

Work Engagement and Burnout Relationship with Adaptive Job Performance: Role of Psychological Ownership

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ABSTRACT

This study aims to check the effect of job demands on employees burnout and job resources on employees work engagement with the moderating role of psychological ownership. Moreover, the direct and mediating role of burnout and work engagement in adaptive job performance. Data were collected through a survey questionnaire from a total of 311 four and five-star hotel employees and structural equation modeling was employed to test the hypotheses. The findings demonstrate the positive relation of job demands with burnout and job resources with work engagement. Furthermore, burnout has a direct negative as well as mediating relation with adaptive job performance whereas, work engagement has a direct positive as well as mediating relation with adaptive job performance. Lastly, the study has also found that psychological ownership weakens the relationship of job demands and employees' burnout whereas, it stronger the relationship among job resources and employees' work engagement. Theoretical and practical implications are also discussed.

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INTRODUCTION

In the contemporary dynamic business environment, adaption has become critical for survival and meeting the challenges of organisations (Park & Park, 2021). Therefore, organisations require employees to be capable enough to cope with uncertain business environmental challenges (Charbonnier-Voirin & Roussel, 2012). Employee performance is a critical criterion that facilitates organisational success (Campbell et al., 1993; Peng et al., 2020). Adaptive job performance is a sub-facet and proactive form of response against change (Griffin et al., 2007; Jung et al., 2006; Neal & Hesketh, 1999). Adaptive job performance enables employees to adapt fluctuating work situations and show excellence in solving problems (Jundt et al., 2015; Park & Park, 2019; Pulakos et al., 2002). Another serious issue is burnout, which impairs employees' functioning i.e., job performance (Packirisamy et al., 2017), and is considered the twenty-first century's most significant occupational hazard (Leiter & Maslach, 2005). Previous literature has suggested about the adverse effect of burnout on employees' job performance (Garcia et al., 2019). Burnout is a type of occupational syndrome that results in chronic work-related stress (Maslach & Leiter, 2016). In the present socioeconomic environment, researchers and practitioners are more concerned about burnout (Heinemann & Heinemann, 2017). Harter et al. (2016) stated that more than 79% of employees experience burnout sometimes and 28% very often, which were estimated to attribute 120,000 deaths and \$190 billion in healthcare spending per year in the US economy (Wigert, 2020).

Contra-wise, engagement is type of motivational aspect that explains employees ability to achieve higher performance (Bakker et al., 2012; Heyns & Rothmann, 2018; Jain & Ansari, 2018), derived from the various factors (Demerouti et al., 2010). Hospitality industry researchers have also discussed work engagement (Karatepe & Olugbade, 2016). Despite the compelling arguments to restore the level of engagement, Crabtree (2013) also identified that 85% employees of the organizations are either not engaged or actively disengaged from work, which costs poor management and loss of productivity between \$960 billion and \$1.2 trillion, respectively per year in the USA economy.

Employees work engagement and burnout predicts through the various factors. The job demands-resources theory (JD-R) (Bakker & Demerouti, 2017) provides theoretical framework that describes the predictors and outcomes of the employees well-being (burnout and engagement). The theory proposes that a job consists of a combination of demands (workload, physical and emotional) and resources (feed-back, autonomy, and social support), which results in burnout and engagement accordingly (Bakker et al., 2003; Demerouti et al., 2001).

Personal resources remained a dominant factor influencing employees engagement (Airila et al., 2014; Schaufeli & Taris, 2014) and buffer, the undesirable influence of the job demands (Hakanen et al., 2005; Luthans & Youssef, 2007). Theoretically, personal resources are considered as a significant contributor to the original JD-R framework (Bakker et al., 2014).

Employee ownership is a parsimonious (an explanation of a thing or event is made with the fewest possible assumptions) personal psychological resource that assists in attaining work engagement and helps to deal with the job demands (Rapti et al., 2017; Wang et al., 2019). Studies identified that psychological ownership has relation with employees attitudes, motivation, and behaviour (Degbey et al., 2021; Peck & Shu, 2018). The study used psychological ownership as a parsimonious personal resource barely discussed concerning employees' work engagement (Dawkins et al., 2017; Rapti et al., 2017; Wang et al., 2019) against the call to test the job descriptions and personal resources interaction (Bakker & Demerouti, 2017; Grover et al., 2018). This study aims to fill two crucial gaps: first, employees are required to adapt to the change implemented by the organization (research has also taken attention to understand the nature and drivers of adaptive job performance) (Jundt et al., 2015; Park & Park, 2019; Shoss et al., 2012); second, in terms of personal resource psychological ownership (Zhou et al., 2020) against the call to check the interaction of job demands and personal resources (Grover et al., 2018).

LITERATURE REVIEW

Job demands and employee burnout

Job demands are the job facets i.e., physical, psychological, and organizational which involve physical and mental efforts (Bakker et al., 2005). These include work and time pressure, including certain psychological and physiological costs (De Jonge & Dormann, 2006). Job demands are the commonly known stressors (Tremblay & Messervey, 2011), associated with the different signs of job strains, i.e., depression, anxiety (Diestel & Schmidt, 2009; Griffin et al., 2007), which result in depletion of the employee energy and health issues (Yoo & Arnold, 2016). As per the JD-R theory, job demands linked with prolonged job efforts resulting in health impairment which lead to burnout. Once job demands persist for longer, employees cannot regulate their diminishing health (Demerouti et al., 2019).

H1: Job demands are positively related to burnout.

Job resources and employees engagement

Job resources are the job features i.e., physical, psychological and social (Demerouti & Bakker, 2011), which include job autonomy, feedback, social support, and personal growth. Such are the major contributing factors to the employees work engagement (Lesener et al., 2019; Saks, 2006). The JD-R theory further postulates that job resources are the factors that facilitate employees work engagement (Bakker & Demerouti, 2017). The JD-R theory explained the concept of employee work engagement by proposing personal/job resources as the predictors (Bakker & Demerouti, 2007). The theory has also explained that a greater job resource persuades the motivational process which results in the higher employee work engagement (Kwon & Kim, 2020). Researchers have widely studied personal and job resources to improve the employee work engagement (Karatepe et al., 2018). Literature has also indicated that the job resources stimulate employee work engagement, growth, and the performance (Bakker & Demerouti, 2017). Based on the suggestion of the recent literature, the study hypothesized to check the impact of job autonomy, feedback, and social support on work engagement.

H2: Job resources are positively related to work engagement.

Mediating role of burnout

Burnout denotes with a situation of job strain stem from the accumulated work-related stress (Cole et al., 2012). Burnout is an effective reaction to the ongoing stress that an individual gets from the job (Shirom, 2011). Employees who experience such prolonged strain start losing motivation for achievement, which impairs job performance (Halbesleben & Buckley, 2004). Moreover, a higher level of stress is produced through the job demands and results in the decreased performance (Devereux & Buckle, 2000). Employees in burned out conditions are unwilling to exert effort, resulting in minimal output (Maslach & Leiter, 2005). Literature has identified consistent relationship between employees' burnout and job performance (Bentzen et al., 2017; Demerouti et al., 2014).

H3: Burnout is positively related to adaptive job performance.

Burnout is a situation under which employees cannot perform well and results in reduced job performance (Halbesleben & Buckley, 2004). Literature suggests that burnout is directly related to the different work outcomes and mediates the relationship among the predictors. Likewise, burnout mediates the association between job stress and overall job performance (Parker & Kulik, 1995). Studies identified that higher job demands lead to the impaired job performance of the employees (Demerouti et al., 2014; Devereux & Buckle, 2000). The current study

postulates adaptive job performance as an extension of normal job performance resulting from the relation between job demands and burnout. [Taris \(2006\)](#) highlighted employees with higher burnout hold scarce resources to perform well in the workplace. While experiencing burnout, they are unable to provide satisfactory performance. The JD-R theory advocates that higher levels of job resources enable employees' physical and psychological energy, which can mitigate burnout ([Bakker & Demerouti, 2017](#)).

H4: Burnout mediates the relationship between job demands and adaptive job performance.

Mediating role of work engagement

[Kahn \(1990\)](#) devised the term work engagement to explain employees' psychology to harness them by participating in cognitive, physical, and emotional energies towards work outcomes. Further, [Schaufeli et al. \(2006\)](#) explained the concept of employee work engagement in three dimensions named as vigour, absorption and dedication. Recently, [Sandhya and Sulphrey \(2019\)](#) expressed work engagement as an emotional attachment which can be positive or negative towards job.

Furthermore, work engagement enhances and impacts the employee job performance ([Schaufeli & Bakker, 2004](#)). The literature recommends that higher work engagement positively influences job performance ([Christian et al., 2011](#); [Grobelna, 2019](#)). Moreover, workplace performance is the employees' ability, to adopt the new practices and to stay competitive, has become extremely important for organisational success. Adaptive job performance is employees' ability to adjust and understand the change implemented at the workplace ([S. K. Kim & Park, 2017](#)). In this situation, versatile nature of employees can play a noteworthy role in the success of organisation. Therefore, organisations need employees capable of working effectively. Literature has identified that employees, who feel engaged, can quickly adapt to the changes introduced by the organisation and be more focused on performance ([Breevaart et al., 2014](#)).

H5: Work engagement is positively related to adaptive job performance.

Studies suggested employees' engagement role as a mediator among job resources and different outcomes ([Karatepe, 2013, 2014](#); [Saks, 2006](#); [Schaufeli & Bakker, 2004](#)). Organisations motivate the employees for work engagement by providing job resources and ultimately helping to improve job performance ([Rich et al., 2010](#)). It is an essential mediator that allows individuals to move from action to attain greater performance ([Demerouti et al., 2010](#)). Moreover, prior literature have suggested the mediating role of employees' work engagement

between personal and job resources and job-related outcomes (Van Wingerden et al., 2017). Studies suggested a relationship between engagement with the greater task performance (Christian et al., 2011; Lichtenthaler & Fischbach, 2019). Scarce literature is available to discuss the connection between work engagement and adaptive job performance (van den Heuvel et al., 2010).

H6: Work engagement prompts mediating positive relationship between job resources and adaptive job performance.

Moderating role of psychological ownership

Psychological ownership is a positive state of mind about ownership (Pierce et al., 2001). It is the employee's feeling of having a stake in the organisation. Individuals with higher psychological ownership perceive themselves as the "owners" (Tian & Belk, 2005). Literature characterizes psychological ownership as the shift from "this is my company" to "this is our company" (Dawkins et al., 2017). Psychological ownership is positive emotion that inspires the workplace (Brown et al., 2014). To solve the problem of burnout, studies are recommended to discover possible interventions (Le Blanc et al., 2007; Shirom, 2011). Psychological ownership is an intrinsic mechanism that can lead to different positive outcomes, i.e., organisational commitment, job satisfaction, work performance, and low burnout (Jussila et al., 2015). Further, literature suggested that higher psychological ownership would create a positive attitude towards the job and the organization, resulting in higher work engagement and lower burnout (Van Dyne & Pierce, 2004). Hence, under a higher level of psychological ownership, employees accept greater job demands which diminishes the feelings of burnout. Thus, the study has hypothesised psychological ownership for reduced burnout and higher work engagement.

H7: Psychological ownership negatively moderates the relationships between job demands and burnout.

H8: Psychological ownership positively moderates relationships between job demands and work engagement.

METHODOLOGY

Sample and data collection

The data were gathered from the full-time employees and managers of the luxury 4- and 5-star hotels located in the major cities of Pakistan. The purposive sampling technique was used as it improved the probability of selecting a suitable sample. Out of 36 hotels, we got permission for data gathering from

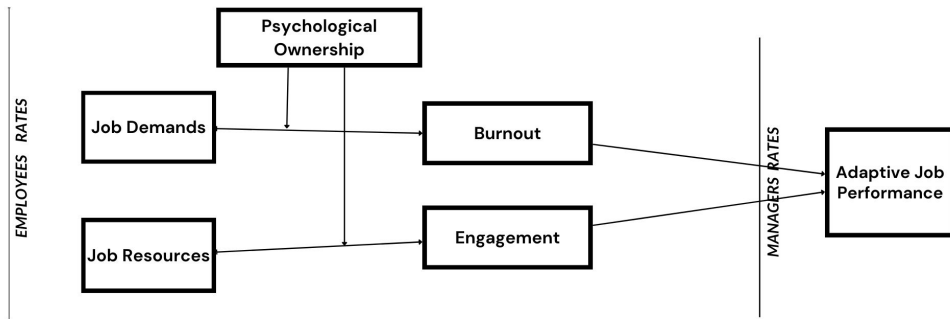


Figure 1: Research Model

the management of 06 (5-stars) and 23 (4-star hotels). The study used the survey-based methodology, and an anonymous survey questionnaire for the data collection. Initially, there were 350 questionnaires distributed, out of which 323 were received. Upon screening, 12 were eliminated and discarded, because they had missing information. Therefore, 311 responses (88%) were found completed and useable for data analysis.

Instruments

Job demands include three dimensions, psychological, physical, and emotional demands. Psychological and Physical demands were assessed using five items scale established by Karasek et al. (1998). Emotional demands quantified with a six items scale developed by Bakker et al. (2003). Job resources have three dimensions; autonomy, feedback, and social support. These dimensions involve three items each and were taken from the scale developed by Hackman and Oldman (1980). Work engagement nine items scale based on three dimensions: dedication, vigor, and absorption (Schaufeli et al., 2006). A total of 22 items scale of the employees’ burnout was developed by Maslach et al. (1996). The burnout scale consists of three dimensions called de-personalisation (five items), emotional exhaustion (9 items), and reduced personal accomplishment (8 items), as confirmed by Prentice et al. (2013). Psychological ownership has measured from a six items scale established by Van Dyne and Pierce (2004).

Lastly, [Pulakos et al. \(2000\)](#) measured adaptive job performance with a ten-item scale.

RESULTS

Confirmatory factor analysis performs for establishing discriminant and convergent validity. The complete model, which consists of six factors, yielded a good model fit ($\chi^2/df = 1.37$, CFI = .95, TLI = .95, IFI = .96, SRMR = .043, REMSA = .034) as compared to several alternative measurement models ([Bentler & Bonett, 1980](#)). Thus, the study has no issue with discriminant validity as the baseline model fits presented in Table 1.

Descriptive and correlation analysis

The descriptive statistical results, which are obtained from the data presented in the Table 3. Job demands have positively correlated with burnout and a negative correlated with all the other constructs, and burnout is also negatively correlated to all the constructs except job demands. The highest positive correlation appears between job demands and burnout ($r = .57$, $p < 0.01$), and the lowest positive correlation were found among job resources and work engagement ($r = 0.30$, $p < 0.01$). Similarly, the highest negative correlation exists between job burnout and adaptive job performance ($r = -.46$, $p < 0.01$) and lowest negative correlation was found among burnout and psychological ownership ($r = -.25$, $p < 0.01$).

Table 1.

Confirmatory Factor Analysis Results

Model	χ^2 / df	CFI	TLI	IFI	SRMR	RMSEA
1. Full Model (JDs, JRs, BO, WE, AP, PO)	1.37	0.95	0.95	0.96	0.043	0.034
2. Five-factor model (JDs+BO, JRs, WE, AP, PO)	1.86	0.87	0.85	0.87	0.065	0.056
3. Four-factor model (JDs+BO, JRs+WE, AP, PO)	2.01	0.85	0.84	0.86	0.082	0.057
4. Three-factor model (JD+BO, JRs+WE, AP+PO)	2.30	0.81	0.80	0.81	0.090	0.064
5. Two-factor model (JDs+BO+JR, WE+AP+PO)	2.43	0.78	0.77	0.79	0.096	0.068
6. One-factor model (combined variables)	2.70	0.74	0.73	0.74	0.136	0.084

JRs= Job resources, JDs= Job demands, BO= Burnout, WE= Work engagement, AP= Adaptive job performance, and PO= Psychological ownership

Table 2.
Reliability and Factor Loadings

Construct	Items	Loadings	Composite Reliability	AVE
Job Demands				
Psychological demands	PD1	.82	.893	.667
	PD2	.86		
	PD3	.75		
	PD4	.85		
Physical demands	PyD1	.78	.889	.617
	PyD2	.88		
	PyD3	.72		
	PyD4	.75		
	PyD5	.79		
Emotional demands	ED1	.62	.861	.612
	ED2	.88		
	ED3	.76		
	ED3	.85		
Job Resources				
Autonomy	AT1	.79	.821	.604
	AT2	.79		
	AT3	.75		
Feedback	FB1	.78	.811	.588
	FB2	.75		
	FB3	.78		
Social Support	SS1	.65	.795	.566
	SS2	.80		
	SS3	.79		
Burnout				
Depersonalisation	DP1	.65	.893	.628
	DP2	.88		
	DP3	.78		
	DP4	.90		
	DP5	.73		
Emotional Exhaustion	EE1	.90	.905	.659
	EE2	.67		
	EE3	.91		
	EE4	.79		
	EE5	.77		

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Table 2 continued

Construct	Items	Loadings	Composite Reliability	AVE
Reduced Personal Accomplishment	RPA1	.65	.909	.626
	RPA2	.87		
	RPA3	.72		
	RPA4	.88		
	RPA5	.82		
	RPA6	.79		
Work Engagement				
Vigor	V1	.84	.828	.617
	V2	.73		
	V3	.78		
Dedication	DD1	.77	.819	.601
	DD2	.76		
	DD3	.80		
Absorption	AB1	.72	.789	.555
	AB2	.70		
	AB3	.81		
Psychological Ownership				
Psychological Ownership	PO1	.78	.882	.514
	PO2	.74		
	PO3	.73		
	PO4	.70		
	PO5	.68		
	PO6	.69		
Adaptive Job Performance				
Adaptive Job Performance	AJP1	.73	.922	.517
	AJP 2	.74		
	AJP 3	.77		
	AJP 4	.74		
	AJP 5	.68		
	AJP 6	.71		
	AJP 7	.67		
	AJP 8	.77		
	AJP 9	.73		
	AJP 10	.66		
	AJP 11	.70		

Table 3.
Descriptive and Correlations Results

Construct	Mean	SD	1	2	3	4	5	6	7	8
1. JDs	2.29	1.00	1							
2. JRs	3.74	.68	-.32**	1						
3. BO	2.23	1.06	.57**	-.28**	1					
4. WE	3.67	.71	-.27**	.30**	-.33**	1				
5. PO	4.02	.71	-.25**	.32**	-.25**	.33**	1			
6. AJP	3.96	.84	-.41**	.42**	-.46**	.48**	.38**	1		
7. Gender	1.36	.48	.021	-.01	.07	-.02	.05	-.061	1	
8. Job Tenure	1.50	.68	-.10	.11*	.01	-.01	-.02	-.01	.09	1

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

*Correlation is significant at the 0.05 level (2-tailed)

Table 4.
Summary of direct effects

Indirect Path	Estimate	S.E	C.R
H1 JDs →BO	.65***	.042	9.947
H2 JRs →WE	.49***	.033	8.143
H3 BO →AJP	-.36***	.059	-3.587
H4 WE →AJP	.42***	.038	8.549

JD= Job demands; BO= Burnout; WE=Work engagement; AJP= Adaptive job performance.

*** $p < 0.001$

Table 5.
Mediation Analysis

Indirect Path	Estimate	LLCI	ULCI
H5 JDs →BO →AJP	-.28***	-.28	-.15
H6 JRs →WE →AJP	.17***	.12	.33

*** $p < 0.001$

Table 6.
Moderation Analysis

Structural relationship	Estimate	C.R.	R ²
JDs → BO	.48**	9.34	

Continued on next page

Table 6 continued

H7	PO → BO	-.09	-1.89	.36
	JDs × PO → BO	-.12**	-3.01	
	JRs → WE	.23**	3.94	
H8	PO → WE	.26**	4.72	.15
	JRs × PO → WE	.02	.564	

JD= Job demands; BO= Burnout; WE=Work engagement; AJP= Adaptive job performance
 ** $p < 0.01$

STRUCTURAL MODEL

The findings of direct hypotheses disclose that job demands has a positive association with burnout ($\beta = .65, p < 0.01$) and job resource is positively associated to work WE ($\beta = .49, p < 0.01$), supporting H1 and H2. The findings also depicted that burnout ($\beta = -.36, p < 0.01$) has a negative relation with adaptive job performance, whereas work engagement ($\beta = .42, p < 0.01$) has a positive relation with adaptive job performance. Hence, hypotheses H3 and H4 are supported.

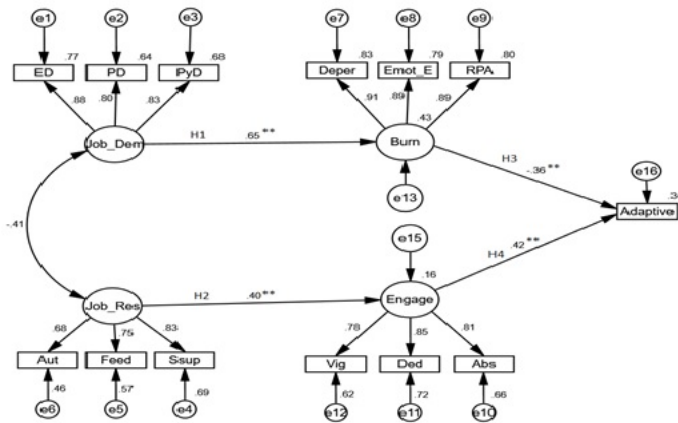


Figure 2: Structural model

For checking of the mediating role of burnout as well as work engagement, we performed the bootstrapping test with a 95% confidence interval (Preacher & Hayes, 2008). Table 5 indicates that burnout ($\beta = -.28, p < .01, 95\% \text{ CI} = -.287, -.154$) negatively mediates the linkage between job demands and adaptive job performance. In contrast, work engagement ($\beta = .17, p < 0.01, 95\% \text{ CI} = .124, .326$) positively mediates the linkage amongst the job resources and adaptive job performance. Thus, hypotheses H5 and H6 were accepted.

AMOS 24 was incorporated to perform the moderation analysis, moreover an additional variable was also created through SPSS by interaction of predictors and outcome (Zia et al., 2021). Table 6 shows the result of the interaction of psychological ownership among job demands and burnout, and the results found significant ($\beta = -.125$, $t = -3.01$, $p < 0.001$) and supports our hypothesis H7. Table 6 further shows that the result of the interaction effect of psychological ownership between job resources and work engagement which were found insignificant ($\beta = .024$, $t = .564$, $p > 0.05$) which failed to support our hypothesis H8.

DISCUSSION

The study has investigated the effect of job characteristics (job resources and job demands) on adaptive job performance of employees via burnout and engagement. The study has also checked the role of psychological ownership as a moderator among the association of job demands and employee burnout in addition to job resources and employee engagement. Based on the results, H1 supported a way that employees experience higher burnout as job demands increase in the hotel industry. The hypothesis approves the assumptions of the JD-R theory and the results of previous studies that the degree of burnout increases with the increase in job demands (Khan et al., 2014; S. Kim & Wang, 2018; Lee et al., 2020). In addition, the H2 supported the outcome that as much as the organisations providing job resources will improve employee work engagement. The study also confirmed that job resources encourage employee well-being (Bakker et al., 2003; Guest, 2017). The data analysis results also supported H3 and H4 that confirm burnout and employees' work engagement impact adaptive job performance in a contrasting way. The results warrant a significant negative connection between burnout and adaptive job performance, as identified in the previous studies (Asheghi & Hashemi, 2019). Contra wise, engaged employees are willing to perform adaptively, as already confirmed in the literature as well as aligned with the assumption of the JD-R theory (Bakker et al., 2014; Eldor & Harpaz, 2016; Kaltainen & Hakanen, 2020).

The H5 and H6 also reflect the mediating role of employees' burnout and work engagement towards job demands, resources, and adaptive job performance, respectively. Burnout is a psychological mechanism through which job demands influence adaptive job performance. Job demands from hotel employees can cause burnout, resulting in reduced adaptive job performance (Karatepe & Uludag, 2008). Alternatively, job resources will enhance employee engagement, ultimately improving adaptive job performance.

Lastly, H7 and H8 also supported the psychological ownership as a moderator to mitigates the hypothesis of job demands towards burnout and intensifies the influence of job resources towards work engagement. The study findings reveal and extend the current understanding of moderating variables (psychological ownership) over job demands and burnout along with job resources and engagement. This study fills the literature gap by explaining that when having higher ownership, they feel lower burnout and higher work engagement. The main contribution of the study is the identification of a psychological predictor known as ownership which can multiply with job demands to minimise the effect on burnout, and on the other hand, job resources maximise the impact on work engagement.

CONCLUSION

Based on the discussion, it can be concluded that the study aims to explore the relationship between different job factors, employees' well-being, and ill-being, and their impact on adaptive job performance within the context of the hotel industry. The study contributes to the existing knowledge by examining the role of psychological ownership, an intrinsic factor that drives individuals to put extra effort into their work. Additionally, the study measures adaptive job performance as an outcome and collects cross-lagged data to validate the relationships. The study finds that job demands have a negative impact on burnout and can cause reduced performance, while job resources have a positive motivational potential and can enhance performance. Therefore, managers must focus on providing job resources such as autonomy, feedback, and social support.

The study suggests that psychological ownership can foster work engagement, leading to improved overall performance in the hotel industry, which is facing higher burnout and low work engagement. Overall, the study provides valuable insights for managers in the hotel industry to cultivate job resources and foster psychological ownership to improve employee well-being and adaptive job performance.

THEORETICAL AND PRACTICAL IMPLICATIONS

The study is to check the associations of different job factors, employees' well-being, and ill-being and extend the knowledge about the role of psychological factors and, ultimately, employees' job performance within the hotel industry context. As per the JD-R theory, the study has checked the association of job demands, job resources with adaptive job performance. The study first supplements the previous research, in addition to contributing to the knowledge,

by uncovering the role of psychological ownership, which has rarely been tested empirically (De Lange et al., 2008; Xia et al., 2019). Moreover, the study prolongs the JD-R theory by including an ignored aspect of psychological ownership for work. Psychological ownership is an intrinsic factor that drives an individual to put extra effort into work along with previously well-established mechanisms of job demands and job resources to minimise burnout and maximise work engagement.

The second contribution of the study is to measure adaptive job performance as an outcome. Adaptive job performance is a sub-facet of the performance (Charbonnier-Voirin & Roussel, 2012), which is required more precisely in the hotel industry due to the addition of technologies in day-to-day practices (Luo et al., 2022). Additionally, the data has been collected two times with a gap of two months to ensure the appropriateness and validation of the relationships. Moreover, cross-lagged data is collected so that the managers have marked the adaptive job performance of the employees. Job demands have an impulsive impact on burnout that physical, psychological, and emotional needs enhance employees' burnout and can cause reduced performance (Bakker & De Vries, 2021). Whereas, job resources have an essential motivational potential (Hakanen et al., 2005) which can lead to enhanced performance. Therefore, managers must focus on cultivating job resources by providing autonomy, feedback, and social support. The study contributes by offering solution as psychological ownership to foster work engagement for improving overall performance for the hotel industry facing higher burnout and low work engagement.

LIMITATIONS AND FUTURE DIRECTIONS

The study also has certain limitations. The data has collected only from four- and five-star hotels, and future studies may also use all types of hotels and other hospitality businesses. The study collected data in Pakistan, future studies can collect data from different economies and perform a cross-comparison among developing and developed economies of the world. The study findings related to the JD-R theory, psychological ownership, and adaptive job performance require triangulation to confirm the results in a different context. The study suggested inspecting the other possible moderating factors, i.e., job embeddedness and psychological contract fulfilment which could contribute to job resources and employees work engagement. Future studies can use the finding of this study to empirically confirm the results from other contexts.

Moreover, a qualitative approach and a longitudinal research design may be used to identify specific industry-related job demands and resources to diminish burnout and enhance work engagement and, ultimately, performance

to establish substantive relationships for the JD-R theory. Future studies can further extend the relationships by considering the other relevant variables that may affect outcomes in other industries (tourism, banking, IT, etc.). By using the current framework, future research can be suggested to perform cross-industry and cultural studies to offer supplementary empirical evidence to support the study's findings.

CONFLICT OF INTEREST STATEMENT

The authors declare no conflict of interests.

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