antecedents to burnout have been mentioned, it is important to mention consequences to burnout, to better understand the critical nature of identifying the antecedents to reduce or eliminate burnout. Employees that are emotionally and physically exhausted report more psychological and physical health problems (Bakker et al., 2014). Several studies suggested that burnout was found to predict depression and life dissatisfaction, especially in those that did not engage in physical activity (Bakker et al., 2014). Furthermore, Peterson et al. (2008) found a range of health indicators that demonstrate health impairment is closely related to the exhaustion component of burnout. If the organization does not address the root cause to employee burnout, the outcome leads to turnover because the employee no longer wishes nor can handle the increased job demands without the requisite resources (Freudenberger, 1974; Melvin, 2015; Van den Broeck et al., 2017).

## Work Engagement

Kahn (1990) introduced engagement as the “harnessing of organization members’ selves to their work roles; in engagement people employ and express themselves physically, cognitively, and emotionally during role performances” (p. 694). In other words, engaged employees identify with their work, thereby putting in increased effort (Bakker et al., 2014). Work engagement can be defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002, p. 74). Vigor, dedication, and absorption are the direct opposites of exhaustion and cynicism, the core symptoms of burnout (Bakker et al., 2014). Work engagement is a driver for organizational performance and success because of the reciprocal actions by the employee to perform at a high level (Barrick, et al., 2015; Gupta & Sharma, 2016; Harrell-Cook et al, 2017; Kariuki & Kiambati, 2017; Swarnalatha & Prasanna, 2013).

Employees that are engaged drive their personal energies into his/her work role, while at the same time, the work role allows employees to express themselves through their work (Bakker et al., 2014). This is a unique relationship between the employee and the job role demonstrating an appropriate employee-job fit. Further, these employees are energized and connected with their work, while also finding their work challenging (Bakker et al., 2014).

Studies conducted by Christian et al. (2011), Halbesleben (2010), and Schaufeli and Bakker (2004) found that resources are the most important predictors of work engagement. Job demands are most important predictor of burnout, while resources are most important predictor of work engagement (Bakker et al., 2014). Additional resources identified to predict work engagement include task variety, task significance, autonomy, feedback, social support from colleagues, high-quality relationship with supervisor, and transformational leadership (Bakker et al., 2014; Christian et al., 2011). Resources influence work engagement when employees are confronted by high stress situations (Bakker et al., 2014). These resources can include supervisor support, innovativeness, appreciation, and organizational climate.

The presence of resources increases work engagement, decreasing burnout, through a motivational process (Hu et al., 2017). High job demands exhaust employees' mental and physical resources, therefore, potentially leading to burnout through a health impairment process (Hu et al., 2017). When there are high job demands present, there is a need to counter with the appropriate resources to reduce the negative health affects high job demands create. When there is a balance between job demands and resources, employee are more engaged, motivated, and dedicated to the organization (Hu et al., 2017).

Employees flourish in environments where there are positive, fulfilling, and valid work tasks that results in the employee demonstrating vigor, dedication, and absorption into their work (Moeller et al., 2018). High work motivation may create exhaustion and negative health situations in employees (Moeller et al., 2018). Continuous use of these psychological resources will negatively affect employees over time if interventions are not put in place to counter negative outcomes (Hu et al., 2017). Employees that have greater relationships with colleagues and managers demonstrate a more positive outlook on task performance, therefore, the employee is more committed and engaged (Shaukat et al., 2017).

## Resilience

Resilience is the ability to adapt in the face is disruption and adversity (Connor & Davidson, 2003; Kuiper et al., 2018), reintegrating into the workflow without a profound negative impact (King, et al., 2016). Weiss and Citrin (2016) found that resilience is a hardwired phenomenon within each person, providing a foundation for how employees may address stress and strain that lead to burnout. Connor and Davison (2003) discuss that resilience is a multidimensional characteristic that varies within different life circumstances, as well as across context, time, age, gender, and cultural origin.

Resilience may be viewed as a measure of successful stress-coping ability because of how individuals may have adapted to prior life circumstances, linking resilience as an effect of exposure to stress or a determinant to a stress response (Connor & Davidson, 2003). These responses may lead to one of the four outcomes: a) the disruption leads to an opportunity for growth and increased resilience, b) return to baseline homeostasis to get past or beyond the disruption, c) recovery from the disruption with loss, lowering the level of homeostasis, or d) a dysfunctional state where self-destructive behaviors are used as coping mechanisms with stressors (Connor & Davidson, 2003). Connor and Davidson (2003) identify when strengths and positive attributes are the focus, engagement increases, and the disruptions decrease.

Components of resilience can be a buffer against negative life outcomes, therefore, providing support in coping with burnout (Gupta & Srivastava, 2019; Kashyap et al., 2014). Researchers have found that resilience can be developed through cognitive transformation and personal growth training (King et al., 2016). Kashyap et al. (2014) found that the moderating effect of resilience decreases job stress caused by various job demands in the workplace that led to burnout. Further, Garcia-Izquierdo et al. (2018) found that resilience played a moderating role on burnout and psychological health and found it to be an excellent resource for improving mental health and work performance. Further, employees that have tenured experience in a role may be more resilient to increased job demands and decreased resources (Kilo & Hassmén, 2016).

## Summary and Transition

As identified in the literature a balanced use of job demands and resources reduce burnout in highly engaged employees. With a 17% rate of burnout within organizations, this creates a need to understand how to mitigate employee burnout (Albrecht & Dineen, 2016; Van den Broeck et al, 2017). Organizational leaders and human resource departments that understand the elements that lead to burnout and turnover can mitigate the risk factors and directly affect the appropriate job demands and resources to create a positive work environment.

Another gap in literature is linked to what antecedents determine whether employees remain in a negative cycle, move into a positive cycle, or stay in a positive cycle, of how they perceive the work environment (Bakker & Demerouti, 2018). The negative cycle is based on employees self-undermining, which is a result of the loss of resources, and increasing job demands (Bakker & Demerouti, 2018). The positive cycle is job crafting whereby the employee is proactive in making changes to his/her work environment to create and/or maintain a positive cycle (Bakker & Demerouti, 2018). As a practitioner JD-R helps to recognize the factors that support employees in their well-being and to lay the foundation of initiatives to positively affect organizational life for employees (Bakker & Demerouti, 2018).

The literature review described when employees experience increased levels of job demands and receive decreased amounts of resources, they are more often affected by burnout. Organizations that can quantify and qualify their deficiencies in engagement are able to build programs whereby organizational leaders at all levels support employees through goal setting, clear expectations, stretch goals, recognition, and development initiatives, to name a few (Barrick et al., 2015). This study will strive to identify the antecedents that best support employee engagement with the appropriate balance between job resources and job demands.

Chapter 3 provides a description of the research methodology used this study, including a review of the research design, sample population, data collection methods, data analysis, and ethical concerns. Chapter 4 includes demographics, descriptive statistics, correlation analysis, regression analysis, and research question findings. Chapter 5 concludes with interpretation of findings, limitations of the study, recommendations, and theoretical and practical implications.

# Chapter 3: Research Method

The purpose of this quantitative study using simple linear regression analysis was to explore the relationship between job demands and available resources and their ability to predict work engagement and burnout in HR professionals. The dependent variables were burnout and work engagement. The independent variable was resource allocation. The moderating variable was resilience, and the target population was HR professionals. This chapter provides a general overview of the quantitative methods that were used in the study. The discussion will include the research methodology for the target population, which includes the research design, sample population, data collection methods, data analysis, and instrument validity and reliability. The chapter concludes with validity threats and ethical concerns.

## Research Design and Rationale

This study was a correlational research design using multiple regression analysis to explore the relationship between the predicted variables of burnout and work engagement. The independent variable was resource allocation. The moderating variable was resilience. The target population was HR professionals.  Surveys were used for data collection in this correlational study.

## Methodology

### Population

The target population for this study were HR professionals. As of 2018, there were over 306,000 members with SHRM, with 25,000 student members, and an estimated approximate 281,000 professional levels members (SHRM, 2020). To narrow the population further, the target population was initially focused on the Midwestern region of the United States. The target population was further broadened outside of the Midwest, and included available HR professional participants on mTurk, due to the difficulty in obtaining participants from SHRM chapters.

## Sampling Strategy

This study used a nonprobability, convenience sample to select the research sample. Since it will be unknown the probability of the inclusion of each unit in the sample and that every unit has a chance of being included, nonprobability convenience sampling was chosen (Frankfort-Nachmias et al., 2015). With the large population of SHRM professional level members, initially, Midwest regional SHRM chapters were chosen to assure participants are working in employee facing positions within the workplace.

## Sample Size

G*Power program (version 3.1.9.6) was used to determine the minimum sample size for simple linear regression. HR professionals that are active SHRM chapter members were invited to participate in this study, as well as HR professionals through mTurk. Power analysis suggested a sample size of 174 HR professionals was needed for the data to have a significant statistical analysis. The input parameters used for calculation with the program included an effect size of .06, a $p < .05$ error, a .89 power, and standard deviation of 1. There were five predictors used in the calculation. The sample size of at least 174 will be needed to establish generalizations and to account for various factors that would further limit the sample. The various factors included, participants not finishing the survey, incorrect completion of the survey, and other various reasons.

## Procedures for Recruitment and Participation

Recruitment of participants begun with contacting board members of SHRM chapters to explain the purpose of the study. A letter was sent to the board member for cooperation in providing access to the link for the internet-based survey. A copy of the cooperation letter is included in the Appendix. Once Walden's Institutional Review Board (IRB) ranted approval to conduct the study, an email was sent to the board member requesting a communication be sent to members with the link to the survey, which included consent to participate in the study. Participants from mTurk received the consent form when they clicked on the link to participate in the study.

Upon receipt of the survey link, the participants found the informed consent at the beginning of the survey when the link was clicked. There were four surveys for the HR professionals to complete, JDRS, CD-RISC, AWS, and MBI. Participants needed about 40 minutes to complete the whole survey. The participants completed each of the instruments in succession during one sitting.

## Instrumentation and Operationalization of Constructs

### *Maslach Burnout Inventory*

Maslach and Jackson (1981) developed the MBI (https://www.mindgarden.com). The instrument is a 16-item survey that was used to assess burnout within the workplace. The survey was developed to measure aspects of burnout along three dimensions, exhaustion, cynicism, ad inefficacy. The MBI is composed of 16 items measured on 7-

point Likert Scale ranging from 0 to 7 (0 = *never* to 6 = *daily*). Higher scores on exhaustion and cynicism, and lower scores on efficacy reflect burnout (Leiter et al., 2010). The survey measures the level of burnout in the participant.

In a developmental research study conducted by Maslach et al. (1997) using the MBI instrument, the reliability coefficients and test-retest reliability were significant beyond the .001 level. The authors demonstrated validity through correlation with independent behavioral ratings, correlation to the presence of job characteristics that lead to burnout, and correlation of MBI scores to hypotheses. Cronbach alpha ratings of 0.89 for emotional exhaustion, 0.74 for personal accomplishment, and 0.77 for depersonalization were reported by Maslach and Jackson (1981), with similar ratings reported by Iwanicki and Schwab (1981), Gold (1984), and Jimenez and Dunkl (2017).

### ***Areas of Worklife Scale***

Leiter and Maslach (2003) developed the AWS (https://www.mindgarden.com). The instrument is a 28-item survey that was used to measure a participant's experience of work engagement or burnout. The instrument was developed to measure six areas of worklife, workload, control, rewards, community, fairness, and values. The AWS is composed of 28 items measured on a 5-point Likert Scale ranging from 1 to 5 (1 = *strongly disagree* to 5 = *strongly agree*). Higher scores measure congruence indicating alignment between the workplace and participant preferences (Maslach & Leiter, 2008). Negatively worded items are scored in reverse, with a low score, demonstrating incongruence and perceived misalignment between the workplace and participant preferences.

In a review of research conducted using AWS, Leiter and Maslach (2004) demonstrated reliability by limiting the number of indicators to three to maintain a level of interitem correlation between the indicators and variables. The authors demonstrated validity by comparing the AWS scores and written comments that link to complaints that correlate strongly with the six areas of worklife. The authors conducted a structural equation modeling analysis of the data to the model and confirmed a good fit at the 0.05 level of significance. Cronbach alpha ratings of 0.85 for workload, 0.80 for control, 0.83 for reward, 0.88 for community, 0.89 for fairness, and 0.81 for values were reported by Jimenez and Dunkl (2017), with similar ratings reported by Leiter et al. (2010) and Maslach and Leiter (2008). Researchers have found AWS as a good assessment of congruence between the workplace and the employee (Leiter et al., 2010).

### ***Connor Davidson Resilience Scale***

Connor and Davidson (2003) developed the CD-RISC (http://www.connordavidson-resiliencescale.com). The instrument is a 25-item survey that was used to measure resilience, a stress coping ability. The CD-RISC is composed of 25 items measured on a 5-point Likert Scale from 0 to 4 (0 = *not true at all* to 4 = *true nearly all of the time*). Higher scores reflect greater resilience (Connor & Davidson, 2003).

In Connor and Davidson's (2003) seminal work using the CD-RISC instrument, the reliability coefficients and test-retest reliability were significant beyond the .0001 level. The authors demonstrated validity and test-retest reliability through correlation through a longitudinal clinical trial which demonstrated little or no clinical change in participants scores. Further validity was correlated with Kobasa hardiness measure, Perceived Stress Scale, Sheehan Stress Vulnerability Scale, Sheehan Disability Scale, and Sheehan Social Support Scale in psychiatric patients. The authors conducted a structural equation modeling analysis of the data to the model and confirmed a good fit at the 0.05 level of significance. Cronbach alpha ratings of 0.89 were reported by Connor and Davidson (2003), with similar ratings reported by Velickovic et al. (2020).

### ***Job Demands-Resources Scale***

Jackson and Rothmann (2005) originally developed the JDRS to measure educators job demands and resources based on interviews and a literature review on job demands and resources. The most common uses of JDRS in research has used either a 40 or 42 item scale, based on how the items best fit with the research needs. The items are rated on a 4-point scale from 1 to 4 (1 = *never* to 4 = *always*). Higher scores imply high job demands and job resources, while low scores imply low job demands and job resources (Balogun & Afolabi, 2018).

The JDRS includes the dimensions of pace and amount of work, mental load, emotional load, variety in work, opportunities to learn, independence in work, relationships with colleagues, relationship with immediate supervisor, ambiguities regarding work, information, communications, participation, contact possibilities, uncertainty about the future, remuneration, and career possibilities (Jackson & Rothmann 2005; Rothmann et al., 2006). Rothmann et al. (2006) demonstrated acceptable internal consistency reliability at the 0.05 level of significance, with highly acceptable alpha coefficients ranging from 0.76 to 0.92. Coefficient ratings of 0.88 for organizational support, 0.80 for growth opportunities, 0.75 for overload, 0.90 for job insecurity, 0.76 for relationship with colleagues, 0.71 for control, and 0.78 for rewards (Rothmann et al., 2006).

The MBI and AWS work well together because of the relationship between the constructs and scales, and validation and reliability has been published in numerous countries around the world (Bakker & Demerouti, 2017; Bakker et al., 2005; Bakker et al., 2008; Demerouti et al., 2010; Fragoso et al., 2016; Leiter & Maslach, 2004). Several studies conducted by Maslach and Jackson (1981), Iwanicki and Schwab (1981), Gold (1984), Jimenez and Dunkl (2017), and Maslach and Leiter (2008) support factor analysis and internal reliability using MBI and AWS. There is consistency between studies conducted by Jimenez and Dunkl (2017), Leiter et al. (2010), and Maslach and Leiter (2008) that show negative correlations between MBI and AWS results. Exhaustion and cynicism showed the highest negative correlations with the six areas of worklife between all three studies.

## Research Questions

RQ1: *Do HR professionals with job demands that exceed available resources experience a lower level of work engagement?*

$H_{01}$: HR professionals with job demands that exceed available resources as measured by the JD-RS do not experience a lower level of work engagement as measured by the AWS.

$H_{a1}$: HR professionals with job demands that exceed available resources as measured by the JD-RS experience a lower level of work engagement as measured by the AWS.

RQ2: *Do HR professional with job demands that exceed available resources experience a higher level of burnout?*

$H_{02}$: HR professionals with job demands that exceed available resources as measured by the JD-RS do not experience a higher level of burnout as measured by the MBI.

$H_{a2}$: HR professionals with job demands that exceed available resources as measured by the JD-RS experience a higher level of burnout as measured by the MBI.

RQ3: *Does HR professionals' level of engagement predict their level of burnout?*

$H_{03}$: HR professionals' level of engagement as measured by the AWS does not predict their level of burnout as measured by the MBI.

$H_{a3}$: HR professionals' level of engagement as measured by the AWS predicts their level of burnout as measured by the MBI.

RQ4: *Does HR professionals' level of resilience moderate the effect of job resource adequacy on their respective work engagement level?*

$H_{04}$: HR professionals' resilience levels as measured by the CDRS do not moderate the effect of job resource adequacy on their respective work engagement level as measured by the AWS.

$H_{a4}$: HR professionals' resilience levels as measured by the CDRS do moderate the effect of job resource adequacy on their respective work engagement level as measured by the AWS.

RQ5: *Does HR professionals' resilience moderate the effect of job resource adequacy on their respective burnout level?*

$H_{05}$: HR professionals’ resilience levels as measured by the CDRS do not moderate the effect of job resource adequacy on their respective burnout level as measured by the MBI.

$H_{a5}$: HR professionals’ resilience levels as measured by the CDRS do moderate the effect of job resource adequacy on their respective burnout level as measured by the MBI.

## Data Collection

I collected data for this study from HR professionals that are active members of Midwest region SHRM chapters of the Unites States and from HR professionals found through mTurk. The survey was hosted on Survey Monkey. Participants needed approximately 40 minutes to complete 86 items in the survey, which is nearly twice the average time that most participants want to spend when they take a web-based survey (Revilla & Ochoa, 2017). However, Revilla and Ochoa (2017) found in their study that the more participants liked answering the survey questions, there was less of an issue about the time length to complete the survey. The intent with this survey was that the participants would connect with work engagement, burnout, and resilience to be more open to spending the time to participate in the study. 220 participants began the survey, with 171 participants completing the survey. 49 participants dropped out of the survey or did not fully complete the survey. 171 participants who completed the survey were used for analysis.

## Data Analysis

The data retrieved from the instruments was organized using Excel spreadsheets. The Statistical Program for Social Science (SPSS) was used to analyze the data. Descriptive statistics was used to summarize, organize, and make sense of the data obtained from the instruments (Privitera, 2020). Further, the data was reviewed to identify missing data, errors, or other discrepancies (Privitera, 2020).

Pearson's correlation was used to establish a connection between the variables of resources, work engagement, burnout, and resilience. Multiple regression was used to examine the relationships between resource allocation (independent variable), work engagement and burnout (dependent variables), and resilience (moderator) in HR professionals. To test for resilience as a moderating factor in HR professionals' level of burnout regression was used. Data for this study was collected from HR professionals that will be working across many industries and in different levels of positions within an organization.

## Threats to Validity

Results that can be generalized because the experiment reflects the actual situations in which people would experience the variable across larger populations and different social settings can be said to have external validity (Frankfort-Nachmias et al., 2015; Gundry & Deterding, 2019). Participants will be voluntary using the survey method strategy, therefore, threatening generalizability. This is due to participants that do answer the survey may not truly represent the intended population. The representative nature of the population may not equate to the larger population or other job roles, again, threatening generalizability of this study. As there is no cause-and-effect aspect to this proposed study, there is no internal validity (Gundry & Deterding, 2019).

## Ethical Procedures

For this study, there were no real ethical concerns presented. The data gathered for this study was collected anonymously using Survey Monkey. The participants were consenting adults and able to choose freely whether to participate in the study, including whether to finish the survey or not. The participants were informed at the beginning of the survey how long the survey would take to complete. Data was removed from Survey Monkey after the data was inputted into SPSS. Data was stored on an external drive, in a safe and password protected with only this researcher having access, for the required five years. After which the data will be deleted off the hard drive and any paper copies of the data will be shredded so that no data is recoverable. The survey format and participation efforts should have been familiar because of similar exercises performed within the job role and/or education for HR professionals.

## Summary and Transition

Chapter 3 has described the research design and methodology that was used to study the relationships between resource allocation and burnout and work engagement, moderated by resilience. The chapter further described the participation population, how the population was sampled, and the necessary sample size. The instruments used to collect the data were described, including how the data collection was accomplished, and the method to analyze the data.

Chapter 4 discusses the demographic details of the sample population, data collection results, and the analyses. Chapter 5 covers the interpretation of the findings, limitations of the study, future recommendations, and social change implications.

# Chapter 4: Results

The purpose of this quantitative study was to explore the relationship between job demands, available resources, and work engagement, and their ability to predict burnout in HR professionals. Five research questions guided this study. This chapter will discuss the demographic details of the sample, including the data collection results and analyses.

The relationship between job demands, available resources, work engagement, and burnout in HR professionals was investigated. Data were gathered using surveys requiring Likert scale responses for a total of 18 weeks from HR professionals. The four surveys and demographics questions were available through Survey Monkey. I created the demographic questions and received full license access to use JDRS, CD-RISC, AWS, and MBI.

After receiving IRB approval to conduct the study, I sent an email to three SHRM chapter leaders to distribute the survey link to their member population. After 6 weeks of data collection, IRB approval was sought to add additional three partner organizations within the HR community. Two organizations received the link to participate via Facebook and one organization received the link via LinkedIn to participate. After an additional 5 weeks, further approval from IRB was received to continue data collection using the Amazon mTurk research tool. Up until this time, after 11 weeks of data collection, only 31 survey responses had been collected from SHRM chapter members. Numerous additional SHRM chapters throughout the United States had been contacted during these previous 11 weeks, with either no response from the chapter, or the chapter no longer communicated after explaining the purpose and request for participation. The survey link was open for a total of 18 weeks before being disabled. The sample included 220 responses from HR professionals; sample size was calculated using G*Power with a confidence interval of 95% and an alpha level of 0.05. The completion rate for the survey was 78%. Of the 220 surveys, 49 were incomplete, and were removed, leaving 171 surveys completed. Participants took on average 15 minutes to complete the survey.

## Demographic Breakout

Demographic information was collected from the participants (see Table 1). Of the 171 participants, 89 (52%) were female and 82 (48%) were male. Most participants were 30 to 49 years old (69%, *n* = 118). The greatest number of participants were HR managers (39.8%, n = 68), followed by HR recruiters (18.1%, *n* = 31) and HR generalists (11.7%, *n* = 20). These results nearly equate to the participant's position within the business hierarchy with majority as a first line manager (40.9%, *n* = 70), followed by senior management (20.5%, *n* = 35) and individual contributor (19.3%, *n* = 33). Half of the participants have worked at their organization for 3 to 5 years (50.0%, *n* = 87), follow by 6 to10 years (26.9%, *n* = 46). Similarly, the greatest number of participants have been working in the HR industry for 3 to 5 years (36.3%, *n* = 62), following by 6 to10 years (28.1%, *n* = 48). Majority of participants supported a single business location (43.3%, *n* = 74), followed by multilocations nationally (22.8%, *n* = 39). Nearly all the participants work full-time (94.7%, *n* = 162).

**Table 1**

*Sample Demographics*

(*N* = 171)

| Variable | Category | *n* | % |
|---|---|---|---|
| What is your gender? | Female | 89 | 52 |
| | Male | 82 | 48 |
| What is your age? | 18-29 years old | 26 | 15.2 |
| | 30-49 years old | 118 | 69 |
| | 50-64 years old | 24 | 14 |
| | 65 years and over | 3 | 1.8 |
| Which position best fits your current HR role? | HR Coordinator | 17 | 9.9 |
| | HR Recruiter | 31 | 18.1 |
| | HR Generalist | 20 | 11.7 |
| | HRBP | 1 | .6 |
| | SR HRBP | 2 | 1.2 |
| | HR Manager | 68 | 39.8 |
| | HR Director | 13 | 7.6 |
| | VP HR | 3 | 1.8 |
| | HR Consultant | 16 | 9.4 |
| How long have you worked at this Organization? | < 1 year | 4 | 2.3 |
| | 1-2 years | 15 | 8.8 |
| | 3-5 years | 87 | 50.9 |
| | 6-10 years | 46 | 26.9 |
| | 11-15 years | 14 | 8.2 |
| | 16-20 years | 1 | .6 |
| | 21+ years | 4 | 2.3 |
| How long have you worked in your present HR position in this Organization? | < 1 year | 8 | 4.7 |
| | 1-2 years | 37 | 21.6 |
| | 3-5 years | 80 | 46.8 |
| | 6-10 years | 35 | 20.5 |
| | 11-15 years | 8 | 4.7 |
| | 16-20 years | 0 | 0 |
| | 21+ years | 3 | 1.8 |
| How long have you worked in the HR industry? | < 1 year | 4 | 2.3 |
| | 1-2 years | 20 | 11.7 |
| | 3-5 years | 62 | 36.3 |
| | 6-10 years | 48 | 28.1 |
| | 11-15 years | 19 | 11.1 |
| | 16-20 years | 9 | 5.3 |
| | 21+ years | 9 | 5.3 |

| Variable | Category | *n* | % |
|---|---|---|---|
| Please select the scope of responsibility of your HR position. | Single location | 74 | 43.3 |
| | Multi-locations nationally | 39 | 22.8 |
| | Multi-location within a specific US region | 19 | 11.1 |
| | Multi-location within one state | 23 | 13.5 |
| | Multi-locations domestic and global | 16 | 9.4 |
| Your employment status. | Full-time | 162 | 94.7 |
| | Part-time | 9 | 5.3 |
| Is your position considered: | Individual Contributor | 33 | 19.3 |
| | Supervisor | 27 | 15.8 |
| | Management (First-level) | 70 | 40.9 |
| | Management (Senior) | 35 | 20.5 |
| | Executive | 6 | 3.5 |

## Descriptive Statistics

Table 2 contains descriptive information on the four scales used in this study. The Cronbach's alpha reliability coefficients for the scales ranged from .76 to .91, which demonstrates reliability with the scales. The results further demonstrate internal consistency.

**Table 2**

*Scale Descriptive Information*

| Instrument | No. of items | *M* | SD | Min | Max | Cronbach's *a* |
|---|---|---|---|---|---|---|
| JDRS | 25 | 3.65 | 9.52 | 2.00 | 4.33 | .76 |
| CD-RISC | 25 | 2.77 | 13.93 | 2.18 | 3.02 | .91 |
| AWS | 28 | 3.68 | 14.47 | 2.18 | 4.24 | .88 |
| MBI | 16 | 4.34 | 15.43 | 3.13 | 5.64 | .84 |

## Correlations Analysis

Pearson correlation was used to analyze if HR professionals' level of resilience moderates the effect of job resource adequacy on their respective work engagement level, and, if HR professionals' resilience levels moderate the effect of job resource adequacy on their respective burnout level. The findings showed a moderate, positive correlation between resilience, job resource adequacy and work engagement, and a small, positive correlation between resilience, job resource adequacy and burnout. The fourth null hypothesis was rejected, and the alternate hypothesis was accepted, indicating HR professionals' level of resilience moderates the effect of job resource adequacy on work engagement. Resilience showed a moderate, positive correlation between work engagement and burnout. Therefore, the fifth hypothesis was rejected, and the alternate hypothesis was accepted, indicating HR professionals' resilience levels moderate the effect of job resource adequacy on burnout. Results for Pearson correlation are reported in Table 3.

**Table 3**

*Pearson Correlation for Job Demands, Resilience, Work Engagement, and Burnout*

| Instrument | JDRS | CD-RISC | AWS | MBI |
|---|---|---|---|---|
| JDRS | -- | | | |
| CD-RISC | .374 | -- | | |
| AWS | .406* | .584 | -- | |
| MBI | .224 | .117 | .211 | -- |

* Correlation is significant at the 0.01 level (2-tailed).

## Regression Analyses

This section includes an outline of the steps taken to analyze the data and the description of the results of the analyses. The description of the results includes each research question, assumption testing, and a detailed explanation of the results for each analysis. Three research questions (RQ1, RQ2, and RQ3) were analyzed using linear regression to examine the relationship between job demands, available resources, work engagement and burnout in HR professionals. The last two research question (RQ4 and RQ5) were analyzed using linear regression to determine whether resilience moderated resource adequacy on work engagement or burnout in HR professionals. The key assumptions of normality and homoscedasticity were confirmed using SPSS.

### Research Question 1

RQ1: Do HR professionals with job demands that exceed available resources experience a lower level of work engagement? To answer the first research question, linear regression was run to determine the relationship between job demands, available resources, and work engagement. In this analysis, job demands and available resources were the predictor variables and work engagement the dependent variable. Linearity was visually evaluated by running a simple scatterplot graph which showed a strong relationship between job demands, available resources, and work engagement. Normality was also examined using a P-P scatterplot and it was verified the data appeared to fall along the normal trend line. Homoscedasticity was also met, as residuals appear randomly spread across mid-range predicted values.

The findings for the linear regression for RQ1 were statistically significant $F(3, 167) = 53.425$, $p < .001$ (Table 4). The effect size of $R^2$ was .481 which is a large size effect (Table 5). The regression equation predicting work engagement (Y) = 47.915 + .439 (job demands and available resources) + .536 (resilience) - .316 (burnout) (Table 6).

Therefore, for each increase in work engagement, the predicted burnout index decreased by .316 points. As presented in the finding for RQ1, the linear regression examined with job demands and available resources (independent variables) predicting work engagement (dependent variable) was significant $F(3, 167) = 53.425$, $p < .001$, $R^2 = .481$. Therefore, the first null hypothesis was rejected, and the alternate hypothesis accepted.

**Table 4**

*Regression ANOVA for Job Demands, Available Resources, and Burnout Predicting Work Engagement*

| Model | | SS | df | MS | F | *p* |
|---|---|---|---|---|---|---|
| 1 | Regression | 17433.884 | 3 | 5811.295 | 53.425 | .000 |
| | Residual | 18165.531 | 167 | 108.776 | | |
| | Total | 35599.415 | 170 | | | |

**Table 5**

*Regression Model Summary for Job Demands, Available Resources, and Burnout Predicting Work Engagement*

| Model | R | $R^2$ | Adj. $R^2$ | SE Estimate |
|---|---|---|---|---|
| 1 | .700 | .490 | .481 | 10.430 |

**Table 6**

*Regression Coefficients for Job Demands, Available Resources, and Burnout Predicting Work Engagement*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | ß | t | *p* |
| 1 | (Constant) | 47.915 | 8.033 | | 5.965 | .000 |
| | JDRS | .439 | .092 | .288 | 4.747 | .000 |
| | CDRISC | .536 | .062 | .516 | 8.651 | .000 |
| | MBI | -.316 | .053 | -.337 | -5.933 | .000 |

## Research Questions 2

RQ2: Do HR professional with job demands that exceed available resources experience a higher level of burnout? To answer the second research question, linear regression was run to determine the relationship between job demands, available resources, and burnout. For this analysis, job demands and available resources were the predictor variables and burnout the dependent variable. Linearity was visually evaluated by running a simple scatterplot graph which showed a strong relationship between job demands, available resources, and burnout. Normality was also examined using a P-P scatterplot which verified the data appeared to fall along the normal trend line. Homoscedasticity was met visually, showing an even spread of the residuals across the predicted values.

The findings for the linear regression for RQ2 was statistically significant $F(3, 167) = 15.403$, $p < .001$ (Table 7). The effect size of $R^2$ was .203 which is a medium size effect (Table 8). The regression equation predicting burnout (Y) = 55.620 + .523 (job demands and available resources) + .331 (resilience) - .551 (work engagement) (Table 9). Therefore, for each increase in burnout, the predicted work engagement index decreased by .551 points. As presented in the findings for RQ2, the linear regression examined with job demands and available resources (independent variables) predicting burnout (dependent variable) was significant $F(3, 167) = 15.403$, $p < .001$, $R^2 = .203$. Thus, the second null hypothesis was rejected, and the alternate hypothesis accepted.

**Table 7**

*Regression ANOVA for Job Demands, Available Resources, and Work Engagement Predicting Burnout*

| Model | | SS | df | MS | F | *p* |
|---|---|---|---|---|---|---|
| 1 | Regression | 8767.194 | 3 | 2922.398 | 15.403 | .000 |
| | Residual | 31684.326 | 167 | 189.727 | | |
| | Total | 40451.520 | 170 | | | |

**Table 8**

*Regression Model Summary for Job Demands, Available Resources, and Work Engagement Predicting Burnout*

| Model | R | $R^2$ | Adj. $R^2$ | SE Estimate |
|---|---|---|---|---|
| 1 | .466 | .217 | .203 | 13.774 |

**Table 9**

*Regression Coefficients for Job Demands, Available Resources, and Work Engagement Predicting Burnout*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | ß | t | *p* |
| 1 | (Constant) | 55.620 | 10.863 | | 5.120 | .000 |
| | JDRS | .523 | .124 | .322 | 4.228 | .000 |
| | CDRISC | .331 | .095 | .299 | 3.482 | .001 |
| | AWS | -.551 | .093 | -.517 | -5.933 | .000 |

## Research Question 3

RQ3: Does HR professionals' level of engagement predict their level of burnout? To answer the second research question, linear regression was run to determine the relationship between work engagement and burnout. For this analysis, work engagement was the predictor variable and burnout the dependent variable. Linearity was visually evaluated by running a simple scatterplot graph which indicated a linear relationship between work engagement and burnout. Normality was also examined using a P-P scatterplot which verified the data appeared to fall along the normal trend line. Homoscedasticity has been met visually showing even spread of the residuals across the predicted value.

The findings for the linear regression for RQ3 was statistically significant $F(2, 168) = 12.872$, $p < .001$ (Table 10). The effect size of $R^2$ was .123 which is a medium size effect (Table 11). The regression equation predicting burnout (Y) = 88.118 + .405 (resilience) - .225 (work engagement) (Table 12). Therefore, for each increase in burnout, the predicted work engagement index decreased by .453 points. As presented in the findings for RQ3, the linear regression examined with work engagement (independent variable) and burnout (dependent variable) was significant $F(2, 168) = 12.872$, $p < .001$, $R^2 = .123$. Therefore, the third null hypothesis was rejected, and the alternate hypothesis accepted.

**Table 10**

*Regression ANOVA for Work Engagement Predicting Burnout*

| Model | | SS | df | MS | F | *p* |
|---|---|---|---|---|---|---|
| 1 | Regression | 5375.177 | 2 | 2687.589 | 12.872 | .000 |
| | Residual | 35076.343 | 168 | 208.788 | | |
| | Total | 40451.520 | 170 | | | |

**Table 11**

*Regression Model for Work Engagement Predicting Burnout*

| Model | R | $R^2$ | Adj. $R^2$ | SE Estimate |
|---|---|---|---|---|
| 1 | .365 | .133 | .123 | 14.449 |

**Table 12**

*Regression Coefficients for Work Engagement Predicting Burnout*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | ß | t | *p* |
| 1 | (Constant) | 88.118 | 8.053 | | 10.942 | .000 |
| | CDRISC | .405 | .098 | .366 | 4.133 | .000 |
| | AWS | -.453 | .094 | -.425 | -4.803 | .000 |

## Research Question 4

RQ4: Does HR professionals' level of resilience moderate the effect of job resource adequacy on their respective work engagement level? To answer the fourth research question, multiple regression was run to determine whether resilience moderated resource adequacy on HR professionals' level of work engagement. Variables that were predicted to have multicollinearity were centered (resources and resilience). The results of multicollinearity, as supported by tolerance values less than .730, suggested there was an acceptable correlation in the results. The overall model was significant, $R^2 = .382$, $F(3, 167) = 51.96$, $p = .001$, therefore, 38.2% of the variance in the samples measured could be attributed to work engagement. Simple slopes analysis demonstrated the correlation between resource adequacy and work engagement (b = .236, SE = .106) was statistically significant, p = .028. The coefficient of the interaction (b = .483, SE = .069) was statistically significant (p < .001), indicating that resilience moderated the relationship between resource adequacy and work engagement. The null hypothesis was rejected, demonstrating that when resources were adequate, HR professionals experienced an increased level of work engagement (see Table 13-15).

**Table 13**

*Prediction Contrast Results Predicting Work Engagement Moderated by Resilience on Job Resource Adequacy*

| Model | *R* | *R*$^2$ | Adj. *R*$^2$ | *SE* of estimate | R$^2$ change | F Change | df1 | df2 | Sig. |
|---|---|---|---|---|---|---|---|---|---|
| 1 | .618 | .382 | .375 | 11.442 | .382 | 51.959 | 2 | 168 | .000 |
| 2 | .633 | .401 | .391 | 11.297 | .019 | 5.342 | 1 | 167 | .022 |

a. Predictors: (Constant), CD-RISC, JDRS
b. Predictors: (Constant), CD-RISC, JDRS, CD-RISCJDRSCentered
DV: AWS

**Table 14**

*Regression ANOVA Results Predicting Work Engagement Moderated by Resilience on Job Resource Adequacy*

| Model | | Sun of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 13604.925 | 2 | 6802.463 | 51.959 | .000 |
| | Residual | 21994.490 | 168 | 130.920 | | |
| | Total | 3559.415 | 170 | | | |
| 2 | Regression | 14286.738 | 3 | 4762.246 | 37.316 | .000 |
| | Residual | 21312.677 | 167 | 127.621 | | |
| | Total | 35599.415 | 170 | | | |

a. Predictors: (Constant), CD-RISC, JDRS
b. Predictors: (Constant), CD-RISC, JDRS, CD-RISCJDRSCentered
DV: AWS

**Table 15**

*Confidence Interaction Results Predicting Work Engagement Moderated by Resilience on Job Resource Adequacy*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Lower Bound | Upper Bound |
| 1 | (Constant) | 36.739 | 8.567 | | 4.288 | .000 | 19.826 | 53.652 |
| | JDRS | .331 | .099 | .218 | 3.332 | .001 | .135 | .528 |
| | CD-RISC | .522 | .068 | .503 | 7.690 | .000 | .388 | .657 |
| 2 | (Constant) | 48.667 | 9.908 | | 4.912 | .000 | 29.105 | 68.229 |
| | JDRS | .236 | .106 | .155 | 2.220 | .028 | .026 | .446 |
| | CD-RISC | .483 | .069 | .465 | 6.988 | .000 | .347 | .620 |
| | ResResilCentered | -.011 | .005 | -.162 | -2.311 | .022 | -.021 | .002 |

DV: AWS

## Research Question 5

RQ5: Does HR professionals' resilience moderate the effect of job resource adequacy on their respective burnout level? To answer the fifth research question, multiple regression was run to determine whether resilience moderated resource adequacy on HR professionals' level of burnout. Variables that were predicted to have multicollinearity were centered (resources and resilience). The results of multicollinearity, as supported by tolerance values less than .730, suggested there was an acceptable correlation in the results. The overall model was significant, $R^2 = .227$, $F(2, 168) = 4.57$, $p < .05$, therefore, 22.7% of the variance in the samples measured could be attributed to burnout. Simple slopes analysis demonstrated the correlation between resource adequacy and burnout (b = .239, SE = .141) was not statistically significant, p =

.093. The coefficient of the interaction (b = .002, SE = .092) was not statistically significant ($p < .05$), indicating that resilience did not moderate the relationship between resource adequacy and burnout. The null hypothesis was not rejected, indicating that resilience does not moderate the effect of resource adequacy on the level of burnout (see Table 16-18).

**Table 16**

*Prediction Contrast Results Predicting Burnout Moderated by Resilience on Job Resource Adequacy*

| Model | *R* | $R^2$ | Adj. $R^2$ | *SE* of estimate | $R^2$ change | F Change | df1 | df2 | Sig. |
|---|---|---|---|---|---|---|---|---|---|
| 1 | .227 | .052 | .040 | 15.111 | .052 | 4.574 | 2 | 168 | .012 |
| 2 | .266 | .071 | .054 | 15.003 | .019 | 3.442 | 1 | 167 | .065 |

a. Predictors: (Constant), CD-RISC, JDRS
b. Predictors: (Constant), CD-RISC, JDRS, CD-RISCJDRSCentered
DV: MBI

**Table 17**

*Regression ANOVA Results Predicting Burnout Moderated by Resilience on Job Resource Adequacy*

| Model | | Sun of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2088.723 | 2 | 1044.361 | 4.574 | .012 |
| | Residual | 38362.798 | 168 | 228.350 | | |
| | Total | 40451.520 | 170 | | | |
| 2 | Regression | 2863.523 | 3 | 954.508 | 4.241 | .006 |
| | Residual | 37587.997 | 167 | 225.078 | | |
| | Total | 40451.520 | 170 | | | |

a. Predictors: (Constant), CD-RISC, JDRS
b. Predictors: (Constant), CD-RISC, JDRS, CD-RISCJDRSCentered
DV: MBI

**Table 18**

*Confidence Interaction Results Predicting Burnout Moderated by Resilience on Job Resource Adequacy*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Lower Bound | Upper Bound |
| 1 | (Constant) | 35.375 | 11.314 | | 3.127 | .002 | 13.039 | 57.712 |
| | JDRS | .340 | .131 | .210 | 2.589 | .010 | .081 | .599 |
| | CD-RISC | .043 | .090 | .039 | .482 | .631 | -.134 | .220 |
| 2 | (Constant) | 48.091 | 13.159 | | 3.655 | .000 | 22.112 | 74.070 |
| | JDRS | .239 | .141 | .147 | 1.689 | .093 | -.040 | .518 |
| | CD-RISC | .002 | .092 | .001 | .017 | .986 | -.180 | .183 |
| | ResResilCentered | -.012 | .006 | -.162 | -1.855 | .065 | -.024 | .001 |

DV: MBI

## Summary and Transition

Survey data obtained from 171 HR professionals was used to investigate the relationship between job demands and work engagement, as well as burnout. Additionally, the relationship between work engagement and burnout was investigated, including resilience as a moderator. Chapter 4 provided demographic information about the participants and the results of the data analysis.

The results for RQ1 indicated a statistically significant relationship between job demands and HR professionals work engagement, therefore, the null hypothesis was rejected. The results for RQ2 indicated a statistically significant relationship between job demands and HR professionals’ level of burnout, resulting in rejection of the null hypothesis. The results for RQ3 indicated a statistically significant relationship between HR professionals’ level of work engagement and burnout, and the null hypothesis was rejected. The results for RQ4 indicated that resilience does moderate resource allocation on HR professionals’ work engagement, rejecting the null hypothesis. The results for RQ5 indicated that resilience does not moderate resource allocation, on HR professionals’ burnout, therefore, the null hypothesis was not rejected.

Chapter 5 interprets the findings in the context of the theoretical frameworks, describe the limitations of the study, describe recommendations for further study, and describe implications for social change.

# Chapter 5: Interpretations, Limitations, and Recommendations

The purpose of this study was to examine the relationship between available resources, job demands, work engagement, resilience, and burnout in HR professionals. Specifically, I also examined the relationship between the level of engagement and level of burnout in HR professionals. Finally, I examined the role of resilience in moderating the relationship between resource adequacy on the level of work engagement as well as the resilience level moderating the relationship between resource adequacy on the level of burnout in HR professionals. My goal was to provide organizational leaders insight in how to effectively manage the balance between job demands and job resources to increase work engagement, while reducing burnout.

The design of the study was quantitative to determine whether the predictor variables predict the level of work engagement or the level of burnout in HR professionals, moderated by resilience. Five research questions were created for this purpose. My first research question aimed to determine whether job demands exceeded available resources in HR professionals' level of work engagement. My second research question aimed to determine whether job demands that exceeded available resources in HR professionals' experience a higher level of burnout. My third research question aimed to determine whether HR professionals' level of engagement predict the level of burnout. My fourth research question aimed to determine whether the level of resilience was a moderating factor of job resource adequacy on HR professionals' level of work engagement. My fifth research question aimed to determine whether resilience moderated the effect of job resource adequacy on HR professionals' level of burnout.

The target population was HR professionals. Originally, the study focused on HR professionals that were members of SHRM chapters. However, this proved difficult to acquire the necessary number of participants. mTurk was used to acquire the remainder participants because of the large pool of participants available. A sample of 171 participants was collected over 18 weeks, with the majority collected in the final 4 weeks. Participants were asked to answer demographic information before answering 86 Likert-type items that measured their experience of job demands, job resources, resilience, work engagement, and burnout. The data were then analyzed using regression and correlation to answer the five research questions.

## Interpretation of Findings

In this study I explored a gap in a people-facing role that is outside of the healthcare and police officer professions, which are the most common professions that are targeted for burnout studies. When HR professionals are mentioned in studies, it is as reference to the HR professionals' job role in helping to prevent and/or reduce burnout in others within an organization, not their own experience in reducing their own burnout (Ivanovic et al., 2020). Generally, I found, that when job demands exceed available resources, this results in a lower level of engagement and a higher level of burnout. The literature review supports these findings, that the level of available resources negatively or positively affects work engagement and burnout. Additionally, I found that resilience positively moderated the effect of job resource adequacy on work engagement and burnout.

The results indicated that HR professionals experienced a lower level of engagement when job demands exceeded available resources. Further, the results are comparable to those achieved from other research when using JDRS, AWS, and MBI across sectors (Van den Broeck et al., 2017). This indicates good reliability with the HR professional's population, compared to other professions. Approximately 48% of the HR professionals' level of work engagement was predicted by the amount of job demands and available resources. JD-R theory assumes there will be some level of resources available to employees (Bakker & Demerouti, 2018). Based on the amount of job demands and the available resources, this will have a positive or negative result on work engagement (Van den Broeck et al., 2017).

When HR professionals' job demands exceeded available resources, a higher level of burnout was experienced. Hu et al. (2017) had similar findings in their study of nurses and police officers, that chronic high job demands and decreased job resources, led to experiencing burnout. I found that approximately 20% of an HR professionals' level of burnout is predicted by the amount of job demands and available resources. From the literature, I found that there is a 17% rate of burnout within organizations (Albrecht & Dineen, 2016; Van den Broeck et al., 2017). An employee's well-being factors into whether high job demands turn into job stressors or positive high effort, through whether the employee demonstrates work engagement or burnout (Bakker & Demerouti, 2007; Van den Broeck, et al., 2017). COR theory assumes an initial loss of resources, which if continually compounded, will affect an employee's available resources (Bakker & Demerouti, 2018). This presents an interesting consideration that the HR professionals may have experienced physiological and psychological factors that positively supported them in their role, thereby, reducing the effects of high job demands (Enger et al., 2019; Lee & Ashforth, 1996; Van den Broeck et al., 2017). However, I identified that 20% of participants experienced burnout because of high job demands exceeded available resources, which is higher than what I found in the literature regarding the level of burnout recognized within organizations.

In this study, only 12% of HR professionals' level of burnout was predicted by the level of work engagement. Even with this finding, other factors may account for whether HR professionals' level of engagement predicts burnout. These could include social aspects of job resources, job growth, leading to learning and development opportunities that offset high job demands (Enger et al., 2019; Van den Broeck et al., 2017). If these do not exist in the job role, providing the employee an opportunity for accomplishments, this would potentially lead to HR professionals experiencing a higher level of burnout (Bakker et al., 2014).

Another point that may affect the level of engagement is the balance of job demands and job resources within the work environment. Bakker et al. (2005) found that when there was work overload and emotional demands, and a balance of autonomy, feedback, social support, and a high-quality relationship with their manager, employees experience a lower level of burnout. The more an employee can express themselves through their work, demonstrating an appropriate employee-job fit, the greater the work engagement (Bakker et al., 2014). Employees play an active role in interpretating and modifying their role to counter the high job demands, through a loss cycle of job demands and a gain cycle of job resources, which influences their work environment in a positive way (Bakker & Demerouti, 2018).

I found a moderate, positive correlation that HR professionals' level of resilience moderated the effect of job resource adequacy on the level of work engagement. Although resilience is a hardwired phenomenon within each person (Weiss & Citrin, 2016), there are personal factors that may vary the ability of an employee to adapt (Connor & Davidson, 2003). COR theory identifies that an employee could completely deplete their resources, through loss spirals, making it more difficult for employees to remain resilient (Bakker & Demerouti, 2018). HR professionals that have job demands that exceed available resources may be able to maintain their level of engagement and, therefore, adapt to workplace situations for a time because of the level of resilience they possess.

With burnout, I found that HR professionals' level of resilience had a small, positive correlation between job resource adequacy and burnout. Garcia-Izquierdo et al. (2018) found that resilience played a moderating role on burnout. This may indicate HR professionals may lack resilience characteristics, when combined with available resources, to lower the level of burnout. Kilo and Hassmén (2016) found that tenured experience in a role may increase an employee's resilience. In this study, approximately 46% of the participants worked in their respective job role for 3 to 5 years. And only 20% of the participants were in their respective job role for one to two years and six to 10 years. This could be an indicator of how resilience with job resource adequacy lowered the level of burnout. Employees that are learning the job may be developing their resilience to chronic and traumatic stress, which can be linked to COR theory's framework in understanding the process on how to cope and develop resilience mechanisms (Homgreen et al., 2017). However, resilience characteristics can be developed through personal growth opportunities (King et al., 2016).

## Limitations of Study

The study was limited to HR professionals. Initially, the study was limited to HR professionals that were active members of SHRM chapters; however, data collection became difficult with only a small number of participants deciding to take the survey. The survey was then expanded to include HR professionals available through mTurk. Another limitation was the use of convenience sampling, as this limits the generalizability of the study. As the population of SHRM members is large, SHRM chapters were used to make it easier to reach the population. However, this was too limiting and mTurk was used, which opened the participant pool significantly. A final limitation of the study was the use of a cross-sectional due to the limited time available to conduct the study.

## Recommendations

A recommendation is to conduct a longitudinal study to understand how tenure, resilience building, and other job demand and resource factors affect work engagement and burnout. With approximately 48% of the participants working in the HR industry for five years or less, building tenure in the industry, their current job role, and their current organization may improve their resilience, acquire resources, therefore, balancing the job demands.

One recommendation could be to explore the differing job demands and resources that can lead to HR professional work engagement or burnout. Identifying these demands and resources would potentially help HR professionals to job craft, which may increase their level of resilience. Understanding their resources better would also help HR professionals decrease job demands that are increasing their level of burnout. Another recommendation that could be combined within this study or remain a stand-alone study, would be to explore the resilience factors that HR professionals commonly use and help identify other resilience factors, when combined with available resources, to decrease burnout.

## Implications

There are theoretical and practical implications for this study. The theoretical implications will help ground organizational leaders' relationship between job demands, available resources, resilience, work engagement and burnout. For the practical implications, this will provide guidance for organizational leaders to understand how balancing out job demands with available resources, as well as supporting employees in their resilience, to have a higher level of work engagement and a lower level of burnout.

### Theoretical Implications

I explored work engagement and burnout in a population that tends to not be participants of studies, only in how their role can support the increase work engagement or decrease burnout in others. JD-R theory can be used to predict employee wellbeing and performance, based on job demands and job resources. The purpose of this study was to explore factors that limit burnout in HR professionals. JD-R theory is flexible across work environments and showed a relationship between job demands and available resources that can positively or negatively affect work engagement and burnout. This study is important for psychological theory because it indicated that job demands and available resources are factors in limiting burnout in HR professionals. Further exploration needs to occur to better understand how resilience plays a role. Despite a great deal of research in healthcare and police officer professions, there is correlation to other people-facing roles.

Another theoretical implication of this study is prediction of resource loss and the effect on employees in stressful and non-stressful situations. Job resources have motivating potential which when invested in protect against loss spirals. COR theory is motivational based in human behavior of what resources are needed for survival (Hobfoll et al., 2018). This study is important because if available resources were balanced or exceeded job demands, employee motivation would be positively affected, therefore, increasing the level of engagement. Resilience plays a role in aiding employee’s recovery from resource loss while working towards resource gain. The moderating effect of resilience is a resource for employee well-being and work performance and is an opportunity for further research in how HR professionals use this resource in stress coping to limit burnout.

## Practical Implications

The practical implications encourage organizational leaders to embrace social change by understanding that job demands that exceed available resources can negatively affect an employee’s engagement. When resources are affected, this can increase or decrease work engagement and burnout. Work engagement and burnout can have implications on how well organizations are successful as these factors will affect the effort the employee puts in, to complete their work. Organizational leaders need to understand the importance of balancing job demands and resources when assigning workload to employees. An increased workload with decreased resources will affect an employee's ability to remain engaged, increasing the likelihood of burnout. As organizations learn the balance between job demands and resources, it is also important to integrate resilience factors that will moderate increased job demands while potentially waiting for increases in resources.

## Conclusion

I explored the relationship between job demands, available resources, resilience, work engagement, and burnout. The study found that job demands that exceed available resources could significantly predict work engagement in a regression model. The relationship was moderate, as job demands and available resources accounted for 48% of the variability in work engagement. Further, I used regression modeling and found that job demands that exceed available resources could significantly predict burnout when job demands and resources accounted for 20% of the variance in burnout. I also found through regression modeling, work engagement is a significant predictor of burnout, though weak, accounting for 12% variance in burnout. The model showed that job demands, available resources, and work engagement are significant predictors of burnout. In addition to these main findings, I also found that resilience, job demands, and available resources have a positive correlation with work engagement and burnout.

The study contributed to understanding the relationship between four factors that limit burnout in HR professionals. Literature indicated similar findings that job demands and available resources can have the potential for significant prediction on the level of work engagement and burnout in employees. Even with resilience moderating the effect of work engagement and burnout, there are significant findings where organizational leaders need to be mindful of balancing the workload of employees that will not lead to loss spirals resulting in burnout.

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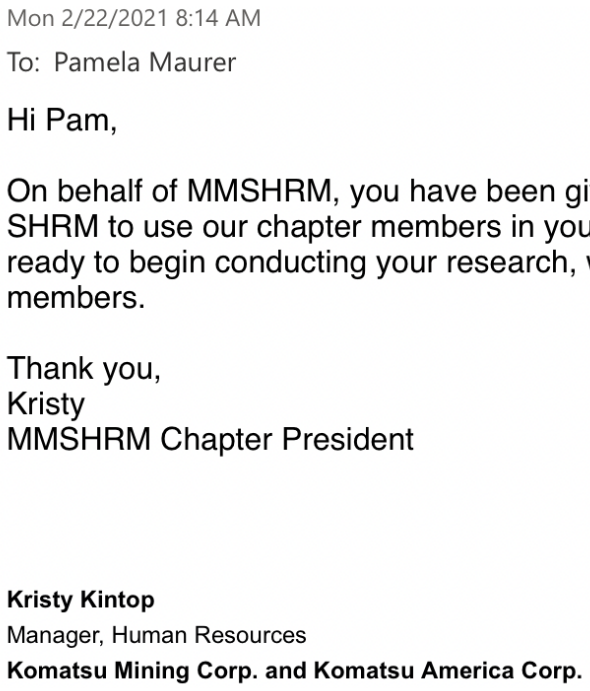
# Appendix A: Letter of Cooperation - Metro Milwaukee SHRM Chapter



Mon 2/22/2021 8:14 AM

To: Pamela Maurer

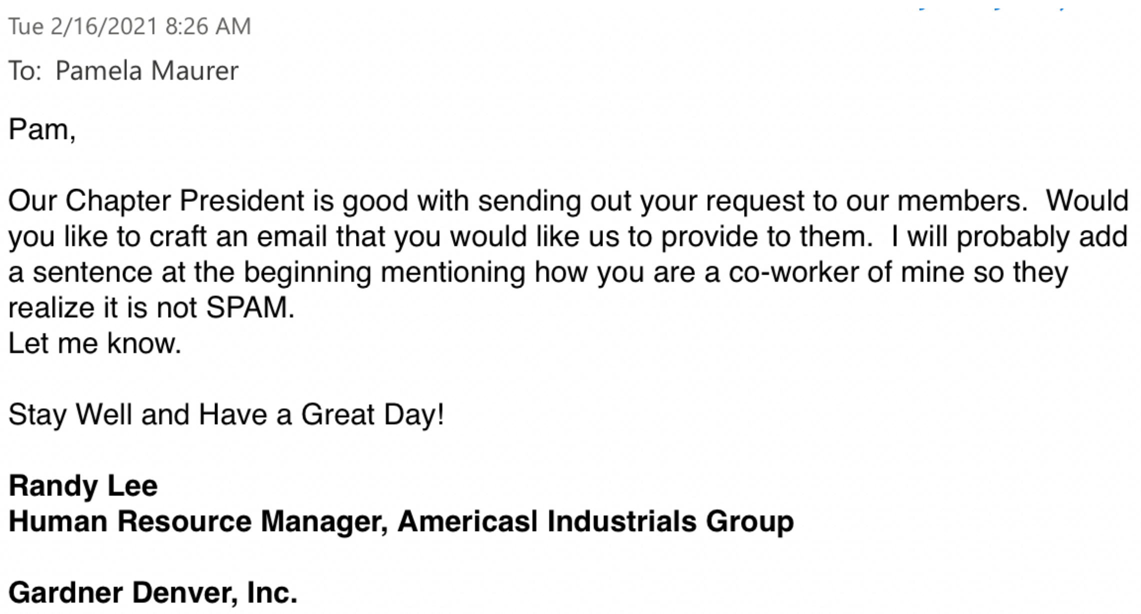
Hi Pam,

On behalf of MMSHRM, you have been given permission by Metro Milwaukee SHRM to use our chapter members in your dissertation research. When you are ready to begin conducting your research, we will email your survey link to our members.

Thank you,
Kristy
MMSHRM Chapter President

**Kristy Kintop**
Manager, Human Resources
**Komatsu Mining Corp. and Komatsu America Corp.**

## Appendix B: Letter of Cooperation - HRMA of West Central Missouri



Tue 2/16/2021 8:26 AM

To: Pamela Maurer

Pam,

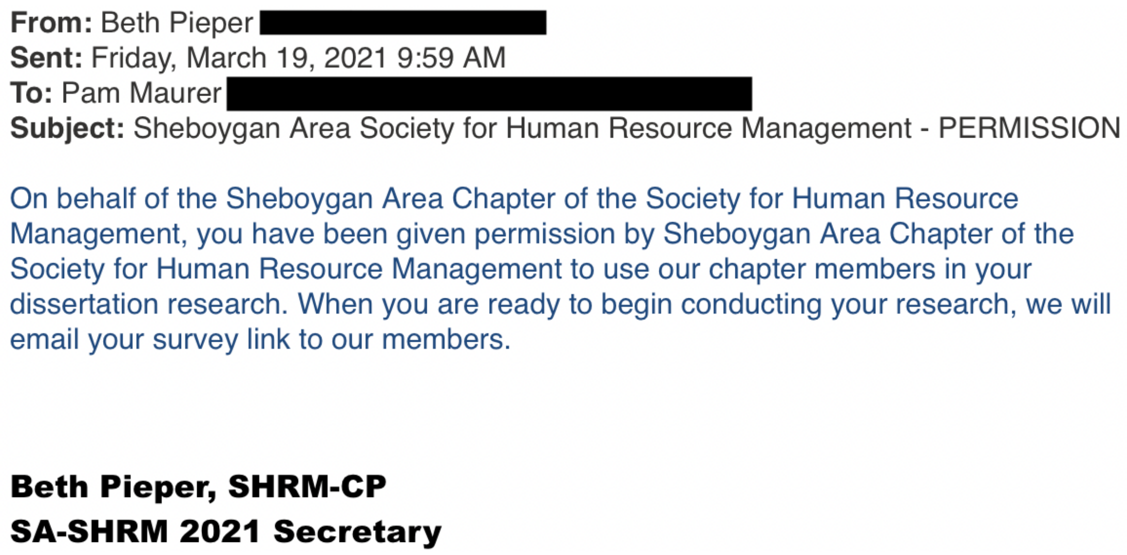
Our Chapter President is good with sending out your request to our members.  Would you like to craft an email that you would like us to provide to them.  I will probably add a sentence at the beginning mentioning how you are a co-worker of mine so they realize it is not SPAM.
Let me know.

Stay Well and Have a Great Day!

**Randy Lee**
**Human Resource Manager, Americasl Industrials Group**

**Gardner Denver, Inc.**

# Appendix C: Letter of Cooperation – Sheboygan Area SHRM Chapter



**From:** Beth Pieper [redacted]
**Sent:** Friday, March 19, 2021 9:59 AM
**To:** Pam Maurer [redacted]
**Subject:** Sheboygan Area Society for Human Resource Management - PERMISSION

On behalf of the Sheboygan Area Chapter of the Society for Human Resource Management, you have been given permission by Sheboygan Area Chapter of the Society for Human Resource Management to use our chapter members in your dissertation research. When you are ready to begin conducting your research, we will email your survey link to our members.

**Beth Pieper, SHRM-CP**
**SA-SHRM 2021 Secretary**

# Appendix D: Demographic Questions

1. What is your gender?

    a. Male
    b. Female

2. What is your age?

    a. 18-29 years old
    b. 30-49 years old
    c. 50-64 years old
    d. 65 years and over

3. Which position best fits your current HR role? (Please select one)

    a. HR Coordinator
    b. HR Generalist
    c. HR Manager
    d. HR Director
    e. VP HR
    f. HR Consultant

4. How long have you worked at this Organization?

    a. < 1 year
    b. 1-2 Years
    c. 3-5 Years
    d. 6-10 Years
    e. 11-15 Years
    f. 16-20 Years
    g. 21+ Years

5. How long have you worked in your present HR position in this Organization?

    a. < 1 year
    b. 1-2 Years
    c. 3-5 Years
    d. 6-10 Years
    e. 11-15 Years
    f. 16-20 Years
    g. 21+ Years

6. How long have you worked in the HR industry?

    a. < 1 year
    b. 1-2 Years
    c. 3-5 Years
    d. 6-10 Years
    e. 11-15 Years
    f. 16-20 Years
    g. 21+ Years

7. Please select the scope of responsibility of your HR position. (Please select one)

    a. Single location
    b. Multi-location within one state
    c. Multi-location within a specific US region
    d. Multi-locations nationally
    e. Multi-locations domestic and global

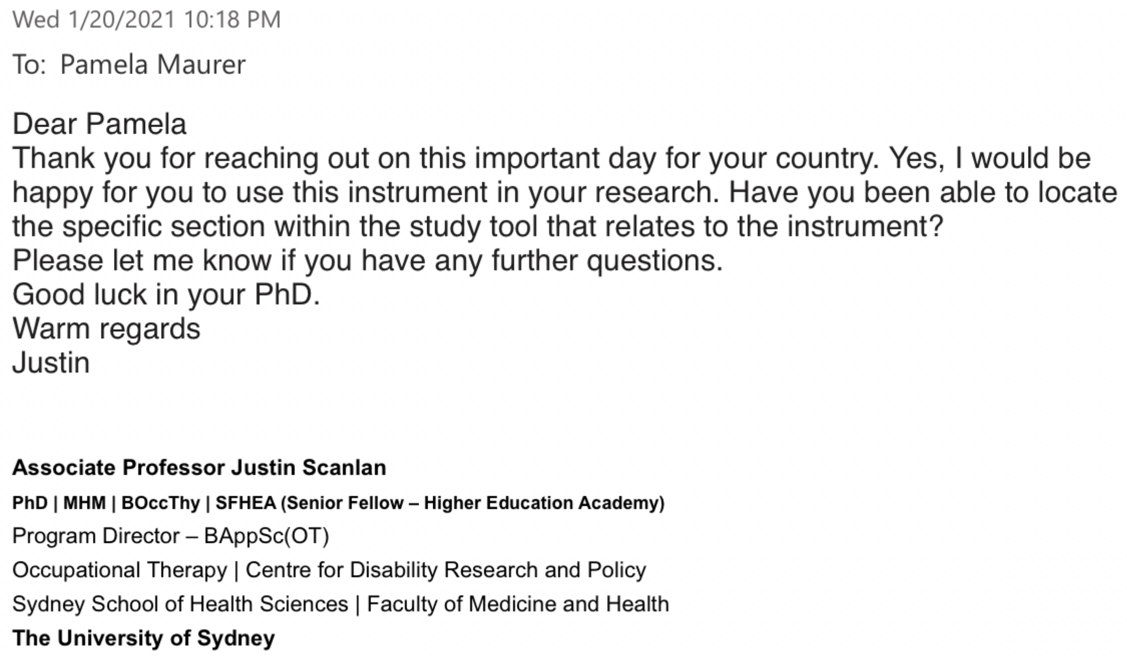
8. Your employment status:

    a. Full-time
    b. Part-time

9. Is your position considered: (Please select one)

    a. Individual contributor
    b. Supervisor
    c. Management (First-level)
    d. Management (Senior)
    e. Executive

# Appendix E: Permission to Use JDRS



Wed 1/20/2021 10:18 PM

To: Pamela Maurer

Dear Pamela
Thank you for reaching out on this important day for your country. Yes, I would be happy for you to use this instrument in your research. Have you been able to locate the specific section within the study tool that relates to the instrument?
Please let me know if you have any further questions.
Good luck in your PhD.
Warm regards
Justin

**Associate Professor Justin Scanlan**
**PhD | MHM | BOccThy | SFHEA (Senior Fellow – Higher Education Academy)**
Program Director – BAppSc(OT)
Occupational Therapy | Centre for Disability Research and Policy
Sydney School of Health Sciences | Faculty of Medicine and Health
**The University of Sydney**

# Appendix F: Permission to Use CD-RISC

Dear Pam:

Thank you for your interest in the Connor-Davidson Resilience Scale (CD-RISC). We are pleased to grant permission for use of the CD-RISC-25 in the project you have described under the following terms of agreement:

1. You agree (i) not to use the CD-RISC for any commercial purpose unless permission has been granted, or (ii) in research or other work performed for a third party, or (iii) provide the scale to a third party without permission. If other colleagues or off-site collaborators are involved with your project, their use of the scale is restricted to the project described, and the signatory of this agreement is responsible for ensuring that all other parties adhere to the terms of this agreement.

2 You may use the CD-RISC in written form, by telephone, or in **secure electronic format whereby the scale is protected from copying, downloading, alteration, repeated use, unauthorized distribution or search engine indexing. In all use of the CD-RISC, including electronic versions, the full copyright and terms of use statement must appear with the scale. The scale should neither be distributed as an email attachment, nor appear on social media, nor in any form where it is accessible to the public and should be removed from electronic and other sites once the activity or project has been completed. The RISC can only be made accessible in electronic form after subjects have logged in through a link, password or unique personal identifier.**

3 Further information on the CD-RISC can be found at the www.cd-risc.com website. The scale's content may not be modified, although in some circumstances the formatting may be adapted with permission of either Dr. Connor or Dr. Davidson. If you wish to create a non-English language translation or culturally modified version of the CD-RISC, please let us know and we will provide details of the standard procedures.

4 Three forms of the scale exist: the original 25 item version and two shorter versions of 10 and 2 items respectively. When using the CD-RISC 25, CD-RISC 10 or CD-RISC 2, whether in English or other language, please include the full copyright statement and use restrictions as it appears on the scale.

5. A **student-rate** fee of $ 30 US is payable to Jonathan Davidson at 2434 Racquet Club Drive, Seabrook Island, SC 29455, USA either by PayPal (www.paypal.com, account mail@cd-risc.com), cheque or bank wire transfer (in US $$). Money orders are not accepted. Payment is due within 30 days of receiving the scale.

6. Complete and return this form via email to mail@cd-risc.com. **The scale will only be sent after the signed agreement has been returned.**

7. In any publication or report resulting from use of the CD-RISC, you do not publish or partially reproduce items from the CD-RISC without first securing permission from the authors.

If you agree to the terms of this agreement, please email a signed copy to the above email address. Upon receipt of the signed agreement, we will email a copy of the scale.

For questions regarding use of the CD-RISC, please contact Jonathan Davidson at mail@cd-risc.com. We wish you well in pursuing your goals.

Sincerely yours,

Jonathan R. T. Davidson, M.D.

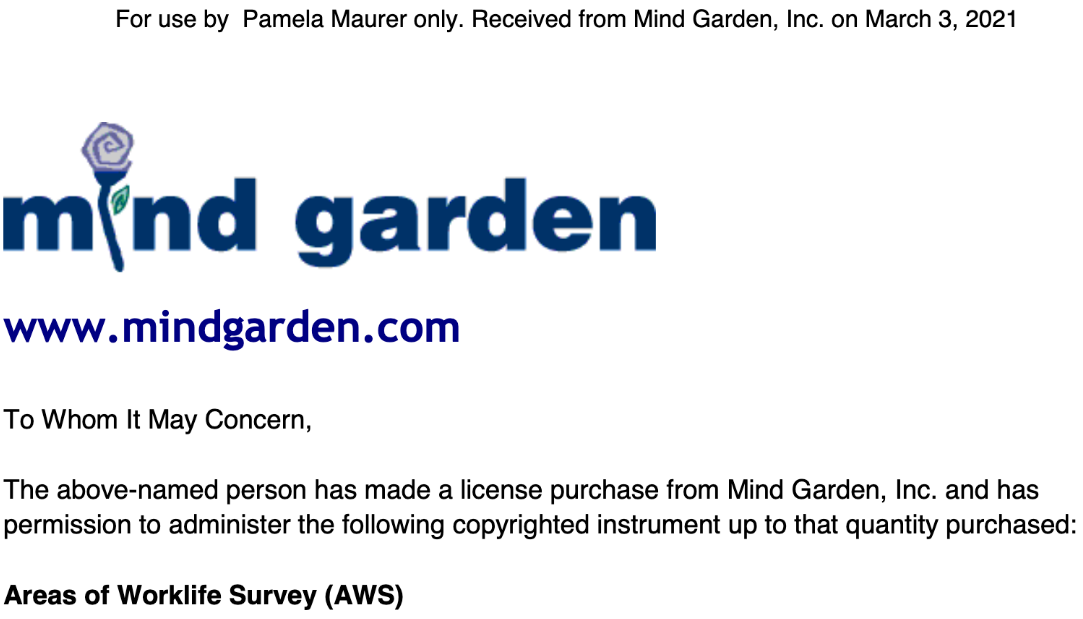
Agreed to by:

__Pamela A Maurer______________________ ___01/24/2021____________________
Signature (printed) Date

___PhD Candidate_____________________________
Title

____Walden University_____________________________
Organization

# Appendix G: Permission to Use AWS



For use by Pamela Maurer only. Received from Mind Garden, Inc. on March 3, 2021

mind garden

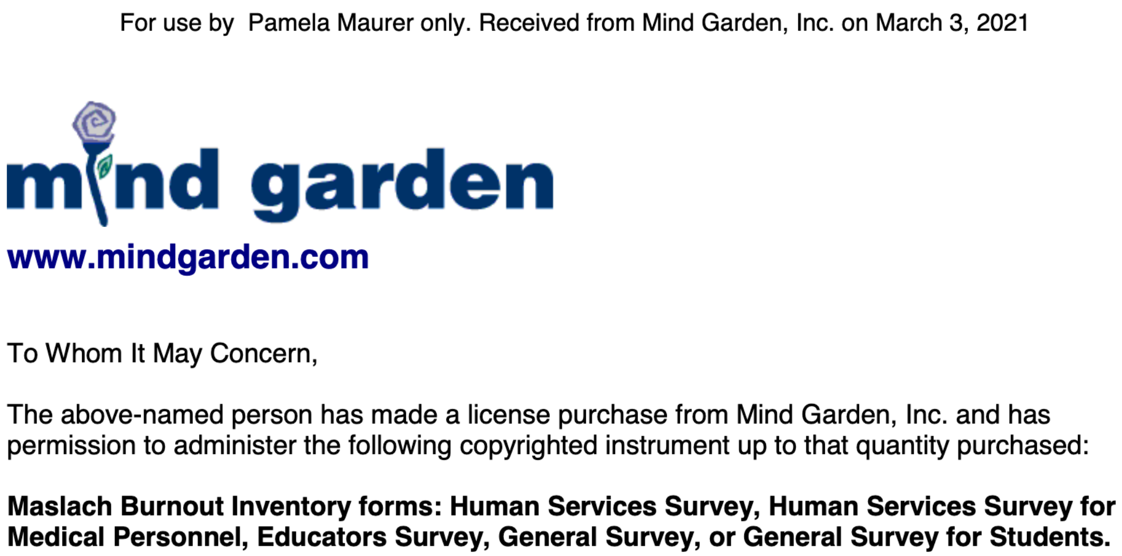
www.mindgarden.com

To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

**Areas of Worklife Survey (AWS)**

# Appendix H: Permission to Use MBI



For use by Pamela Maurer only. Received from Mind Garden, Inc. on March 3, 2021

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To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

**Maslach Burnout Inventory forms: Human Services Survey, Human Services Survey for Medical Personnel, Educators Survey, General Survey, or General Survey for Students.**