

Psychosocial Work Environment and Burnout among Knowledge Workers in the Information Technology (IT) Industry

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Abstract

The purpose of this paper is to examine the psychosocial work environment factors that influence burnout amongst knowledge workers in the information technology industry. Psychosocial work environment was measured by its six dimensions whereas as burnout was measured as an outcome variable. Two hundred and thirty-two respondents provided their input on self-administrated questionnaire from IT industry. Structural equation modelling was performed to empirically test the relationship between psychosocial workplace environments with burnout. The study found that out of six factors, four factors (conflict & offensive behaviour, interpersonal relationship & leadership, social capital and work organization & job content have significant impact on burnout. However, the study did not find the significant impact of demand at work and work individual interface on burnout. Further the SEM emphasized the significance of conflicts and offensive behaviours among all factors towards burnout. The findings of the study provide organizations with a clear consideration of the critical factors that need to be taken into account to reduce the occurrence of burnout amongst the knowledge workers in the IT industry. The study offers some directions for organizations in preventing burnout amongst knowledge workers in the IT industry.

Keywords: Burnout,; IT Industry; Psychosocial Work Environment; Knowledge Workers

1. Introduction

Burnout can be referred to a state of physical, emotional and mental exhaustion, experienced by individuals due to prolonged emotionally demanding work situations (Kristensen, Borritz, Villadsen, & Christensen, 2005). In 2019, burnout had been recognised as an occupational hazard in both developed and emerging countries by the World Health Organization (WHO) (The Strait Times, 2019). Burnout has become a significant problem in organizations, since it prevents professional success, and sabotages employment retention. A survey by Gallup showed that one in four employees experienced burn out at work, of which the global cost of burnout is expected to grow to USD16 trillion by 2030, indicating the severity of this problem (World Economic Forum, 2019).

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The prevalence of this issue in society today has captivated academic interests in the area of psychosocial work environment. Extant studies have provided empirical shreds of evidence on the relationship between work environments and burnout. Some studies have attempted to focus on investigating the determinants of psychosocial factors, such as job demands (Scanlan & Still, 2019), job insecurity (Fan & Smith, 2018), organisational justice (Eib, Bernhard-Oettel, Magnusson Hanson, & Leineweber, 2018; Sulander et al., 2016), leadership and social support (Hoert, Herd, & Hambrick, 2018), illegitimate tasks (Eatough et al., 2016; Sonnentag & Lischetzke, 2018), workplace harassment (Mordukhovich, Gale, Newlan, & McNeely, 2019), as well as bullying and violence (Hoprekstad et al., 2019; Olsen, Bjaalid, & Mikkelsen, 2017; Xu et al., 2018). Whilst there appears to be exhausting literature on psychosocial work environment, they are limited in terms of scopes.

A majority of previous studies on burnout and psychosocial work environment were concentrated on health care professionals (Johnston, O'Reilly, Scholz, Georgousopoulou, & Mitchell, 2021; Kansoun et al., 2019; Unger, 2020). In this study, we focused on knowledge workers in the IT industry. Knowledge workers in IT industry are reported to experience a higher degree of occupational related stress, since they are expected to be able to keep-up with the advancement of technological development, ensuring that these technologies are workable, functioning around the clock, and can be called upon 24/7 (Arman, Akter, Mahmud, & Ramayah, 2020). Thus, the work exhaustion and job burnout that occurs among knowledge workers in the IT workplace environment are of increasing concern. In the IT field, they are commonly displaced from their employers or superiors, in particular, as they work in different time zones, or remotely. Due to these characteristics, they require different kinds of workplace environments and job designs to motivate themselves (Kalliath & Kalliath, 2012).

Motivated by the above limitations, this study aims to examine the psychosocial work environment factors that influence burnout amongst knowledge workers associated with IT industry in Pakistan. Being an emerging country, the issue of psychosocial work environment is imminent. As a developing country, the working conditions in the country are reported to be challenging (Nadeem & Abbas, 2009). To date, to the best of the authors' knowledge, there are limited studies on the psychosocial factors that focus on the knowledge workers in IT industry of Pakistan.

2. Literature Review

2.1. Burnout and Knowledge Workers in IT industry

The term “knowledge worker”, refers to employees who are responsible for handling and creating information in their daily jobs. Unlike manual workers, their tasks involve critical thinking and cognitive energy (Drucker, 1959). Over the last three decades, the jobs created for knowledge workers have risen, and is gaining momentum in the present environment due to the impact of globalization, and intense competition. With knowledge workers being the most critical wealth creators in the current economy, organizations are searching for ways to ensure that a knowledge worker is optimally productive. As knowledge workers possess knowledge and skills, which might be higher than their superiors, it is becoming imperative for management to understand their work psychology and sociology (Bakker, 2014; Hills & Levy, 2014). Within literature, knowledge workers are generally prone to burnout, which deter them from becoming productive, due to gruelling workloads, decision-making situations, and constant learning demands (Packirisamy, Meenakshy, & Jagannathan, 2017). The issue of job burnout has received considerable attention in the field of medical practice (Beckman, 2015; Creed, Rogers, Praskova, & Searle, 2014; Tjldink, Verbeke, & Smulders, 2014), with job demands, lack of clarity on career growth, and incompatible remuneration being the main causes. There are also studies which documented significant burnout among educators (Dombrovskis, Guseva, &

Murasovs, 2011; Richardson, Watt, & Devos, 2013), hotel employees (Cheng & O-Yang, 2018), and engineers (Jianwu & Xiangqian, 2013). While burnout appears to be experienced by knowledge workers across various industries, the studies on burnout have generally focused mainly on employees who have a close interaction with clients and in the service industry, namely nurses, physicians, teachers, and social workers. This creates a need to conduct research investigating job burnout among knowledge workers in other industries.

The IT industry specifically, is reported to experience a higher turnover rate (Booz, 2018). On a similar note, the shortage of IT professionals has made retaining them a leading concern, especially in today's digital economy. As the world moves towards the industrial revolution (IR) 4.0, the IT sector has become a fast-growing segment, with burnout appearing to be a common problem. This is because, the IT professionals are pressured to innovate and keep up with rapid technological changes. They are also faced with role conflicts, and highly perceived loads, which contributes to the prevalence of job burnout (Ghapanchi & Aurum, 2011). As such, it is imperative to examine the psychosocial work environment factors that lead to burnout amongst the knowledge workers in the IT industry.

2.2. Psychosocial Work Environment Factors and burnout

A plethora of research has identified various psychosocial work environment factors which affect the burnout among employees, which includes shift work, extended working hours, repetitive tasks, lack of job control, high work demand, lack of leadership, workplace bullying and violence, work-life conflict, an imbalanced reward system, and injustice in the organization (Bernstrøm & Houkes, 2018; Schmidt et al., 2018; Vassileva & Hergeldzhieva, 2009). These factors are mainly extracted from across three theoretical models: (1) Job-Demand Control Model; (2) Effort Reward Imbalance and (3) Organizational Justice.

The first model was proposed by Karasek (1979). The model asserts that job demands such as the volume of work required from an employee, the amount of time allocated, and the mental demands of the work being performed, lead to job strains when the employee has a low autonomy in the organization. On the same note, the model has also suggested that there is a possibility of career development and learning, if the high job demands are supplemented with a higher degree of autonomy. Based on the job-demand control model, Del Pozo-Antúnez, Ariza-Montes, Fernández-Navarro, and Molina-Sánchez (2018) found that job demands contribute to burnout among accountants. Yet, the level of health loss depends on the level of support received from their superiors. In another study, Vammen et al. (2016), and Meyer and Hünefeld (2018), suggested that cognitive demands and emotional demands are important psychosocial workplace environment factors that need to be addressed. Today's workplace environment demands that employees need to learn new skills and requires them to finish the given task within a tight deadline. It is therefore not surprising that the cognitive demands of the employees create burnout. On the same note, role conflict and role ambiguity have been consistently shown to negatively impact an employees' health. In China for instance, Ma et al. (2019) highlighted that physicians, particularly those working in affiliated hospitals, experienced excessive pressure, due to the expectations of employers to undertake on many roles. Physicians who are not clear on their responsibilities were found to underperform, and often blamed role ambiguity as the main reason. This situation is expected to further spiral out of control, as some leaders are abusive, and assign additional tasks, which are not within the defined job descriptions, which result in out-of-role demands, or illegitimate tasks which not only make the employees feel uncomfortable, but also result in heavy workloads and long working hours (Bernstrøm & Houkes, 2018; Hiesinger & Tophoven, 2019). Stretch job responsibilities creates higher

work demands, and may lead to an imbalanced work-life, generating negative emotions and poor psychological health conditions among employees (Hakanen & Schaufeli, 2012).

The second model is proposed by Siegrist (1996). This model emphasizes that employees can experience stress due to an imbalance of the perceived efforts and rewards offered by getting the work done. In a healthcare context, Padilla Fortunatti and Palmeiro-Silva (2017) reported that nurses working in intensive care units were associated with high burnout, as they perceived less rewards and lower chance of being promoted. Similar results were also highlighted in the context of humanitarian aid workers (Jachens, 2019).

In the third model, Elovainio, Kivimäki, and Vahtera (2002) proposed the role of organizational justice in promoting positive health outcomes. The theory asserts that injustice results in employees developing perceptions that they are not valued by their organization. In Indonesia, Sembiring, Nimran, Astuti, and Utami (2020) found that criminal investigation officers were frustrated, since they felt that they received unfair treatment from their superiors. The lack of transparency, uneven work distribution, and lack of clear feedback were among the causes that led to negative health outcomes among the officers. In recent years, much attention has been dedicated by researchers on the behavioural aspects of the work environment, including bullying, violence, gossip, and harassment, as emerging psychosocial work environment factors. These behavioural factors, which are negatively correlated to the job satisfaction rate and the employees' health (Olsen et al., 2017) however, could be buffered through the use of organizational justice (Huang, Gao, & Hsu, 2019).

Based on above literature, we may hypothesize that:

H1: Conflict and offensive behaviour (one of the psychosocial environment factors) has a statistically significant impact on burnout

H2: Demand at work (one of the psychosocial environment factors) has a statistically significant impact on burnout

H3: Interpersonal Relations & Leadership (one of the psychosocial environment factors) has a statistically significant impact on burnout

H4: Social Capital (one of the psychosocial environment factors) has a statistically significant impact on burnout

H5: Work Organization & Job Content (one of the psychosocial environment factors) has a statistically significant impact on burnout

H6: Work individual interface (one of the psychosocial environment factors) has a statistically significant impact on burnout

3. Methodology

3.1. Measurement of the variables

In this study, we employed the Copenhagen Psychosocial Questionnaire (COPSOQ III) to measure psychosocial work environment factors and burnout. The COPSOQ questionnaire has been translated into more than 25 different languages, and covers a wide range of contexts, namely health workers (Wagner et al., 2020), the manufacturing industry (Nuruzzakiyah & Hanida, 2020), educational workers (Dicke et al., 2018), and technicians (Moncada et al., 2014), providing evidence of good reliability and validity.

COPSOQ III encompasses a broad range of psychosocial work environments, which includes: 1) demands at work – refers to the workload of an employee, the level of guidance, and resources received to complete the assigned tasks, as well as time allocated for a specific task; 2) work organization and job content – refers to the working conditions, possibilities for future growth, and the meaning of work; 3) interpersonal relationships and leadership – reflects the social support gained from superiors, peers, and management; 4)

work individual interface - refers to work engagement, levels of work life conflicts, and job insecurity; 5) social capital – refers to trust, justice, reciprocity, and cohesion at the workplace; 6) conflicts and offensive behaviours – refers to gossip, unpleasant teasing, sexual harassment, and bullying at the workplace. The study adopted all six dimensions as independent variables of psychosocial work environment factors for this study. Further burnout was measured as an outcome (dependent) variable. These dimensions appear to cover the three prominent theories, which include Job Demands–Control Model, The Effort–Reward Imbalance Model, and Organizational Justice, making it appropriate to be used as the instruments in this study.

3.2. Participants and Data collection

The questionnaires were distributed across 300 knowledge workers in the IT industry in Pakistan. The firms in the IT industry were first identified and then contacted through a telephone call. An invitation letter and a copy of questionnaire were sent through email to the human resource manager of the firms. This process was conducted to secure permission to conduct the survey. The human resource manager of the firms that were willing to participate were requested to distribute the questionnaires to their respective knowledge workers. In the invitation letter distributed, we had made it clear that the survey was voluntary, confidential and that not individual results would be made available to the participating firms. To further ensure confidentiality, all questionnaires were returned to the researchers in a sealed envelope. Of the 300 questionnaires distributed, only 248 were returned. Sixteen questionnaires were further dropped due to incomplete responses, resulting in 232 questionnaires. The data collected from respondents were analysed using structural equation modelling (SEM), where the convergent and discriminant validity of the measurements used, were evaluated. In this study, the partial least squares structural equation modelling (PLS-SEM) was used instead of the covariance-based structural equation (CB-SEM), since the sample size was only 232, which was only slightly above 200.

3.3. Demographic Profile

Majority of the respondents were males (76.2%). This was expected, since in Pakistan, the labour market is dominated by males, while females contribute in raising the family and responsible for household matters. In terms of qualifications, most of them had attained bachelor degree (35.1%) and master degree (61.9%). Only per cent 3 per cent had PhD/doctoral qualifications. They mainly had 4-9 years of working experience (62.3%). Only 5 per cent of them had been in the industry for 10 years and more.

4. Results

The relationship between the psychosocial work environment and burnout was examined based on the measurements obtained in this study from IT professional. The PLS-SEM was employed to test the causal relationship between variables of the study. The reliability of the psychosocial work environment factors and burnout were assessed based on the composite reliability, while the validity was evaluated through the use of the convergence and discriminant validity. Table 1, 2 and 3 reports on the reliability and validity of the constructs. As indicated in Table 1, all the constructs had a composite reliability value of more than 0.8. These results demonstrated that the indicators used to operationalize the constructs were reliable (Hair Jr, Hult, Ringle, & Sarstedt, 2016). To evaluate the convergent validity, we examined the loading factors, average variance extracted (AVE), and the composite reliability. As shown in Table 1, the loading factors for all the

indicators were between 0.702 and 0.923, which were above the threshold value of 0.5 (Hair Jr et al., 2016). Both the composite reliability AVE scales were above the accepted values of 0.5. These figures implied that the indicators satisfied the convergent validity test. Besides the convergent validity, this study also used the discriminant validity to strengthen the findings. The discriminant validity is only deemed to exist if the value of the average variances extracted for a particular construct is higher than its correlation with other constructs (Fornell & Larcker, 1981). As noted in Table 2, all constructs had an AVE value which was substantially higher than the correlation with the other constructs, indicating that discriminant validity existed. Another way to assure the discriminant validity is through the Heterotrait–Monotrait Ratio of Correlations (HTMT). The suggested value for HTMT should be less than 0.85 as conservative, and 0.90, as a commonly accepted but a little lenient approach (Hair Jr et al., 2016). In this study, we meet the threshold for HTMT (Table 3). The results implied that the scales to measure the psychosocial work environment which were developed in the first phase were valid and reliable.

Table 1: Reliability and Convergent Validity

Constructs	Cronbach's Alpha	Composite Reliability	AVE	Loadings	
Burnout	0.788	0.863	0.612	BO1	0.702
				BO2	0.834
				BO3	0.812
				BO4	0.775
Conflict & Offensive Behavior	0.840	0.884	0.605	COB1	0.705
				COB2	0.797
				COB3	0.778
				COB4	0.781
				COB5	0.824
Demand at Work	0.740	0.853	0.660	DW1	0.879
				DW2	0.775
				DW3	0.779
Interpersonal Relations & Leadership	0.834	0.882	0.600	IRL1	0.728
				IRL2	0.807
				IRL3	0.803
				IRL4	0.815
				IRL5	0.715
Social Capital	0.736	0.881	0.788	SC1	0.851
				SC2	0.923
Work Individual Interface	0.786	0.872	0.694	WI1	0.894
				WI2	0.817
				WI3	0.784
Work Organization & Job Content	0.763	0.863	0.678	WOJC1	0.837
				WOJC2	0.814

WOJC3 0.820

Table 2: Discriminant Validity (Fornell and Lacker criterion)

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(1) Burnout	0.782						
(2) Conflict and offensive behaviour	0.473	0.778					
(3) Demand at Work	0.367	0.210	0.812				
(4) Interpersonal Relations & Leadership	0.396	0.220	0.235	0.775			
(5) Social Capital	0.429	0.272	0.443	0.372	0.888		
(6) Work Organization & Job Content	0.369	0.220	0.602	0.192	0.367	0.823	
(7) Work Individual Interface	0.362	0.547	0.161	0.175	0.275	0.125	0.833

Table 3: Discriminant Validity (HTMT criterion)

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(1) Burnout							
(2) Conflict and offensive behaviour	0.542						
(3) Demand at Work	0.478	0.266					
(4) Interpersonal Relations & Leadership	0.476	0.229	0.286				
(5) Social Capital	0.544	0.323	0.601	0.464			
(6) Work Organization & Job Content	0.469	0.276	0.799	0.241	0.492		
(7) Work Individual Interface	0.438	0.677	0.217	0.215	0.351	0.156	

To test the impact of the psychosocial work environment factors on burnout, we examined the path coefficient between the constructs. The results showed that only conflicts and offensive behaviour ($\beta = 0.281$, $t = 4.919$, $p < 0.001$), interpersonal relationships and leadership ($\beta = 0.211$, $t = 3.632$, $p < 0.001$), social capital ($\beta = 0.156$, $t = 2.492$, $p = 0.013$), and work organization and job content ($\beta = 0.145$, $t = 2.183$, $p = 0.029$), were significantly related to burnout. Of these four dimensions, conflict and offensive behaviour appeared to have a greater impact on burnout (Table 4 and Figure 1).

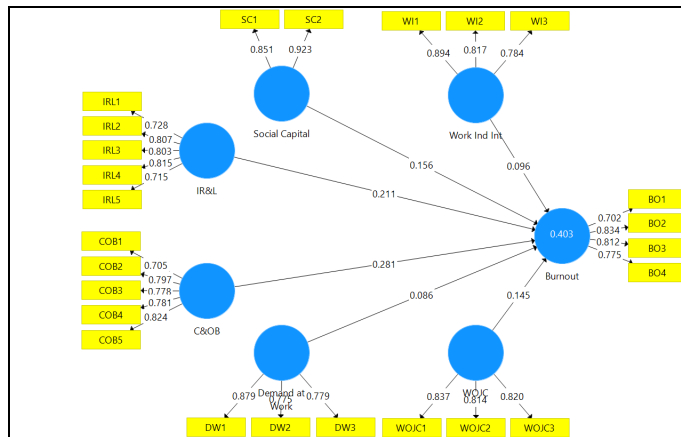


Fig .1. Conceptual model for SEM analysis

Table 4: Path coefficients and statistical significance

Paths	β	t-value	p-values
H1 Conflict and offensive behaviour-> Burnout	0.281	4.919	0.000
H2 Demand at work -> Burnout	0.086	1.327	0.184
H3 Interpersonal Relations & Leadership -> Burnout	0.211	3.632	0.000
H4 Social Capital -> Burnout	0.156	2.492	0.013
H5 Work Organization & Job Content -> Burnout	0.145	2.183	0.029
H6 Work Individual Interface -> Burnout	0.096	1.493	0.136

5. Discussion

This study aims to examine the dimensions of psychosocial work environment impact on burnout. The findings highlighted the “conflict and offensive behaviour” dimension as the most important factor that explained the psychosocial work environment of the IT knowledge workers in Pakistan. When we examined the impact of the “conflict and offensive behaviour” dimension on burnout, the SEM analysis showed that there was a positive relationship between the variables. In Pakistan, violent behaviours have remained ignored for a long time, such that it has become part and parcel of the employee’s lives, and accepted as a norm. One of the reasons is that the employees are unwilling to report these behaviours. They chose to remain silent on this issue, as they were afraid that it would impact their career progression opportunities (Shahzad & Malik, 2014). Moreover, considering that Pakistan is a collectivistic society, people in this country are integrated into strong, cohesive in-groups, and are less confrontational than people from individualist cultures (Shiwani & Elenin, 2010). They are often more avoiding, compromising, and obliging, which could lead to worsened physical and mental health.

In this study, we also found “interpersonal relationships and leadership” as one of the important dimensions for the psychosocial work environment, and for burnout. The findings implied that social support gained from superiors, peers and management, play a role in the workplace environment of knowledge workers in the IT sector. In Asian countries such as Pakistan, workers tend to value leaders who show

“authoritative” power to lead the team or organization toward achieving goals, and controlling team members closely, so that they could focus on a common, collective target (Mubarak & Naghavi, 2019). This type of organisational power is noted to be much more effective for organisations in Pakistan, as they are less mature in terms of motivation and performance. This suggests that the lack of the supervisory role may create burnout in Pakistan, as this will lead to the problem of role ambiguity. As technology appears to change overnight, knowledge workers working in the IT industry are forced to adapt to the changes brought by new software/applications/hardware tools, requiring them to re-learn new things. With such a situation on hand, support from the superiors and management in mentoring or providing appropriate training appears to be crucial. Previous research works have indicated that an employee who receives training and has mentoring, demonstrated a higher level of work engagement, which is expected to reduce the burnout cases (Pathak & Srivastava, 2017).

The findings of this study showed that social capital, which is reflected through the display of justice, reciprocity and cohesion at the workplace, seemed to be important determinants which are able to address the problem of burnout. This indicates that while the IT knowledge workers in Pakistan appreciate leaders who are more inclined to control situations, dominate interactions and provide close supervision, being a knowledge worker, they expect a level of space for creativity (Sokół & Figurska, 2017). Knowledge workers are creative workers, and demand an autonomous style of work. Job autonomy may provide the IT professionals a degree of freedom to carry out tasks outside the box, and are more likely to demonstrate creativity and innovative use of IT to support business operations (Shao, 2019). Thus, treating the creative workforce in the same way the management treats others can create anxiety and lack of confidence among them. They expect trust and justice from the management in their work, as their nature of work is qualitative, and very client satisfaction oriented. Moreover, in the IT industry specifically, it was reported that employees have to work collaboratively with each other (Kelly, 2020). As they utilize teams to a greater degree than other sectors, team members are expected to effectively communicate and interact with each other, and for this to happen, there needs to be trust.

SEM analysis also provided evidence on the least important demand for the work dimensions in the context of the IT knowledge workers. The situation could plausibly be due to the fact that in a collectivistic Pakistani society, the IT workers tend to work collaboratively with each other. They perceive that the longer working hours at the workplace may help each other to finish the given tasks (Syed et al., 2015). Moreover, as compared to developed counterparts, Pakistan, being an emerging economy, has created a work-family domain centred on males as the breadwinners. The low participation of women in the workforce may lead the employees, of which the majority tends to be men, to have a greater ability to focus more on their work, as they experience less conflicting family demands. In Pakistan, we may also find that the long working hours between 48 to 56 hours per week is common for IT knowledge workers. Thus, they may find this factor as not significantly related to burnout.

The work organisation and job content was found to be significantly related towards burnout. Compared to manual workers, knowledge workers perform “non-routine” jobs which require deep, and divergent thinking (Väänänen et al., 2020). Being a knowledge worker, they would enjoy their work more if they are able to work flexible hours, and have the opportunity to explore the latest techniques, work independently, and have a certain degree of empowerment. They are found to be less productive and feel stressful when too much of their time is wasted on handling low-level tasks. Due to these characteristics, knowledge workers require different kinds of job and contents to motivate them. Therefore, it is not surprising that work organisation and job content that enhances the motivation levels of the knowledge workers will lead to them feeling happy at work, which eventually helps them to perform at their best, and reduces burnout.

In this study, we could not find substantial evidence for the relationship between work individual interfaces and burnout, when we performed SEM analysis. This dimension was not considered relevant for explaining the burnout among the IT knowledge workers in Pakistan. Considering the fact that the IT industry in Pakistan is somewhat developed, with growing numbers of IT firms every year, IT knowledge workers may not find difficulties in securing a jobs, which also may be a factor which leads to them not feeling burnout.

6. Implications

The findings of this study contributed to the body of knowledge in several ways. The study empirically tested the relationship between six psychosocial work environment factors with twenty one items and burnout among the IT knowledge workers. With the progress towards the industrial revolution (IR) 4.0, the IT industry has become an important engine for the country's economy. Knowledge workers in the IT industry are reported to experience a higher degree of occupational related stress, since they are expected to be able to keep-up with the advancement of technological development, ensuring that the technologies are working and functioning around the clock, and need to be on call 24/7. Since they heavily use technological tools to perform work and are considered as creative workers, they require different working conditions, and the existing workplace environment may not able to satisfy their needs, which indirectly leads to burnout.

Further, this study demonstrated that being an emerging country, Pakistani workers may value the psychosocial factors differently. As reported in this study, conflicts and offensive behaviours (e.g. violent behaviours, sexual harassment) have been shown to be the most critical factors in Pakistan. This situation seems to be related to the culture, where power inequalities are high in the country. It is also ubiquitous to see the trend of gender inequality in society, where women are marginalised, and considered least important. Due to this cultural context, violent behaviours have remained ignored for a long time, to a point that it has become part and parcel of the employee's lives, and accepted as a norm. Thus, it is not surprising that the lack of supervisory role may create stress in Pakistan. The workplace can become non-pleasant if leaders allow such an unhealthy work environment to thrive.

The importance of addressing conflicts and offensive behaviours suggests the need for the presence of civil society and human rights activists in the country, who need to play their roles by organising workshops, seminars, and lecture series, to increase the awareness to make the workplace happy, safe, and healthy for all. In discussing bullying and threads of violence as leading factors, sexual harassment at the workplace is also another factor to be considered, which is faced by working women in Pakistan (Shiwani and Elenin, 2010). Despite the passing of the legislation on sexual harassment, such as the Sexual Harassment Act 2010, it is a surprising fact that employers are still not much aware of this issue. It is a serious concern, that women despite being victims of sexual harassment at the workplace, do not file these cases. Merkin and Shah (2014) conducted a cross-cultural study, and also found that Pakistani women have greater dissatisfaction at work due to sexual harassment. They responded by avoiding communication with men, and separating the offices to maintain privacy, creating more problems at work, as it destroys the organisational cohesiveness. As sexual harassment seems to have heightened concerns in our study, it is suggested that the policymakers at a national level and international level, HR legislation department of companies (as it is a legal matter), and Organisational Behaviour (OB) practitioners, need to take a serious note on this matter.

7. Limitations and Future Research

Whilst this study appears to fill the void found in the existing literature, it has some limitations. Firstly, the present study focused on psychosocial work factors, from a micro perspective. There are other factors at the macro level, such as the level of a country's education, income levels, religious issues, etc., which may also

affect the health and well-being of employees. Secondly, the present study has taken all these factors at a single level, prioritized them, and examined the relationships between these factors and health-related outcomes, i.e., burnout. Future studies could enrich the findings by expanding it to multilevel model. Using multilevel modelling, the researchers may predict the individual and group level outcomes. For instance, leadership and team level factors may be taken as crossed level variables, for predicting individual-level outcomes, i.e., health and well-being, individual productivity, and team level productivity. Notwithstanding this, future studies may also consider examining the direct and indirect interactions among the identified factors.

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