Psychological Wellbeing, Job burnout and Counter Productive Work Behavior among Drivers of Car Hailing Services in Pakistan: Moderating Role of Captains' Personality Traits

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Abstract

The present study aims to examine the relationship among psychological wellbeing, job burnout and counterproductive work behavior. Moreover, this study focuses on identifying the moderating role of personality traits among job burnout & counterproductive work behavior. 251 captains from Uber, Careem and Swvl services participated in the research using valid and reliable measures administered via Google forms. Based on correlation analysis, the results point towards a positive significant influence of burnout on captain's counterproductive work behavior. Further results suggest that there is a significant negative correlation of psychological wellbeing with job burnout and counterproductive work behavior. The moderation model generated by SPSS using Hayes Process revealed that extraversion, neuroticism and conscientiousness act as a strong moderator between counterproductive work behavior and job burnout. This study contributes to psychology and organizational behavior literature suggesting that burnout is a contributing factor in shaping individual's behavior at work. This research also helps driving authorities to recognize that their captain's psychological wellbeing is extremely important to enhance their overall performance. It is recommended that organizations should arrange counselling and evaluation sessions for the drivers of car hailing services so that they will experience minimal burnout and will show productive work behavior during their duty hours.

Keywords: Psychological Wellbeing; Burnout; Counter Productive Work Behavior; Personality Traits; Car Hailing Services; Lahore; Pakistan

Introduction

Employee mind-set typically reflects the moral of the company (Alshammari et al., 2015). In areas of customer service and sales, contented employees are exceptionally significant because they characterize the company in front of public (Lukinaitė & Sondaitė, 2017). Satisfaction, however, is not linked solely to payment. Monetary changes, no doubt, play a vital role but there are many other important aspects that needs to be assessed in order to avoid rebellious work attitudes that not only destroy the company's repertoire but harms the employee's mental and physical health (Kampkötter, 2017).

Counter productive Work Behavior (CWB) can be deliberate or unintended and can happen owing to a distinct array of basal reasoning & motivation.(Citation) Counterproductive work behaviors (CWB) are defined as behaviors that are destructive for an association and/or for individuals who are a part of that organization or association (Wyszynski & Warsaw, 2018). CPWB's could influence almost every organisational attribute from the daily relations of the people employed in it to the total outlay & interests/gains pointed out in a financial statement (Whelpley & McDaniel, 2016).

CPWB is destructive and has undesirable influence on the organization and its workers (Dirican & Erdil, 2016), hence it is important to point out what leads towards the counterproductive work behaviors and how the process goes on.

Employers can give worth to worker's wellbeing as a possible source of good performance; workers identify wellbeing as advantageous in itself (Warr et al., 2018). PWB might be considered as abstract well-being and relates to emotions like employees' experience, reports of psychosomatic symptoms & perceived mental health, (Arnold, 2017). Another viewpoint on the relation between individual's well-being and performance focuses on the degree to which an individual's job demands fulfill basic psychological needs. Fulfillment of these needs would prompt various types of incentives and inspiration; in turn, this would affect work performance and promote productivity (Taris & Schaufeli, 2018). Studies illustrated that those employees who undergo psychological manipulation at offices are more susceptible to downgraded effective commitment & soaring levels of occupational burnout (Courcy et al., 2019).

Personality has a lot to do in one's wellbeing & performance as significant research on "dark personality" has laid emphasis on three characteristics which are generally elaborated as Dark Triad: Machiavellianism, and subclinical psychopathy and subclinical narcissism. (Prusik & Szulawski, 2019). Personality and motivation theories indicate that emotional stability, conscientiousness and agreeableness predict CWB as these characteristics enthral people to trail aims which decrease or enhance acts of CWB (Zheng, 2019), which will also be the focus of current study.

Research has previously been conducted on mental health professionals, bank employees, teachers and nurses and they have often been (Rehman et al., 2020)found to be major affectees of job burnout and its consequent negative behaviors (Aslam & Safdar, 2012; De Silva, Hewage, & Fonseka, 2009; Fatima Makhdoom et al., 2019; Rehman et al., 2020). A very little literature is found on the online car hailing services, their captains, their organizational issues and outcomes and how personality plays an important role. The web based car-hailing services have earned a lot of fame worldwide. As a lot of travellers and drivers take advantage of the service, it is getting overwhelmingly more essential for the car-hailing service givers to essentially schedule and assist the drivers to decrease the issues faced by driver and the rider and maximize the driver utilization and rider's satisfaction (Wang et al., 2017). Lack of any disposable income and leading lives away from their immediate family, drivers frequently decide to work for long days, making life behind their steering wheel (*Long Working Hours Pile Strain on Uber, Careem Drivers | Business – Gulf News*, n.d.).

Thus, this study tends to contribute in the betterment of car hailing service providers and their team by looking at the captain psychological wellbeing, how it increases the burnout and in turn drivers are compelled to involve in counterproductive work behaviors such as arriving late, cancelling rides on purpose etc. The personality traits of these employees will also be studied in this research, which as for the best knowledge has not been explored before in Pakistan.

Theoretical Framework

Theory of planned behavior (TPB; Ajzen, 1991) exhibits an assisting body of knowledge for predicting planned behaviors. TPB suggests that behavior is the aspect of subjective norms, the approach towards, and perceived regulation of performing the behavior. Attitude towards the behavior is the assessment and evaluation of individual's behavior. Subjective norm alludes to the person's view of social strain to perform the behavior and the degree to which executing the behavior is accepted by other people. Perceived behavioral control proposes the apparent effortlessness or struggle of executing the behavior (Ju et al., 2018).
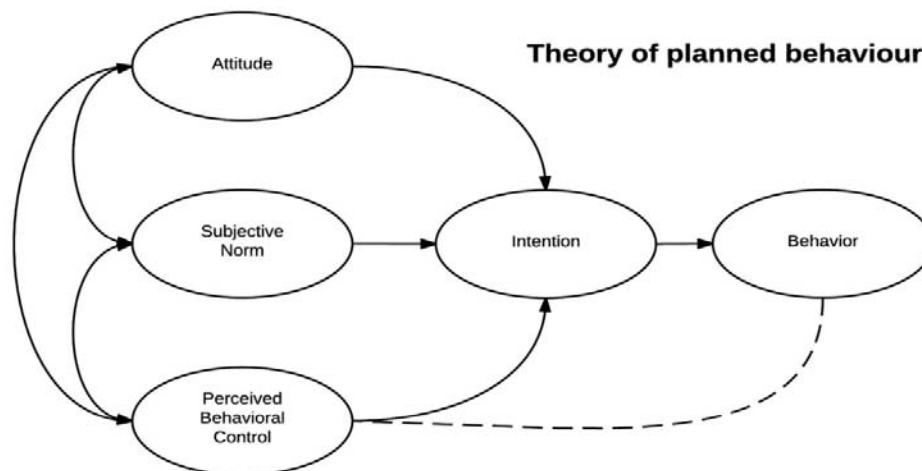
Figure 1. Theory of planned behavior (Ajzen, 2012)

It's not difficult to figure that employees who are psychologically drained and see themselves as less productive in their job, feel rather stressed out to put their energy thoroughly on their job. In terms of job-demand resource model and the compensatory regulatory-control model, this can well be explained. Job demand-resource model argues that demands are requirements that need to be met and thus require both social and mental efforts and trigger concern, subsequently (Demerouti et al., 2001). According to Robert & Hockey (1997) compensatory regulatory-control model states that workers facing stress and anxiety, devote their intellectual energies in order to secure the benefits associated with their work. As the job demands intensify, more intellectual energies are expended, resulting in reduced energy that causes workers to face burnout, consequently producing counter-productive work behaviors (Fatima Makhdoom et al., 2019).

A motivational stress theory named Conservation of Resource (COR) theory was given by Hobfoll (1990) which states that individuals aspire to acquire and safeguard their collective and personal assets and that when situations weaken or lead to misfortune of such revered states, they face stress. In turn, assets are characterised from this simple conviction as those items (vehicle, homes etc.), circumstances (job stability, great relationship etc.), individualities (social assurance, dominance etc.), or resources (cash, knowledge, bills etc.) that an individual values or that act as a source of obtaining what is valued by the individual.

Looking at the transactional stress and coping theory viewpoint (Lazarus & Folkman, 1979), when employees feel the existence of a job stressor, they react by taking into account how they would comply with the stressful situation. CWBs depict a reaction to incompetent dealing with occupational stress and illustrate the kinds of unproductive coping that occurs in non-work spaces in many ways. For instance, mentally withdrawing from one's environment, reacting in a threatening way, or utilizing drugs are by and large regarded as ineffective coping methodologies, and they are alluded to as types of CWBs when they happen at work (Barrick et al., 2003).

Literature Review

Counterproductive work behavior (CWB) has come up in terms of a significant discussed topic. Spector and Fox (2002) regarded CWB as "behavior intended to hurt the organization or other members of the organization". CWB encompasses a wide range of harmful & unproductive beha-

viors, starting from physical or verbal exploitation, demolishing of assets at the workplace, to unethical ways doing work unproductively by deliberate redundancy (Miao et al., 2020).

CWB is in general recognised as a reactive & affective response for a negative & unproductive experiences at workplace. Although, as Fox and Spector (2010) deduced, a lot of CWB is the result of "cold" cognition. So, CWB is not regarded as an instant act in response to stressors or injustice, & does not start functioning with immediate effect. Instead, it is an outrageous result of workers' assessment & planning. As being indulged in CWB can conclude in undesirable outcomes like punishment in the work environment, in order to conceal from negative outcomes, thoughtfulness regarding when to exhibit it & how one can perform it are required. Hence, CWB is regarded as a deliberate behavior happening in work environments.

Various factors predict or determine the counterproductive work behavior in individuals. Present study focuses on the role of PWB and job burnout.

Psychological Wellbeing and CPWB

Psychological wellbeing (PWB) is regarded by Ryff an array of psychological attributes indulged in positive & essential human functioning. Research on PWB indicates that it's only an attribute of environmental circumstance, and there may be personality characteristics or resilient stance against having soaring magnitude of wellbeing in challenging circumstances (Wei et al., 2011).

People who find CWBs in any colleague are more prone towards having a diminished psychological well-being. Correlation analyses indicated that the 4 attributes of CWBs in a workplace environment were found to relate with PWB. Moreover, the conclusion unfolds that boastfulness, interpersonal aggression, misuse of resources and parasitism, all had a significant inverse relation to PWB (Aubé et al., 2009). Research shows that the stress and low levels of psychological wellbeing can result in negative affectivity of workers, than can result in to CWB of workers. (Ma & Li, 2019).

Psychological wellbeing assists workers with existing retention-reserves & meta-cognitive skill to outthink & develop individuality at workplace. Hence, psychological wellbeing is expected to recuperate mindful reserves which can ignite employee's readiness & skill to avoid CWB. In contrast, lack of psychological wellbeing, strengthen the counterproductive behavior (Tong et al., 2019).

Researchers found that satisfaction with the need for autonomy (sub domain of PWB) was positively related to the fulfilment of the need for competence and relatedness; therefore, psychological wellbeing was seen to be negatively related to CWB. However, lack of psychological wellbeing can lead to negative organizational outcomes (Pratama & Parahyanti, 2019).

Hypothesis 1: **Psychological Wellbeing has a negative relationship with Counterproductive work behavior.**

Job Burnout and Psychological Wellbeing

Burnout is defined as a cumulative process of emotional exhaustion, depersonalisation and withdrawal, which an individual can develop as a response to increased workload and institutional stress (Maslach et al., 2001). Furthermore, the anxiousness branching out of job stress creates indications of job burnout, which include weakening of emotional reserves (i.e., psychological capital), physical stress, rage, and decreased probability of personal success at work (Koutsimani et al., 2019). The behavioral aspects of job stress are depicted in terms of counterproductive work behavior of which abuse & anger against coworkers & emotional sabotage are vital behaviors (Fatima Makhdoom et al., 2019).

Through moderation analyses in Korean psychology students, results showed that job burnout was negatively associated with PWB (Brooks, 2018). The results of the research revealed mediated effect of BO to be significant with the PWB. The findings of the study added interesting em-

pirical evidence to the literature of job stress. The results indicated that the healthcare professionals are confronted with a demanding job that causes burnout and ultimately becomes a reason for decreased PWB (Siddiqui et al., 2019).

Going by the psychological well-being and burnout and, it was concluded that the statistically, significant difference exists in total mean of psychological well-being and burnout. A statistically significant negative correlation between psychological well-being reveals that when a person's psychological well-being is improved, levels of burnout decreased (Hassan El-Amrosy et al., 2019). Psychological well-being & burnout are important factors that contribute towards yielding optimal performance levels from workers, it is just as significant for high quality of their personal life. Previous research has analysed a negative association between well-being and burnout (Cho & Jeon, 2019).

Hypothesis 2: **Psychological Wellbeing has a negative relationship with Job Burnout.**

Job Burnout and CPWB

When workers feel that they are less skilled to perform their tasks in the office, they will not find it compulsory to control their irritability & prone to frequently changing moods, which is a consequence of burnout and leads to negative and less productive behaviors (John, 2007). Stress is a central reason of job burnout that results in CWB (Gino et al., 2011) subsequently, burnout is a vital reason of CWBs at workplace (Makhdoom et al., 2019). Organizational constraint is also a significant predictor of CWB. However, it has negative relationship with CWB which is contrary to the theory that states that job stressors will cause negative emotions leading to CWB (Yao, 2019).

A study was conducted to judge the impact of job burnout & perceived organizational support on CWB on 328 workers in psychologically challenging work nature in Nigeria. Conclusions depicted that workers which faced job burnout depicted more likelihood of indulging in CWB in comparison to the ones which did not go through job burnout (Arogundade et al., 2015). Similarly, researchers found that workers who went through psychological stress were more inclined towards burnout and displayed more CWB (Ugwu et al., 2017). This increased level of job burnout then leads employees to practice work behaviors which are counterproductive. Therefore, the workers which face high office politics, show high risk of burnout that enhances negative emotional traits between resulting in CWBs (Atta, 2017).

Employee CWB & role conflict have a positive relationship, because the latter can induce employees' mental stress and job burnout subsequently which indicates that CWB & job burnout are positively correlated with each other (Zhao et al., 2018). A research conducted on frontline government employees in Malaysia revealed that emotional tiredness which is a key component of job burnout has the most significant link with CWB (Raman et al., 2016). Most precisely it is indicated that job burnout correlates positively with CWB so that workers who experience high job burnout are more susceptible to indulge in CWB and vice versa (Kadiri, 2019).

Hypothesis 3: **Job Burnout has a positive relationship with CWB.**

Role of Personality Traits as Moderator between JBO and CPWB

Workforce can get indulged in a different kinds of unethical decision making and CWB in firms that consequently results in a tremendous financial loss every year. Two significant threads have been formulated in order to gauge CPWB in firms: situational circumstances (e.g., commonly known as work stressors) which play the role of precursors to CPWB, and the role individual particular personality characteristics have in impacting the possibility that one could indulge in CWB. In evaluating the relation among CWB & personality measures, research in Big Five personality scale have continuously showed an inverse relation between CWB and Conscientiousness (Trent et al., 2020).

Motivation and personality theories indicate that emotional stability, conscientiousness and agreeableness can predict CPWB as these characteristics enthral humans to go after objectives which decrease or enhance CWB. Implicit aspects personality is more likely to moderate the effect of CWB when one experiences a high level of work stressors/job burnout that can generate the level of arousal needed to disengage the reflective system (Zheng, 2019). Studies concluded that moderating impact of personality traits on the prediction of CWB along with many other variables such as job control (Baka, 2019). Specific personality trait such as proactive personality, moderates the relationships among negative effect, job burnout, and CWB which could provide a ground for present study (Zhang et al., 2019).

Connor-Smith and Flachsbart (2007) investigated that job burnout is more prone to cause CWBs among workers with less agreeableness, reduced conscientiousness, and high neuroticism in comparison to highly agreeable, highly conscientious, and low-NA workers. A study conducted by Bowling and Eschleman (2010) indicated that job burnout continuously resulted into strong positive relationship to CWBs between employees who were low in agreeableness or conscientiousness than between employees who had higher levels of agreeableness or conscientiousness.

Hypothesis 4: **Personality traits moderate the relationship between JBO and CPWB.**

Researchers have probed into the relation among personality trait and job satisfaction, but hardly any research has assessed the relation between job stress, personality trait and job burnout. Personality trait affects individuals' attitudes and behaviors (Hsieh & Wang, 2012). Personality trait is theoretically regarded as cognitive and behavioral aspects which depict stability in different point of time & variety of situations. It has proven to be a time tested predictor of behavior in work environments (Anderson, 1977).

While different variables are found to be moderating between the relationship, none of the previous researchers has taken into consideration the particular variable of personality traits. It is a good tool to investigate this variable as a moderator between JBO and PSWB; JBO and CPWB; PSWB and CPWB.
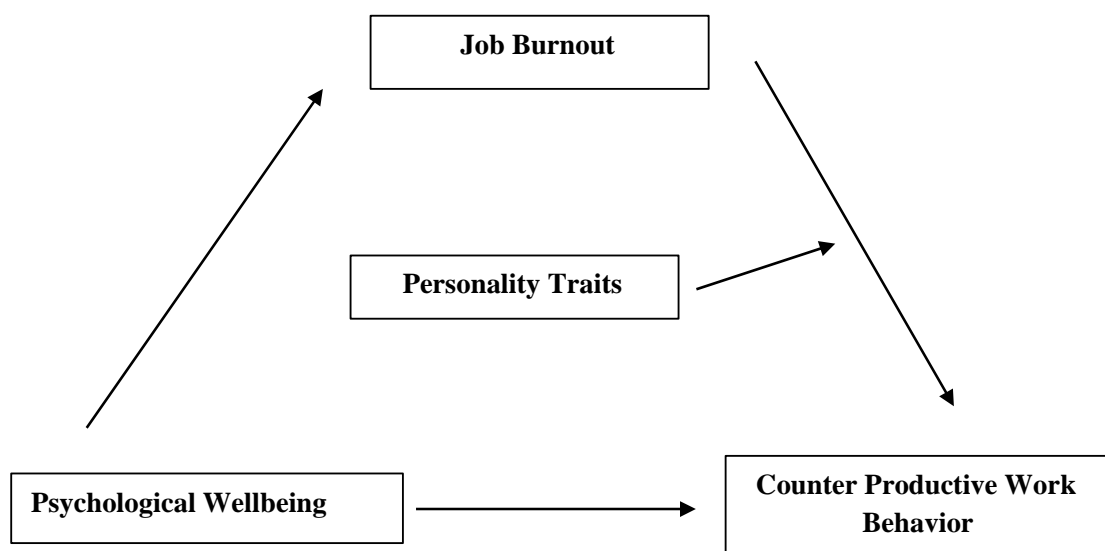

Figure 2. Hypothetical Model of Research

Methodology
Measures
(a) Big Five Inventory-10 (BFI-10)

A 10 items scale of Big five inventory has been adapted from Rammstedt & John (2007). It comprises of 2 items from each personality trait i.e., Conscientiousness, agreeableness, neuroticism, openness to experience & extraversion. Responses were measured on a Likert scale of 1 -5, where 1 indicated Disagree strongly and 5 points towards Agree Strongly. Item 1, 3, 4, 6 and 7 were reversely scored.

(b) Maslach Burnout Inventory

Maslach burnout scale is based on a 3-dimensional model formulatedr by Maslach and Jackson (1981). In the study, Maslach's burnout inventory (10 items) was utilized to fathom burnout among drivers of car hailing services. The responses to these questions were collected using six-point scales ranging from 0 "Never" to 6 "Daily."

(c) Brief Psychological Wellbeing Scale (BPSWBS)

The BPWBS is a short version of the Ryff Scale of Psychological Well-Being, & contains only 10 items. Two items of each subscale i.e. Personal Growth, Environmental Mastery, Positive Relation with others, Autonomy and Self-Acceptance have been included in the scale. The responses ranging from 1 "Strongly Disagree" to 6 "Strongly Agree". Item 3,4,5 and 8 were scored in reverse.

(d) Counterproductive Work Behavior Checklist (CWB-C)

The CWB Checklist (Spector et al., 2004) was formulated to assess a wide array of behaviors that are considered counterproductive. The present study used 7 items to record the score of drivers on a Likert scale of 1-5 where 1 denotes "Never" and 5 means "Everyday".

Population

The present study focuses on the drivers of car hailing services. The data was collected from drivers of Uber, Careem and SWVL. The sample consisted of male drivers and was collected from Lahore region only.

Sampling Design

Convenience sampling was deployed to gather data from drivers of car hailing services. A total of 251 responses out of 270 were inducted in the study because of different inconsistencies. The participants were ensured of their confidentiality and consent form was to be filled by each participant before completing the research questionnaires. Moreover, it was discretely explained in the questionnaire that the gathered data will only be used for research purposes. Outliers were identified and removed using Mahalanobis Distance measure in SPSS. The responses obtained from google forms were then exported to SPSS for further statistical analysis of data.

Results
Demographics
Table 1 provides the information about demographics of the respondents of the study

Table 1. Respondent Profiles

	No.	Percent	Cumulative Percent
Age of Respondents (N= 251)			
18~25 Years	30	12.0	12.0
26~33 Years	83	33.1	45.0
34~41 Years	89	35.5	80.5
Above 41 Years	49	19.5	100.0

	No.	Percent	Cumulative Percent
Service Currently Used by Respondents (N=251)			
Careem	68	27.1	27.1
Uber	181	72.1	99.2
Swvl	2	.8	100.0
Duration of Service of Respondent (N=251)			
1 year	38	15.1	15.1
2 years	77	30.7	45.8
3 years	136	54.2	100.0
Daily Time Spent on Using the Service (N=251)			
4-6 hours	18	7.2	7.2
6-8 hours	56	22.3	29.5
8-10 hours	78	31.1	60.6
more than 10 hours	99	39.4	100.0
Monthly Income of Respondents (N=251)			
10000 to 20000	82	32.7	32.7
21000 to 31000	112	44.6	77.3
32000 to 42000	55	21.9	99.2
above 42000	2	.8	100.0

Reliabilities
Table 2 shows the reliability of scales used in the current study

Table 2. Reliability of Scales

Scale	No. of Items	Cronbach Alpha
PSWB	10	.73
JBO	10	.89
CPWB	10	.87
BPI	10	.79

Correlations
Table 3 indicates that psychological wellbeing, counterproductive work behavior, and job burnout are significantly correlated with each other.

Table 3. Correlation among PWB, BPI, CPWB and JBO

	PWB	CPWB	JBO
PWB	1		
CPWB	-.510**	*.000*	
JBO	-.106**	.671**	*.000*

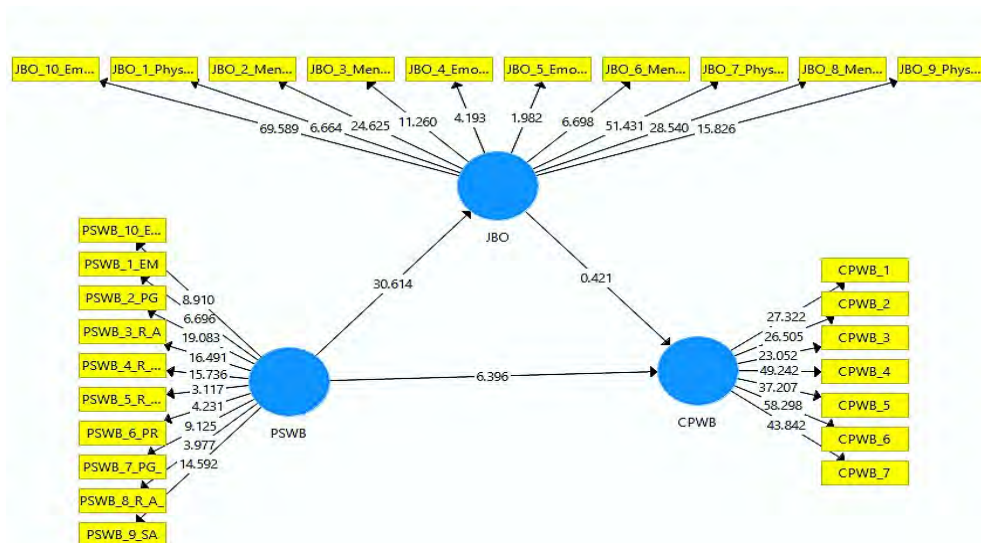**. Correlation is significant at the 0.01 level (2-tailed).

Figure 3. Path Coefficients of variables

Moderation Analysis
    Table 4 shows the moderating effect of personality traits between Psychological Wellbeing and Counter Productive Work Behavior.

Table 4. Direct and Indirect Relationships

| Hypothesis	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Burnout -> Counter Productive work behavior	0.522	0.058	9.088	0
Psychological Wellbeing -> Counter Productive work behavior	-0.459	0.13	3.658	0
Psychological Wellbeing -> Job Burnout	-0.726	0.023	31.069	0
Psychological Wellbeing -> Job Burnout -> Counter Productive work behavior	-0.379	0.045	8.559	0
Moderating Effect Burnout*Agreeableness -> Counter Productive work behavior	0.062	0.123	0.484	0.629
Moderating Effect Burnout*Conscientiousness -> Counter Productive work behavior	0.452	0.213	2.329	0.02
Moderating Effect Burn*Extraversion -> Counter Productive work behavior	-0.314	0.093	3.443	0.001
Moderating Effect Burn*Neuroticism -> Counter Productive work behavior	-0.57	0.115	4.882	0
Moderating Effect Burn*Openness -> Counter Productive work behavior	-0.146	0.17	1.091	0.276
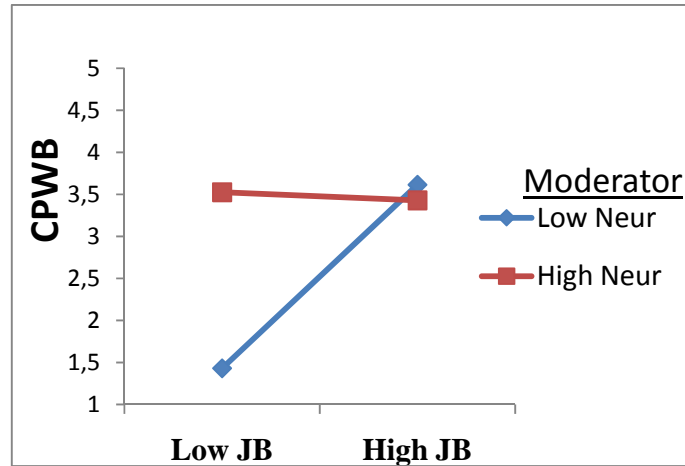
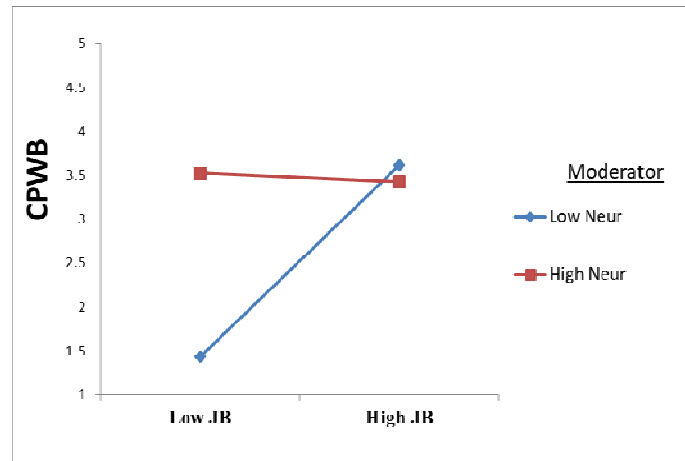**Figure 4. Extraversion dampens the positive relationship between Job Burnout and CPWB**

Figure 5. Neuroticism dampens the positive relationship between Job Burnout and CPWB
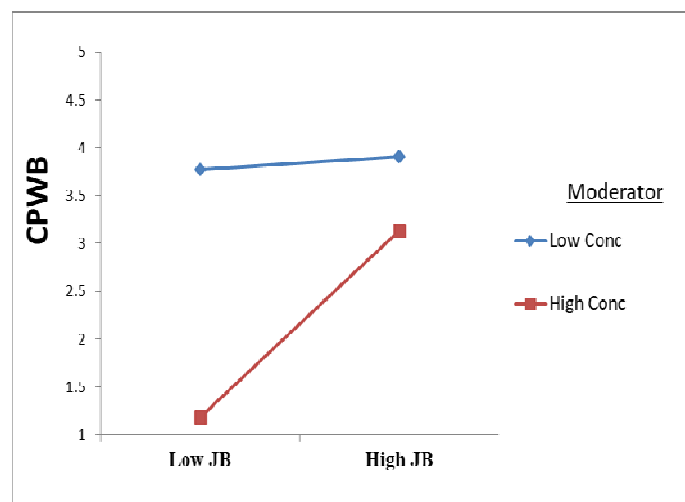

Figure 6. Conscientiousness strengthens the positive relationship between Job Burnout and CPWB

Analysis of Interaction effects

According to Bauer and Curran (2005) for interaction analysis, there are different methods and procedures but the most widely used approach is simple slope analysis. In this procedure, the slope and intercept are calculated for specific intervals of the moderator variable. Going by Hair et al.'s (2014) analysis on moderation effect, the result signifies that Conscientiousness moderates the association among JBO and CPWB. This result implies that the association among JBO and CPWB would increase by the size of the interaction term which means that in a firm with high Conscientiousness JBO becomes more important for explaining CPWB. In addition, below in Figure 6, which represent Conscientiousness - JBO interaction plot (Dawsn, 2014), the line tagged high Conscientiousness indicating a high level of Conscientiousness has a steeper gradient as against low Conscientiousness.

Discussion

The analysis of the collected data and their statistical results shows a positive relationship between JBO and CPWB. Psychological Wellbeing has a significant negative relationship with Job Burnout and Psychological Wellbeing.

The previous studies and their results proposed the same positive relationship between JBO and CPWB (Makhdoom et al., 2019; Yao, 2019). This shows that drivers who face job burnout tends to display more negative work behaviors. A negative relationship was found between PSWB and JBO which is evident from the previous studies as well (Brooks, 2018 ; Siddiqui et al., 2019) which indicates that drivers who are psychologically able to handle different situations tends to face lower levels of burnout during their work. Psychological wellbeing is also negatively correlated with Counterproductive work behavior which means that low levels of psychological wellbeing causes negative employees 'affectivity, that subsequently leads to CWB of employees (Ma & Li, 2019; Pratama & Parahyanti, 2019). Results also confirm that personality traits play a moderating role between job burnout and counterproductive work behavior which shows that personality effects individuals' attitudes, levels of exhaustion and behaviors at work (Hsieh & Wang, 2012).

Extraversion, Conscientiousness and neuroticism were found to play a string moderating role in the relationship between job burnout and counterproductive work behavior. O moderating effect of agreeableness and openness as found between the relationship of JBO and CWB. Given that this study examines the moderating role of personality traits on JBO and CPWB among drivers of car hailing services, many confounding variables such as administrative culture, captains' education level, age, gender and marital status can play different roles in this field. The research tool was an online questionnaire that examined the respondents, thus, this research is accompanied by essential limitations, because the interests of respondents shake the reliability of results and generally respondents do not have necessary cooperation and some of them are distrustful of such researches.

Thus, it concludes that drivers of car hailing services who have lower levels of psychological wellbeing tends to face more burnout and in turns their productivity at work is negatively affected. Other than psychological wellbeing, the personality traits of drivers also have an important role in measuring the productivity and performance of drivers in Lahore.

Theoretical and Practical Implications

According to job demand resource(JDR) model, job stress (burnout) develops regardless of the type of job or occupation, when some job demands are high and job resources are relatively limited. On the other hand, work engagement and productive work behavior is most likely when job resources are high, thus this study could be useful for companies hiring drivers in improving the

overall productivity of captains which will in turn be beneficial for users of these car hailing services. This study will be valuable for drivers of hailing services if provided with counseling services and evaluation for assessment of their mental health and improve their productivity at work. This will eventually reduce the burnout in drivers and will help in enhancing productive work behaviors.

Recommendations

It is recommended that future studies may use a larger sample size, focusing on cities other than Lahore to increase the generalizability of results. Furthermore, because this research depended on just self-report measures it could initiate social desirability & could have disfigure the authentic outcome of results. Future researchers should consider multi method research for validation of results of self-report measures.

Limitations

The data was collected from only a single city of Pakistan which could have affected the overall generalizability of the results. One of the major limitation that can be easily inferred is the cross-sectional research design. Data collected at between multiple intervals of time can suggest results other than those found while drawing conclusions made out of data gathered in one go. Convenience sample was restricted to drivers of car hailing services only, generalization to other drivers such as delivery persons or company drivers should be made with caution.

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