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Empowering Leadership and Occupational Burnout: A Moderated Mediation Model of Employee Optimism, Employee Hardiness and Job Crafting

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ABSTRACT

Integration of social cognitive theory and hardiness theory, this study aimed to investigate the mediating mechanism of job crafting and the direct effect of empowering leadership that causes occupational burnout with the sample from law enforcement institution. The authors also tested the moderating effect of employee optimism and employee hardiness between the linkage of job crafting and occupational burnout. To test the proposed hypothesis of this study, 192 participants from the law enforcement institution of Punjab, Pakistan participate in this study voluntarily. The findings of the study suggest that job crafting mediates the relationship between empowering leadership and occupational burnout. Furthermore, the authors found that employee optimism and hardiness moderate the relationship between empowering leadership and occupational burnout. The result of moderated mediation analysis revealed that the indirect effect of empowering leadership on occupational burnout was weakening when employee optimism and hardiness level was high. Findings of this study declared that empowering leadership has adverse consequences on employees' physical and psychological health that decrease the well-being and employee optimism and hardiness reduce that stress level and enhance the intrinsic motivational level. Top management of law enforcement institutions must focus especially on the psychological health of employees and provide climate and psychological training that mitigates the harmful consequences of empowering leadership. Also, the authors through this study respond to the calls of prior researches as slight researches have studied the negative consequences of empowering leadership.

Keywords: Empowering Leadership (EL), Occupational Burnout (OBT), Job Crafting (JC), Employee Optimism (OP), Employee Hardiness (HS)

1. INTRODUCTION

Empowering leadership concerns with the attitudes and manners of leaders those deliberate supremacy and independence to their followers/subordinates so that it can

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enhance self-confidence in the decision-making process (Ahearne, Mathieu, & Rapp, 2005; Arnold, Arad, Rhoades, & Drasgow, 2000; Zhang & Bartol, 2010) with the supportive contribution to their development through training and modeling (Amundsen & Martinsen, 2015). According to Wu and Parker (2017) leader is an energetic individual who acts in the societal environment to enlighten the employee's enthusiasm for energetic activities. EL promotes the spirit of employees and enables them for JC by constructing an “energetic wisdom” environment that encourages individuals’ inventiveness (Esteves & Pereira Lopes, 2017; Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012; Petrou, Demerouti, & Schaufeli, 2015). Scholars admit that there may be hazards occupied with empowerment due to this leaders may be reserved to authorize their subordinates or certain subordinates they empowered (Hakimi, Van Knippenberg, & Giessner, 2010; Sharma & Kirkman, 2015). Because of the importance of sovereignty, authority distribution, and enthusiastic support to individuals, EL has been suggested as a vigorous operator for the development of the psychological sense of empowerment (Kim & Beehr, 2018a; Zhang & Bartol, 2010) positive work outcome i.e. meaningfulness (Matsuo, Arai, & Matsuo, 2019) management innovation (Hassi, 2019) knowledge sharing and innovative work behavior (Rao Jada, Mukhopadhyay, & Titiyal, 2019) and self-efficacy (Kim & Beehr, 2018a, 2018b, 2018c). JC established as a growing phenomenon which got consideration in organizational studies and earlier researches advocated that, JC partake specific affirmative sound positive links with individuals and organizations, except engagement and burnout (Bakker, Rodríguez-Muñoz, & Sanz Vergel, 2016; Harju, Hakanen, & Schaufeli, 2016; Petrou et al., 2012; Petrou et al., 2015; Wang, Demerouti, & Bakker, 2016). Precisely, EL incorporates with JC in such ways as entrusting, boosting inventiveness, developing autonomous leadership skills, strengthening autonomy, trusting in higher performance, and providing progressive support through educating, demonstrating response on performance, reactions, and advice (Ahearne et al., 2005; Amundsen & Martinsen, 2015; Arnold et al., 2000). Furthermore, Martin et al. (2013) discussed that features of EL activities enable employees for the attainment of a common sense of self-sufficiency, competency, and aptitude. Empowerment of employees positively linked with JC because employees' leadership act

an energetic role in the growth of energetic behavior at the workplace (Esteves & Pereira Lopes, 2017; Wang et al., 2016; Wang, Demerouti, & Le Blanc, 2017). Optimism is concerned with characteristic of personalities those have positive cognitive faith with stable nature and positive expectations about their future; as the uncertainty of future is not much concerned with optimism (Carver, Scheier, & Segerstrom, 2010; Gasper, Spencer, & Middlewood, 2020). Individuals high in optimism can handle stressful circumstances at the workplace because they hold the ability of confidence to face and handle challenges (Carver et al., 2010) as compared to others. Additionally, the individuals who grasp well-being, motivation, hope and are strong self-efficacy fall under the umbrella of dispositional optimism (Carver & Scheier, 2014; Feldman & Kubota, 2015). These individuals are healthier than others psychologically with the ability to overcome the stressful circumstances and stressors at workplace which become the cause of burnout (Chang & Chan, 2015; Chang, Rand, & Strunk, 2000; Hojat, Vergare, Isenberg, Cohen, & Spandorfer, 2015; Taylor & Millear, 2016). It was observed that optimism negatively predicted burnout, and optimistic individuals much better tackle OBT i.e. emotional exhaustion, fatigue and cynicism, due to their strong confidence in self-efficacy and well-being that resulted to high-level of satisfaction (Seo & Lim, 2019; Vizoso, Arias-Gundín, & Rodríguez, 2019) and these individuals also helpful during the implementation of the change process in organizations (Nwanzu & Babalola, 2019). Also, Kobasa (1979), observed hardiness as a construct of three mechanisms and presented the notion as control, commitment, and challenge. Empirical data steadily exposed a negative correlation between hardness and indications of burnout, meanwhile, this particular source permits employees to avoid negative effects at workplace i.e. reduction in intellectual and passionate vigor (Adriaenssens, De Gucht, & Maes, 2015; Lo Bue, Taverniers, Mylle, & Euwema, 2013). Moreover, HS promotes the morale of individuals so that they become psychologically strong to handle the damaging effects of stressors i.e. burnout at workplace (Bartone, 2007; Srivastava & Dey, 2020). Usually this construct researched in different professional fields i.e. health-care (Abdollahi, Abu Talib, Yaacob, & Ismail, 2014; Kareaga, Exeberria, & Smith, 2009), military (Bartone, Roland, Picano, & Williams, 2008; Escolás, Pitts, Safer, & Bartone, 2013; Pitts, Safer,

Russell, & Castro-Chapman, 2016) and in teaching (López, Bolaño, Mariño, & Pol, 2010; Otero-López, Mariño, & Bolaño, 2008), moreover, findings of prior studies reveal that HS predicted high performance, well-being, satisfaction, psychological strain and work for reduction in burnout, psychological stress, depression and other psychological stress disorders (Bartone et al., 2008; Eschleman, Mast, Coppler, & Nelson, 2019; Eschleman & Wright, 2016). Burnout defined by Maslach et al. (2001) as a comprehensive reaction to chronic interpersonal and emotional stressors at the workplace, and it is acknowledged as a possible drawback related to an occupation (Cardador & Caza, 2012). Researchers mention that the role of supervisor influence the psychological capabilities of employees that resulted in burnout (Sparr & Sonnentag, 2008) as a result it reduces the motivational level of employees. Leadership experts point out that successful leadership contributes to the optimistic attitudes (Ashkanasy, Härtel, & Zerbe, 2000; Avolio, Zhu, Koh, & Bhatia, 2004). According to Maslach and Leiter (2008) deficiency of psychological energy is concerned with exhaustion; whereas the cognitive measure of burnout is concerned with cynicism and inefficacy due to which individuals show negative attitudes towards their work and subordinates. Specifically, the work of the police department and other law and enforcement departments characterized by a high level of stress, pressure, and risk, which are not found in ordinary civil servants (Gong, Zhang, Zhao, & Yin, 2017). To the best of our knowledge these circumstances and duty conditions which law and order enforcement individuals face has not been explored especially in the context of Asian and developing country context i.e. Pakistan, where these circumstances cause many negative effects on physical and psychological health of these individuals working in law enforcement in institutions especially in operational situations.

This study overcomes the suggestions of exploring the role of potential moderators (Jung, Kang, & Choi, 2020; Kim & Beehr, 2018a; Kim, Moon, & Shin, 2018; Zhang, Ke, Frank Wang, & Liu, 2018) with another different sample size i.e. blue or white-collar employees (Kim & Beehr, 2018b) and in a different profession (Y.-H. Lee, Lu, Yang, & Chang, 2019; Xin, Cai, Zhou, Baroudi, & Khapova, 2020) to explore other different outcomes (Kim & Beehr, 2019a). The current study also answers to the call for future research in the meta-analysis of (Schuler, Binnewies, & Bürkner, 2019) where they

call to investigate the relationship of JC with burnout, the present study overcome the suggestions of (Kundu, Kumar, & Gahlawat, 2019) to investigate potential mediator between the relationship of EL and individual's job outcomes.

Social cognitive theory (Bandura, 1977, 1986) enlightens how the influence of EL has an emotional impact on the behavior of subordinates; especially on the junior level individuals of law enforcement institutions. Additionally, hardiness theory (Kobasa, 1979) provides a theoretical foundation to the proposed moderators i.e. OP and HS of this study, as hardiness theory discusses the physical, psychological health of the individuals that affected due to OBT. Moreover, hardiness theory (Kobasa, 1979) explains that hardy personalities hold the capacity to face stress and anxiety without falling in illness (Kobasa, Maddi, & Kahn, 1982) and HS work as a source to fight against the stress instead of avoiding from the stressful circumstances (Rich & Rich, 1987). With the provisions of social cognitive (Bandura, 1977, 1986, 1991) and hardiness theory (Kobasa, 1979), the present study examined the role of EL with OBT via JC.

Besides, this study also investigates the moderating role of OP and HS between the relationship of JC and OBT. This study contributes to the literature of leadership and by highlighting how empowering leadership leads to the harmful consequences of individuals in the form of OBT, especially in public sector organizations i.e. law enforcement institutions. Secondly, our study contributed to placing OP and HS as potential moderators that reduce the OBT and enhance the well-being of individuals. Thirdly, our study contributed to the literature of leadership and psychology by emphasizing the moderating role of OP and HS that promote the motivational, self-efficacy and psychological level of individuals and decrease harmful reactions and outcomes. Additionally, findings of our investigation especially the moderating role of OP and HS provide practical guidelines for the public sector organization's policymakers, especially to law enforcement institutions.

2. LITERATURE REVIEW

2.1. Empowering Leadership

Empowering leader manners are compassionate, kindhearted, empathic and

progressive, containing productive response and autonomy for autonomous rational (Amundsen & Martinsen, 2015), that generate an environment of energetic wisdom, to encourage individual creativity and job transformation that as a result enhance psychological empowerment and job performance of followers/subordinates (Kundu et al., 2019). Leaders raise the spirit of their subordinates to craft their particular occupational work because JC effects enthusiasm to accomplish the professional work and superfluous work commitment (Petrou et al., 2012) that enhance performance, job participation, service-oriented behavior (Kundu et al., 2019; Lin, Ling, Luo, & Wu, 2019) and encourages consciousness and emotional working (Bakker, Tims, & Derks, 2012; Slemp, Kern, & Vella-Brodrick, 2015; Slemp & Vella-Brodrick, 2014). For instance, the empowered workforce creates faults, turn in substandard work, the effort took contrary to the leader's objectives, or else endeavor to appropriate supremacy (Hakimi et al., 2010; Stewart, Astrove, Reeves, Crawford, & Solimeo, 2017). Besides this bureaucratic culture of the organization negatively affect the empowerment of leaders that resulted to decrease in commitment level especially in public sector organizations (Hendryadi, Suratna, Suryani, & Purwanto, 2019). Empowerment of leaders acts as a precondition of safety behavior at the workplace (Gracia, Tomás, Martínez-Córcoles, & Peiró, 2020; Y.-H. Lee et al., 2019) and numerous studies scrutinizing the potential of EL growing recently (Ahearne et al., 2005; Srivastava, Bartol, & Locke, 2006; Zhang & Bartol, 2010), and it enhances job performance (Ahearne et al., 2005; Srivastava et al., 2006) harmonious passion and voice behavior of employees (Gao & Jiang, 2019; Jada & Mukhopadhyay, 2019). A study conducted with a sample of flight attendants of major Korean airlines disclosed that empowerment of leadership gives effect at both individual and team levels that resulted in customer orientation and performance (Aryee, Kim, Zhou, & Ryu, 2019). The climate of the organization also influences the personality of leaders as the study of Han et al. (2019) revealed that empowerment has a positive influence on individuals' task performance as when the narcissism personalities were on the high level of narcissism.

2.2. Occupational Burnout

Burnout is a harmful emotional temper that happens as a result of habitual distress, theorized as a weakening of a person's energetic coping/handling resources

(Kristensen, Borritz, Villadsen, & Christensen, 2005; Christina Maslach et al., 2001; Pines & Keinan, 2005; Shirom, 2005) and it occurs especially in individual-focused occupations due to fatigue, desensitization and low success feelings (Christina Maslach et al., 2001). High levels of burnout indicate inadequate means for individuals to efficiently treat with their occupational demands (Gorgievski & Hobfoll, 2008). OBT can be corporal, emotive and psychosomatic tiredness triggered by long term rendezvous in challenging circumstances; overall, OBT is attributed to emotional exhaustion, depersonalization, and lack of personal achievement (Khamisa, Peltzer, & Oldenburg, 2013; Schmitz, Neumann, & Oppermann, 2000). In other words, burnout may be termed as a psychosomatic state concerning with react excessively, which triggered by enduring stress-related understandings that workers cannot overcome through numerous burdens in professional practices (Hardiani, Rahardja, & Yuniawan, 2018), moreover, organizational and individual characteristics influence the burnout as depression, professional inefficacy and anxiety cause of OBT (Golonka, Mojsa-Kaja, Blukacz, Gawłowska, & Marek, 2019). Several studies found different sources of OBT i.e. work stress (C.-Y. Lee, Wu, & Du, 2019) work-personal life conflict (Gerald, Madeira, Carvalho, & Chambel, 2019) anxiety (Yetgin & Benligiray, 2019) low perceived efficacy, low job satisfaction and low commitment level (Molero Jurado, Pérez-Fuentes, Atria, Oropesa Ruiz, & Gázquez Linares, 2019).

2.3. Job Crafting as Mediator

Employees engage themselves in applying their different thoughts and understanding to craft their daily basis tasks and job responsibilities for the best of their organizations (Wrzesniewski & Dutton, 2001). JC is a personalized proactive methodology of job restructure related to the ‘one-size-fits-all’ methodologies that are regularly commenced by the institute (Bakker & Demerouti, 2014; Grant & Parker, 2009). Resources (physical and psychological) and demands (individual or organizational) both have virtuous consequences for individuals (Lepine, Podsakoff, & Lepine, 2005; Webster, Beehr, & Love, 2011), specifically, if those demands together with the resources grounded on the job-demand resource model (Bakker & Demerouti, 2014; Nielsen & Abildgaard, 2012; Niessen, Weseler, & Kostova, 2016; Wang et al.,

2016; Wang et al., 2017). Employees who occupy with JC, alter the features of their assigned tasks, which lead to a reduction in physical and depressing signs i.e. role conflict and overload (Berdicchia & Masino, 2019). Moreover, engaged employees tend to craft their jobs individually and collaboratively by utilizing their resources (Chen, 2019), on the other hand, JC helps the older employees to overcome the problems they face during the career development process and create meaningfulness (Nagy, Johnston, & Hirschi, 2019). JC mediates the relationship of LMX and affective commitment (Li, 2015) and amongst transformational leadership and employee's innovative work behavior (Afsar, Masood, & Umrani, 2019) between learning goal orientation and work engagement (Matsuo, 2019). Results of the study by Sen and Dulara (2017) revealed that there was partial mediation of JC between the relationship of job characteristics and task and contextual performance. Besides this JC mediates the link of two motivating factors (enjoyment of work and drive to work) and job performance (Laurence, Fried, Yan, & Li, 2019) and also mediate the linkage of work engagement and well-being outcomes (Robledo, Zappalà, & Topa, 2019). Incorporating with the above-given literature, the researcher proposes that the relationship between EL and OBT may be mediated by JC.

2.4. Employee Optimism as Moderator

There are two important backgrounds relating to optimism and it is part of positive change, attribution (Seligman, 1991) and anticipation, and under the expectation context, optimists are individuals who assume virtuous belongings to occur to them (Carver & Scheier, 2002). Furthermore, Seligman (1991) suggested an additional optimistic structure grounded on ascription or descriptive style. Optimism efficiently and professionally diminishes adverse behavioral responses (Drugan, 2000; Maier & Watkins, 2000; Peterson, 2000; Peterson & Bossio, 1991; Seligman, 1991; Seligman, Martin, & Csikszentmihalyi, 2000), moreover, optimists tend to assume good things occur to them, shows more optimistic attitudes i.e. life satisfaction, acceptance of organizational change, creative performance (Bouzari & Karatepe, 2020; Jaworski et al., 2020; Nwanzu & Babalola, 2019; Seo & Lim, 2019; Siniver & Yaniv, 2019) thus, optimism tends to be an important source of positive change that also observed as a psychological aspect to overcome the physical and psychological health matters (Basten-

Günther, Peters, & Lautenbacher, 2019). Additionally, Xanthopoulou et al. (2009) theorize that optimism affects employees' efficiency at the workplace and the level of optimism helps the peoples to understand, shape and respond to the environment (Judge, Locke, & Durham, 1997; Xanthopoulou et al., 2009). It has been recognized that optimism exercises negatively affect the stressors that related to burnout (Vizoso et al., 2019) and optimism possibly functions as moderator (Schaufeli & Taris, 2014; Wang et al., 2017). Earlier researches show that OP plays the role of moderator to diminish the negative impact of low job resources on work engagement (Salminen, Mäkikangas, & Feldt, 2014), between the relationship of work resources and burnout (Rioli & Savicki, 2003), also work as unique psychological and motivational source that affect the relationship of EL and JC (Thun & Bakker, 2018). Moreover, OP interrelated with contingent reward leadership and employee resilience (Nguyen, Kuntz, Näswall, & Malinen, 2016) and work as a coping mechanism between psychological stress and depression (Banerjee, 2012) and optimistic employees occupy themselves in healthier behaviors and activities and these activities turn into high optimism as well (Boehm et al., 2018).

2.5. Employee Hardiness as Moderator

According to Kobasa (1979), who observed hardiness, as a concept of three mechanisms, “familiarized the concept of hardiness: control, commitment, and challenge”. Hardiness is a characteristic of confident individuals that tolerates them to react efficiently to hassle demands and to perform healthier and superior (Bartone, Eid, Helge Johnsen, Christian Laberg, & Snook, 2009), to stay in good health (Soderstrom, Dolbier, Leiferman, & Steinhardt, 2000) with hope and by reducing the stress (Abdollahi, Panahipour, Hosseinian, & Allen, 2019). Moreover, hardy personalities have the ability for reduction of occupational stress that further enhance performance, motivation, positive behavior, physical and psychological health of individuals (Mazzetti, Vignoli, Petruzzello, & Palareti, 2019; Silva-Junior et al., 2019) especially working in field professions i.e. military personnel, doctors, law enforcement and rescue individuals (Jamal, 2017; Mazzetti et al., 2019; Shafi, Nisa, & Lone, 2018; Silva-Junior et al., 2019; Talavera-Velasco, Luceño-Moreno, Martín-García, & García-Albuérne, 2018). Prior

researches found hardiness considered as best coping strategy for prevention of stress and personalities high in hardiness level holds strong resistance against burnout, physical and psychological illness and in stressful circumstances (Malkin, Kim, & Khon, 2019; Sadaghiani, 2011; Silva-Junior et al., 2019), moreover, hardiness works as coping mechanism between loneliness and depressiveness and promote healthy behavior (Ng & Lee, 2019). Empirical findings exposed the negative relationships between hardiness and burnout indications (Adriaenssens et al., 2015; Lo Bue et al., 2013). HS plays a moderating role between the relationship of problem-solving skills appraisal and perceived stress with suicidal ideation (Abdollahi, Hosseinian, Zamanshoar, Beh-Pajoo, & Carlbring, 2018), between the indirect relationship of structural empowerment and psychological empowerment (Ayala Calvo & García, 2018) and between the relationship of the job advertisement and organizational attraction (Eschleman et al., 2019). Additionally, Nordmo et al. (2020) conducted a diary study with the sample of the Royal Norwegian Navy, the results of the study showed that hardiness has a positive effect on job performance and hardiness moderates the relationship of sleep quality and job performance as well.

2.6. Conceptual Research Model

Figure 1. Research Model

2.7. Theoretical Foundation and Hypothesis

The researchers relied on the integration of social cognitive theory (Bandura, 1977, 1986, 1991) and hardiness theory (Kobasa, 1979) which explain the theoretical frame of this study. The emphasis of social exchange theory is on psychological mechanisms of human function, activating people throughout their lives (Bandura, 1977, 1986). From this point of view, individuals can create an active, creative, and action-oriented course of action (Bandura, 1991, 1999). Social cognitive theory (Bandura, 1977, 1986) explains the process of EL, the theory suggests that in organizations, the behavior of individuals is directed through the self-governance process. These credible beliefs, in turn, form the behavior and determinations of individuals in the direction of achieving their personal and organizational objectives (Bandura, 1986). On the other side, Bandura (1986) stated that when individuals are encouraged by their role models/mentors, they are unconvinced about their ability to succeed, also role models contribute for the development of high productivity and self-efficacy beliefs (Wood & Bandura, 1989). A subordinate manager feels empowerment when the superior manager gives power, supremacy, freedom, and autonomy about how to cope with subordinate staff (Zhang & Bartol, 2010).

The theory of hardiness (Kobasa, 1979) provides a theoretical framework for the proposed moderating relationship of OP and HS; as the hardiness theory is concerned with mental, physical health and burnout as well. According to Kobasa (1979), hardiness is concerning with those personalities who face a greater degree of stress and anxiety without falling ill and that structure of personality differs the individuals from those personalities who suffer ill under stress and anxiety. Furthermore, the personality who brings the optimistic capability to handle and reconcile stress is termed as "hardiness personality" (Kobasa, 1979). A person's "hardiness" is described as a complex of commitments, control, and difficulties that serve as "a source of resistance" in the course of confronting the anxiety/nervousness (Kobasa et al., 1982). Furthermore, Kobasa (1979), stated that hardy personalities choose commitment, instead of isolation, control rather than hopelessness, and encounter instead of menacing. Rich and Rich (1987) also support the hardiness theory of Kobasa (1979) and established that hardiness is an

imperative stress-fighting source in avoiding or decreasing.

Following these allegations, the researchers assume that the management of public sector organizations is more likely to use EL practices with their subordinates especially when their superior officers occupy such practices of empowerment and this modeling process mediated by JC. When this process may harm the physical and psychological health of individuals working in law enforcement institutions, optimism and hardiness as moderators promote the potential of motivation, self-efficacy, and well-being. Based on the above discussion of literature and leveraging social cognitive and hardiness perspective the researchers hypothesize that:

H₁ EL positively associated with JC.

H₂ JC positively associated with OBT.

H₃ EL positively associated with OBT.

H₄ JC mediates the relationship between EL and OBT.

H_{5a} OP moderate the mediated relationship of JC and OBT in such a way that the relationship becomes stronger vs. weaker with the high vs. low level of OP.

H_{5b} HC moderates the mediated relationship of JC and OBT in such a way that the relationship becomes stronger vs. weaker with the high vs. low level of HS.

H_{6a} OP moderates the indirect effect of EL on OBT via JC in the sense that a higher level of OP will weaken the indirect effect of EL.

H_{6b} HS moderates the indirect effect of EL on OBT via JC in the sense that a higher level of HS will weaken the indirect effect of EL.

3. RESEARCH METHODOLOGY

The main aim of this study is to explore the association of “EL” with “OBT” with the mediating role of “JC” and moderating effects of “OP” and “HS”. This study was quantitative by type and the explanatory nature of the research was utilized to find out the effects of variables on each other. A deductive approach was used in the present study as the deductive approach begins with the support of theory with generation and analysis of hypothesis through the collection of observation of the participants' vis survey and finally logically concludes the confirmation of the proposed hypothesis.

3.1. Population, Sampling and Data Collection Procedure

Study on appearance reflects the entire law enforcement institutions but due to limitation of time and for convenience of the researchers, the study focused on Punjab Police (Rawalpindi, Faisalabad, Chakwal, Toba Tek Singh). Primary data has been used in this study with the population (Constable, Head Constable, ASI, SI, and Inspector) of both genders of Punjab Police, Pakistan, working at different police stations of Rawalpindi, Faisalabad, Chakwal and Toba Tek Singh. Data for the present study was collected by using the convenience-sampling technique by adopting the survey method through close-ended questionnaires. At first, before the distribution of the questionnaire to the respondents about the purpose and importance of current research and then were asked for their respective opinions asked in the questionnaire. 250 questionnaires were distributed to employees of Punjab Police (Rawalpindi, Faisalabad, Chakwal and Toba Tek Singh) and 192 respondents completed questionnaires from all aspects returned, the response rate of this study was 76.80% (data of this study was collected by the using the self-administered system).

3.2. Measures of the Study

Measurement scales of this study were assumed from the previously published studies that had been tested in different countries, cultures and working contexts. Empowering Leadership was observed through the 12-items scale of (Ahearne et al., 2005) on the rating scale “1-Strongly Disagree” to “5-Strongly Agree” (three items removed which were not matched with organizational context). Job Crafting was assessed by adopting a 16-items scale of (Bakker et al., 2012) on the rating scale 1 “Never” to 5 “Always”. Employee Optimism was evaluated by the opting 03-items scale of (Scheier, Carver, & Bridges, 1994) on the rating scale from “1_Strongly Disagree” to “5_Strongly Agree”. Employee Hardiness was assessed by adopting a 15-items scale from (Moreno-Jiménez, Garrosa, Corso, Boada, & Rodríguez-Carvajal, 2012) on the rating scale “1-Strongly Disagree” to “5-Strongly Agree”. Occupational Burnout was calculated by using a 12-items scale adopted from (Schaufeli, Leiter, Maslach, & Jackson, 1996) a modified version of MBI-GS on the rating scale “1-Never” to “5-Everyday”.

4. RESULTS

4.1. Demographic results

The majority of the respondents belong to male gender 78.1% whereas females were 21.9%. Designation wise 35.42% respondents were Constable, 22.92% were Head-Constable, 15.63% were Assistant Sub-Inspector, 13.54% were Sub-Inspector and 12.5% were Inspector. By age-group 35.9% of respondents fall between 20-30 years of age, 46.9% lie down between 31 -40 years of age, 13.0% lie down between 41 -50 years and 4.2% lie between the age-group of 51-60. Qualification wise 12.5% of respondents have matriculation qualification, 19.3% were intermediates, 26.0% were graduates, 32.3% were masters, 7.3% having M. Phil and 2.6% having Ph.D. degrees.

Figure 2: Path Analysis

Table 1.Descriptive Statistics, Correlations, and Reliability

		Mean	SD	1.	2.	3.	4.	5.
1.	EL	3.58	0.7393	(.79)	.574**	.395**	.565**	.276**
2.	JC	3.90	0.7509		(.83)	.706**	.596**	.417**
3.	OP	4.03	0.9097			(.75)	.704**	-.245**
4.	HS	4.08	0.9178				(.78)	-.157*
5.	OBT	2.79	0.7549					(.70)

*Reliability Statistics are in Parenthesis, N= 192; * $p < 0.05$; ** $p < 0.01$; *** $p < .001$*

Table 01: indicates the results of reliability statistics, EL ($\alpha = 0.79$), JC ($\alpha = 0.83$), OP ($\alpha = 0.75$), HS ($\alpha = 0.78$) and OBT ($\alpha = 0.70$). All the values of Cronbach's Alpha are > 0.70 that indicates good reliability as recommended by (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994). Furthermore, Table 01: demonstrates the descriptive

statistics, correlations among all variables and reliability statistics of this study. All the relationships are statistically significant with each other. Thus, it supports H1.

Figure 3. PLS-SEM Path Model

Table 2. Hypothesis Testing						
Dependent Variable		Independent Variable	Estimate	S.E.	C.R.	P
OBT	<---	EL	0.502	0.076	6.605	***
OBT	<---	JC	0.439	0.088	4.986	***
OBT	<---	OP	-0.160	0.156	-1.029	0.304
OBT	<---	HS	-0.367	0.176	-2.090	0.037

To test the hypothesis of this study structure model was performed by using AMOS and PLS-SEM. Table 02 and Figure 03 and Figure 04: demonstrates the results which shows the influence of independent, mediating and moderating variables on the dependent variable, where EL influenced significantly and positively on OBT ($\beta = 0.502$, $p < 0.001$), JC influenced significantly and positively OBT ($\beta = 0.439$, $p < 0.001$). On the other side, OP influenced insignificantly and negatively OBT ($\beta = -0.160$, $p > 0.05$) and HS influenced insignificantly and negatively OBT ($\beta = -0.367$, $p > 0.05$). Thus, it supports H₂, H₃.

Figure 4. Hypothesis Testing

Table 3. Regression (Robustness Tests)

Variable	Occupational Burnout				
	M1	M2	M3	M4	M5
Intercept	2.369***	.977**	.618	1.162**	1.194**
Gender	0.281	.307*	.275	.244	.267
Age	0.358*	.291*	.269	.180	.185
Education	-0.172*	-.171**	-.178*	-.156**	-.140**
Service	-0.071	-.114	-.125	-.094***	-.086
EL		.474***	.442***	.460***	.495***
JC			.160*	.395***	.406***
OP				-.370***	-.165
HS					-.286
R ²	.089	.246	.266	.326	.335
ΔR ²	.069	.226	.243	.300	.306
F	4.458**	12.140***	11.200***	12.700***	11.522***
Unstandardized regression coefficients were reported, N= 192; * p<0.05; ** p<0.01; ***p < .001 (two-tail test)					

For a deep understanding of analysis and to confirm the validity of the outcomes, the researchers perform hierarchal regression analysis on SPSS. Table: 03 illustrates the regression outcomes of this study which also authenticate the analysis results from AMOS.

Table 4. Mediation Analysis (PROCESS)

Model	Effect	S.E	LLCI 95%	ULCI 95%
Mediation effects of X on Y				
Total	0.28	0.09	0.11	0.45
Direct	0.06	0.10	-0.13	0.24
Indirect	0.23	0.06	0.13	0.35
Completely standardized indirect effect of X on Y				
JC	0.22	0.06	0.11	0.36
Normal Theory Test for Indirect Effect				
JC	0.23	0.06	4.01 (z)	.00 (p)

N= 192; LLCI, lower limit confidence interval; ULCI, upper limit confidence interval; Bootstrap sample size = 5000

Researchers calculated the direct and indirect paths followed the guiding principle by (Shrout & Bolger, 2002) and created 5000 bootstrap samples by using mediation macro developed by Preacher and Hayes (2004, 2008) with 95% confidence intervals. Table 04: demonstrates the mediation analysis of the present study, outcomes exhibit that JC mediates the association among EL and OBT TE = 0.28 (0.11, 0.45), DE = 0.06 (-0.13, 0.24), IE = 0.23 (0.13, 0.35), thus these, results support H4 of this study.

Figure 5. Mediation Analysis

For a deep understanding of the analysis of mediation and to confirm the validity of the outcomes, the researchers perform SEM on AMOS by using the mean values of the constructs. Figure 05: illustrate the mediation outcomes of this study. The results demonstrate that there is mediation found and thus, these results support H₄.

Table 5: Moderation Analysis

Variable	Occupational Burnout					
	Model-1			Model-2		
	β	SE	t	β	SE	t
Intercept	2.412***	.337	7.164	2.155***	.357	6.039
Step 1						
Gender	.295	.159	1.853	.349*	.165	2.120
Age	.262	.147	1.781	.327	.150	2.177
Education	-.096	.055	-1.734	-.088	.058	-1.507
Service	-.074	.089	-.837	-.071	.091	-.773
Step 2						
JC	.367***	.095	3.865	.341***	.092	3.698
OP	-.557***	.108	-5.172	-.568***	.133	-4.275
JC						
HS						
Step 3						
JC x OP	-.290***	.064	-4.511			
JC x HS				-.281***	.074	-3.783
R ²	.264			.223		
ΔR^2	.236			.193		
F	9.434***			7.531***		
N= 192; * p<0.05; ** p<0.01; ***p < .001						

Moderation results as illustrated in Table 05: shows that JC significantly related to OBT ($\beta = .37$, $p < .001$), OP significantly linked to OBT ($\beta = -.56$ $p < 0.001$) and interaction of (JC x OP) also significantly related to OBT ($\beta = -.29$, $p < 0.001$), thus these results indicates that there is potential moderation of OP. Furthermore, JC significantly associated to OBT ($\beta = .34$, $p < .001$), HS significantly linked to OBT ($\beta = -.57$ $p < 0.001$) and interaction of (JC x HS) significantly related to OBT ($\beta = -.28$, $p < 0.001$), thus these results indicates that there is potential moderation of HS. Thus, approve H5a and H5b.

Figure 6. Moderation Test (5000 Bootstrapping Sample)

Table 6. Moderation Analysis (Robustness Tests)						
			Estimate	S.E.	C.R.	P
OBT	<---	JCC	0.417	0.092	4.533	***
OBT	<---	OPC	-0.623	0.105	-5.948	***
OBT	<---	JCCOPC	-0.305	0.062	-4.928	***
OBT	<---	JCC	0.401	0.092	4.385	***
OBT	<---	HSC	-0.609	0.125	-4.85	***
OBT	<---	JCCHSC	-0.275	0.07	-3.906	***

Robustness test has been formed through AMOS and PLS and results in Table 06 and in Figure 06: indicate the relationship between JC and OBT moderated by OP where ($\beta = -0.31$, $p < 0.001$), moreover, the relationship between JC and OBT also moderated by HS where ($\beta = -0.28$, $p < 0.001$). Thus, these results authenticate the results of Preacher and Hayes's PROCESS Model.

Figure 7. Moderation Interactions

Figure 05: illustrated the slopes of the interaction effect of this study and mean values of (mediating and moderating variables) were estimated and plotted at high/low (± 1 SD), this was done for all statistically significant interactions, and slope analysis was calculated for interpretation of the interaction. As per the interaction graph, a high level of OP and HS weakens the relationship strength between JC and OBT.

Figure 8. Moderated Mediation (5000 Bootstrapping Sample)

Table 7. Conditional indirect effect(s) of X on Y at values of the moderator(s)

Mediator		OP	Effect	Boot SE	Boot LL 95% CI	Boot UL 95% CI
JC	(-1 SD)	-0.91	0.13	0.06	0.04	0.27
JC	(+1 SD)	0.91	0.06	0.04	0.01	0.16
JC	(-1 SD)	-0.80	0.12	0.06	0.03	0.25
JC	(+1 SD)	0.80	0.08	0.04	0.02	0.17

Table 8. Moderated Mediation Index

Mediator (Job Crafting)	Index	Boot SE	Boot LL 95% CI	Boot UL 95% CI
Moderator (Employee Optimism)	-0.04	0.02	-0.10	-0.01
Moderator (Employee Hardiness)	-0.03	0.02	0.09	0.01
N = 192, LLCI lower limit confidence interval', ULCI upper limit confidence interval				

Moderation mediation has been tested by using Process Model-14 (Preacher & Hayes, 2004, 2008). Table 07: shows that for JC indirect effects of EL on OBT, it was significant for the participants who were high in OP and HS. Table 08: shows the results of moderated mediation for OP as moderator, where (index = -0.04, boot SE = 0.02, LLCI = -0.10, ULCI = -0.01). Moreover, Table 08 and Figure 05: shows the moderated mediation results of HS moderator, where (index = -0.03, boot SE = 0.02, LLCI = 0.09, ULCI = 0.01). According to the above table, the value of zero does not occur between the values of lower and upper confidence intervals which shows that there is moderated mediation of both moderators OP and HS. Moreover, these results indicate that OP weakens the relationship of EL and OBT via JC, thus it proves H_{6a} and HS weaken the relationship of EL and OBT via JC, thus it proves H_{6b}.

5. DISCUSSION

The primary objective of this study was to explore the more thorough examination that how empowering leadership related to occupational burnout directly and with the mediation of job crafting, the current study also explores the moderating mechanism of employee optimism and hardiness, especially with the sample of law enforcement institution. The first hypothesis of the present study predicted that EL is positively linked with OBT and results of the study support H₁, as these results are also authenticated by findings of the previous studies (Esteves & Pereira Lopes, 2017; Kim & Beehr, 2018a, 2018b, 2018c, 2019b; Oprea, Barzin, Virgă, Iliescu, & Rusu, 2019; Shin &

Hur, 2019; Wang et al., 2017). Empowerment from the leaders to subordinates, not only gives autonomy, variety, and opportunity for development (Tims, Bakker, & Derks, 2012) but it also burdened the individuals for accomplishment of their occupational responsibilities especially working in law enforcement institutions that resulted into OBT as well. The second hypothesis of this study predicted that JC positively associated with OBT and findings of the study proves H2 of the current study, that means JC acts as a source of OBT in law enforcement institutions. As employees craft their jobs to overcome the demands of the job in form of task accomplishment, but due to scarcity of resources or hindering of demands i.e. interpersonal conflict, role ambiguity, lack of social support, lack of supervisory coaching (Tims & Bakker, 2010; Tims et al., 2012; Tims, Bakker, & Derks, 2013; Tims, Bakker, & Derks, 2015) act as an increase in stress and anxiety that resulted to a negative effect on the psychological and physical health of individuals. The results of the current research about H2 are against the previous studies (Sakuraya, Shimazu, Imamura, Namba, & Kawakami, 2016; Singh & Singh, 2018; Tims et al., 2013; Wang et al., 2017) where JC acts as a source of reduction in burnout i.e. emotional exhaustion, depression, and anxiety. The third hypothesis of the study predicted that EL positively associated with OBT and findings of the study prove H3, as these findings mirrored from earlier studies (Bobbio, Bellan, & Manganelli, 2012; Gharibi, Ardalan, Pashayifar, & Shiri, 2016; Greco, Spence Laschinger, & Wong, 2006; Lee & Ashforth, 1996; Zhang & Bartol, 2010) where the link between EL and OBT were discussed. The fourth hypothesis of the present study predicted that JC mediates the linkage of EL and OBT, and findings of the present study prove H4, as there is full mediation of JC found between the relationship of EL and OBT. As these findings are in line with the prior studies (Afsar et al., 2019; Laurence et al., 2019; Li, 2015; Matsuo, 2019; Robledo et al., 2019; Sen & Dulara, 2017) which show mediating effects of JC with different relationships. These findings also explore that JC works as an antecedent of EL and mediation of JC also acts as an increase in job demands in law enforcement institutions as the individuals of these institutions accomplish their responsibilities in different circumstances as compare to other public sector institutions. The fifth hypothesis of this study predicted that OP and HS moderates the mediated relationship of

JC and OBT and findings of the current study prove the H5a and H5b, as these are potential moderation of OP and HSs between the relationship of JC and OBT. These findings also mirrored by earlier studies (Abdollahi et al., 2018; Ayala Calvo & García, 2018; Banerjee, 2012; Eschleman et al., 2019; Nguyen et al., 2016; Rioli & Savicki, 2003; Salminen et al., 2014; Thun & Bakker, 2018), where OP and HS act as moderator. Findings of the current study also reveal that OP and HS reduced OBT and promote the motivational, psychological and well-being level of individuals working in law enforcement institutions; moreover, these both moderators act as an effective strategic component of encouragement and coping of stress during the adverse circumstances that further resulted to enhancement in performance and psychological health (Maddi, 2006). The results of the study revealed that employees high in optimism are more confident in their abilities that further decrease the OBT of those employees. The sixth and final hypothesis of the current research predicted the moderated mediation effect of OP and HS between the indirect relationship of EL and OBT via JC. Findings of the study prove the H6a and H6b and indicate that there is potential moderated mediation and individuals that were at high level of optimism and hardiness cope up the burnout level in presence of empowerment and JC. These findings show that optimism and hardiness contains potential to works as coping mechanism especially for the individuals of law enforcement institutions, as earlier proves the importance of optimism and hardiness (Bakker & Sanz-Vergel, 2013; Bono & Judge, 2003; Carver & Scheier, 2014; Merino-Tejedor, Hontangas-Beltrán, Boada-Grau, & Lucas-Mangas, 2015; Thun & Bakker, 2018).

5.1. Theoretical and Practical Implications

The current study contributes valuable evidence through developing the credibility of social cognitive (Bandura, 1977, 1986) and hardiness theory (Kobasa, 1979) and supports the portability of this theory to a Punjab Police, Pakistan official's sample. Linking the hardiness theory (Kobasa, 1979) optimism and hardiness deliver a healthier understanding role for the establishment of law enforcement institutions as to how to motivate and enhance the emotions of commitment in the police profession as well. This study extends in understanding the phenomenon of optimism and hardiness as this is much needed especially in law enforcement institutions in the 21st century due to rapid

changes in law and order situations worldwide. This study also adds knowledge in the literature because this study was carried out in a new cultural context of law enforcement institution i.e. Asian and developing countries, with different working environments as compared to the West.

Empirical verdicts propose optimistic and constructive outcomes perform when law enforcement officers use their approaches and psychological knowledge as a hardy character in hectic circumstances (Escolas et al., 2013). As hardy personality is beneficial in a wide range of different occupations including law enforcement institutions i.e. police as well (Barton, Vrij, & Bull, 2004). Findings of the present study suggest that management of law enforcement institutions respond positively when their subordinates face negative thoughts and feelings and encourage them in the form of praise that works for the reduction of burnout. Higher management of law enforcement institutions organize training by the psychological experts in case of empowerment and JC on how individuals manage the stress level. Findings of the study show that JC burdened the individuals that further cause OBT. This may be the cause of low sleep quality especially in those individuals who are working in operational areas as well. Management of the institutions must focus on this issue that during the selection process they focus on those individuals who hold a high level of hardiness instead of low-level hardy personalities.

5.2.Strengths, Limitations and Future Directions

The present research comprises strength that our research was conducted entirely in field-oriented situations, which is unique in social sciences research with optimism and hardiness (Peterson, Gerhardt, & Rode, 2006). The existing study has certain limitations, first, all data of this study collected at one point in time, and therefore, it is not possible to infer cogent causal relationships, neither can researchers rule out opposite causation. The present study was cross-sectional, it is suggested that future researchers replicate the present model with longitudinal and experimental designs. Second, despite the fact, the questionnaires of the present study were self-report and psychometrically qualified questionnaires, thus, a multi-method approach is recommended for future research, which includes both research methods (quantitative and qualitative) which provide incremental validity to the data. Conclusions of the studies conducted in USA and Malta with a

population of the police department recommended that police department gain greater benefits if the higher authorities/management develop the requisite skills and opt those strategies which enhance psychological capital, and reduce anxiety among the staff and officers (Farr-Wharton et al., 2016). Consequently, it is suggested that there is a need for further research in law enforcement institutions to consider replicating this model as a whole in-depth with a larger sample size to understand the potential benefits of optimism and hardiness. Future researchers, also test other leadership styles i.e. adaptive leadership, democratic leadership with OBT, from another aspect that how these leadership styles work for the reduction of burnout. Future research also is needed to collect multi-level data (from officers and subordinates) with other positive and negative outcomes of individuals and with organizational psychological and societal safety variables.

6. CONCLUSION

This study discovers the influence of empowering leadership on occupational burnout in the developing country context. We found that empowering leadership positively predicted occupational burnout directly and via job crafting. Additionally, hardiness and employee optimism moderate the indirect relationship of job crafting and occupational burnout, employees when high in hardiness and optimism reduce occupational burnout. The moderated mediation findings reveal that optimism and hardiness play a key role to promote motivation, self-efficacy, well-being and psychological strength that reduces the occupational burnout i.e. emotional exhaustion, depression, anxiety, cynicism and fatigue from the individuals of law enforcement institutions. Future studies may also consider the application optimism and hardiness in other law enforcement and public sector institutions as well for enhancement of commitment level and reduction of depression and anxiety.

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