

This is the author-created version of the following work:

Tan, Kim-Lim, and Yeap, Peik Foong (2021) *The impact of work engagement and meaningful work to alleviate job burnout among social workers in New Zealand.* Management Decision, 60 (11) pp. 3042-3065.

Access to this file is available from:

<https://researchonline.jcu.edu.au/76203/>

© Emerald Publishing Limited. AAM may be made open access in an Institutional Repository under a CC BY-NC license without embargo.

Please refer to the original source for the final version of this work:

<https://doi.org/10.1108/MD%2D05%2D2021%2D0689>

The impact of work engagement and meaningful work to alleviate job burnout among social workers in New Zealand

ABSTRACT

Purpose: Grounding our research in the conservation of resources (COR) theory and the job demands-resources (JD-R) theory, this study addresses the research gap of examining the relationship between meaningful work and dimensions of job burnout with work engagement as the mediator, especially in times of the COVID-19 pandemic. It also attempts to understand if age plays a role in moderating the effect of these relationships.

Method: This study collected data using a questionnaire protocol adapted and refined from the original scales in existing studies. The partial least squares structural equation modeling (PLS-SEM) was used to analyze data collected from 530 social workers working in New Zealand nonprofit organizations (NPO).

Findings: Results indicated that meaningful work only addressed one dimension of job burnout. Work engagement was found to mediate the relationships between meaningful work and all the dimensions of job burnout. Age does not have any moderating effect on these relationships.

Originality: This study addresses the lack of literature that collectively examines the constructs of meaningful work, dimensions of job burnout, and work engagement in the same model. In doing so, this study provides a unique verification of job burnout as a multidimensional construct. At the same time, this study offers insights into the effect of these constructs in NPOs, unraveling the complexities that drive these NPOs' human resources (HR) processes.

Keywords: Nonprofit organizations, meaningful work, work engagement, job burnout, social workers

Paper type: Research paper

Introduction

In a service-driven profession, social workers are described as a "bridge between the state and the needy" as they fulfill the mission of enhancing the individual's wellbeing (Sheppard and Charles, 2017). Social workers provide direct client care services by supporting individuals and their families through difficult times and ensuring that vulnerable people, including children and adults, are safeguarded from harm (Tan *et al.*, 2020a). However, the aging population, changing the working norm, and rising social expectations mean that social workers around the world have evolved from a dyadic client-worker mentality to become a macro-practitioner by assuming the role of a vehicle for change and being an advocate for the community (Tan *et al.*, 2019b). Therefore, it is not surprising to find social workers in various settings within relevant legislation and procedures, supporting individuals, families, and groups within the community. They may work in homes or schools, hospitals, or on the premises of other public sector and voluntary organizations. Therefore, shouldering these multiple responsibilities and facing rising job demands leads to a resource deficit, with the inevitable consequence of feeling job burnout (JBO). A survey conducted by Queen's University Belfast showed that almost 91 percent of social workers in the United Kingdom experienced some form of JBO (McFadden, 2015). Similar trends have been seen elsewhere, including Singapore (Tai, 2017), the United States (Torpey, 2018), and Hong Kong (Su, 2018), among others.

JBO among social workers is further intensified during the COVID-19 pandemic. They are exposed to new pandemic-related work challenges, including managing clients' fears and managing meticulous health compliance to prevent frontline infections (CDC, 2019). Social workers occupy a unique position in the COVID-19 pandemic because of their responsibility to serve the needy, which have been hardest hit by the pandemic. Further personal challenges experienced by social workers in this pandemic due to the disruptions to their daily routines added a layer of complexity to the already resource-constrained social work industry, resulting in higher threats to social workers' physical and psychological health. Any social worker facing JBO has consequential impacts on the sector. Besides affecting one's outlook to the job outlook, it also has negative consequences for any NPO's reputation due to their inability to provide a fundamental duty of care expected towards their clients (Smullens, 2020). Given these reasons, understanding the possible levers that NPOs can leverage to reduce social workers' tendency of JBO is an area that requires urgent attention.

Literature on and around JBO has improved related understandings towards notions of meaningful work (MW) and work engagement (WE). Defined as a work that is enriching, significant, and holds a positive meaning to an individual, experiencing MW is a job characteristic that is highly valued by all employees (Van Wingerden and Van der Stoep, 2018). Studies such as Tan *et al.* (2019a) have shown that MW carries more valence than other job characteristics such as promotion, rewards, and career development. MW motivates employees to go above and beyond their everyday requirements,

becoming more committed and dedicated to the job – a phenomenon known as WE (Hulshof *et al.*, 2020). In turn, WE would facilitate the acquisition of resources that optimistically influence an individual's perspective of both work and life, reducing the propensity of experiencing JBO (Johnson and Jiang, 2017). For a profession that focuses on human services, having social workers experiencing JBO is undesirable and even unaffordable in these trialing times caused by the COVID-19 pandemic. These combined factors affirm that NPOs are morally, and in some countries even legally, required to support burnout employees.

Our study seeks to plug existing research gaps in three areas. First, our understanding of the relationship between MW, JBO, and WE is incomplete. There has been little research on WE and its correlation with MW and JBO of social workers in NPOs (Park *et al.*, 2018). Studies adopting the well established and widely recognized JD-R theory were carried out among managers in construction organization (Cheung *et al.*, 2021), cruise ship employees (Radic *et al.*, 2020), unskilled construction workers (Lee *et al.*, 2020), hotel frontline employees (Tan *et al.*, 2020d) and public school teachers (Bottiani *et al.*, 2019). Evidently, these studies mainly focus on for-profit organizations. Little has been done on NPOs. It is suggested that the sources of motivation for employees working in NPOs are different from those in for-profit organizations (Park *et al.*, 2018, Tan *et al.*, 2020a). Therefore, employing recommendations from the literature that focuses on for-profit organizations on NPOs may yield limited results (Johansen and Sowa, 2019). Therefore, this study answers Tan *et al.* (2020a) call to examine the effect of WE in NPOs further. Adopting the JD-R theory with focus on social workers in the NPO, our study would significantly contribute not only builds theory but also connects to practice in significant ways.

Second, there has been an influx of studies such as Khaksar *et al.* (2019), who measured JBO as a unidimensional construct. Bianchi *et al.* (2017) questioned such practices as it implies that individuals are suffering from the same conditions of JBO when in fact, they are experiencing one of the three symptoms. According to Maslach and Leiter (2016), JBO is a reaction to prolonged or chronic job stress and is characterized by three main dimensions: exhaustion, cynicism, and feelings of reduced professional ability. On this, researchers have confirmed that despite implementing strategies to address JBO, differentiated effects were observed across the three JBO dimensions (Roncalli and Byrne, 2016). This means that addressing JBO requires a calibrated approach instead of a blanket intervention. Unlike earlier studies such as Fairlie (2011), who has investigated the effectiveness of MW on JBO (as a unidimensional construct), which was the first few studies to examine if WE and MW is an effective solution in reducing social workers' JBO.

Finally, a key premise of the JD-R theory often assumes that all job demands are equally wearing and all resources are equally rewarding across all employees (Bakker and Demerouti, 2017). However, this is not entirely true. Atinc *et al.* (2011) found that senior employees are more selective in

allocating resources to optimize their intended results. Scheibe *et al.* (2021) further explained that motivational changes with age could lead to an enhanced focus on positive emotional experiences and the wellbeing of self and others. In other words, we may favor more emotional wellbeing and meaning of life over other outcomes such as status and fame as we age, which shapes our cognition, behavior, and perspective towards life and work. Hence, to thoroughly understand the relationships between these constructs, the strength of the associations that differ with the age needs to be investigated.

Overall, this study makes several significant contributions. Theoretically, this study expands the knowledge regarding the role and effectiveness of MW by way of a job resource supported by COR theory and the JD-R theory in the context of NPOs. Additionally, it examines WE effectiveness as a mediator between MW and JBO within NPOs, highlighted by its conspicuous absence from the literature that examines similar constructs (Bailey *et al.*, 2017). Finally, this study indirectly interfaces HRD interventions in MW within NPOs—a linkage not thoroughly explored in previous literature (Shuck *et al.*, 2014). At the same time, burnout in the social work profession is becoming part of everyday vocabulary. During these times, social workers face unprecedented levels of varying occupational and societal stressors, leading to a situation where daily job demands exceed their personal and job resources, culminating in social workers feeling exploited, emotionally exhausted, and burnout. (Peinado and Anderson, 2020). To reduce social workers' burnout, NPOs can leverage our results to design intervention programs that focus on work values and foster interactions between social workers and their peers. It would also provide insights to NPOs to equip social workers the technical and emotional skills needed for higher expectations and more challenging tasks.

Theoretical Framework

The theoretical framework was drawn from the COR theory and the JD-R theory, where adequate resources are imperative for workers to manage the demands of their job (Halbesleben *et al.*, 2014). Without adequate resources, job demands would impair them, leading to energy loss and causing negative corollaries like poorer health (Bakker and Demerouti, 2017). Job resources are the physical, psychological, social, or organizational aspects of the job that are functional to achieve work goals, to reduce job demands, to minimize associated physiological and psychological costs, and/or to stimulate personal growth, learning, and development (Bakker and Demerouti, 2007). In retrospect, job resources contain motivational properties that motivate individuals, encouraging them to be more proactive in learning and dedicate more effort to complete tasks (Roncalli and Byrne, 2016).

In this regard, we have seen from other literature such as Bakker and de Vries (2020), Russell *et al.* (2020), Khaksar *et al.* (2019) that the combination of high job demands and low job resources represents a high-stress work environment which may eventually lead to JBO. Organizations must continuously optimize job characteristics, including providing an employee-centered culture, setting

achievable yet challenging goals, optimizing job resources, and managing job demands (Bakker and de Vries, 2020). However, this is not a one-time exercise. Employees' experience of job strain is dependent on their daily job demands as well as resources. It is critical that leaders continuously provide support and direction to support employees in meeting these demands.

On this note, employees do not take a reactive role according to their leaders and work environment. They actively accumulate resources through adaptive or maladaptive self-regulation strategies to address the job demands (Mette *et al.*, 2020). For instance, reminding oneself to stay calm and focus allows one to decenter from stress appraisals into a metacognitive state of awareness, a form of personal resource. In this regard, Wrzesniewski *et al.* (2010) mentioned that when faced with work stress, employees will proactively try to optimize their job demands and resources through staying productive and engaged. This proposition gravitates to the next theory that this study leverages – the COR theory.

The COR theory complements the JD-R theory, highlighting that employees are constantly on the lookout for resources and conserve them to be leveraged in managing job demands (Hobfoll, 2011). Hobfoll *et al.* (2018) further highlighted that the COR theory supports individuals with a strong entrenched evolutionary tendency that pays more attention to resource loss than resource gain. This perspective promotes a conservative and risk-averse predisposition towards acquiring and securing resources. As highlighted earlier, social work is exhausting, demanding, and an emotionally draining profession that can result in JBO (Geisler *et al.*, 2019). Yet, undeniably, social workers join the profession as it allows them to help people from all walks of life (Vidman and Strömberg, 2018). It is a career that they consider rewarding, stimulating, inspiring, and meaningful (Truell, 2018).

Considering the above arguments, we postulate that social workers are constantly searching for resources to address the demands faced at work. Given that social workers are individuals who make a real difference and have a positive impact on their clients, it is natural that both work engagement and meaningfulness at work function as resources that reduce job demands and the associated physiological and psychological costs (Bakker and Demerouti, 2007, Tan *et al.*, 2020a). Putting both COR and JD-R theory together, the phenomenon under examination is explained in Figure 1.

*** Insert Figure 1 here***

Hypothesis Development

Meaningful Work and Work Engagement

Employees experience MW when they perceive the work as purposeful, significant, satisfying a higher-order need, and granting an individual identity (Steger *et al.*, 2012). MW has been observed to be a good predictor of desirable behaviors such as better performance (Clausen and Borg, 2011),

engagement (May *et al.*, 2004), better wellbeing (Allan *et al.*, 2016), as well as decreased absenteeism (Johnson and Jiang, 2017) and turnover intention (Jung and Yoon, 2016).

Despite far-reaching workplace changes caused by the 4th Industrial Revolution (e.g., disruptive technology, work automation, AI, workforce diversification), the demand for MW among employees, regardless of career stages and demographic profiles, never decreases (Lips-Wiersma *et al.*, 2016). For instance, the 2019 Deloitte Millennial Survey shows that 36 percent of the respondents indicated that the presence of MW is a crucial factor for engagement (Hartung, 2019). Given the growing importance of MW, organizations that fail to recognize the value of fostering a sense of meaning would find difficulty in attracting and retaining their desired talents.

How does MW relate to WE? The early works of Kahn (1990) suggest that engaged employees deploy resources to better dedicate to their role physically, emotionally, and cognitively. This dedication results in a positive disposition towards job demands and advantageous work outcomes. Moreover, an engaged employee displays three dimensions of vigor, dedication, and commitment. Vigor refers to the exhibitions of persistence, high focus, and fortitude in completing a task (Schaufeli and Bakker, 2004). According to Schaufeli and Bakker (2004), dedication means "displaying a sense of significance, enthusiasm, inspiration, pride, and challenge" (p. 295). Absorption is about experiencing the flow when one is in a state of total immersion while carrying out a task (Schaufeli and Bakker, 2004).

Kahn (1990) noted that psychological meaningfulness is a prerequisite for the manifestation of WE. Psychological meaningfulness is when individuals feel that the effort is worthwhile, and valuable-as though they made a difference and were not taken for granted. Albrecht *et al.* (2021) agreed with this perspective, indicating that when experiencing meaningful work, individuals felt able to give to others and to work themselves in their role, and also be able to receive. In this regard, MW would occur when individuals view their work plays a significant role and serving some real purposes. In the process, literature such as Jiang (2021), Autin *et al.* (2021) demonstrated that employees who experience MW become more alert, more efficacious, and more absorbed in their work. Likewise, Van Wingerden and Van der Stoep (2018) examination on 459 professionals elucidated similar findings. Building on these arguments, the first hypothesis is proposed:

H1: MW has a positive impact on WE.

Meaningful Work and Job Burnout Dimensions

Social work, by itself, is complex and different from other professions (Tian *et al.*, 2016). Focusing on the person and the environment, social workers often must manage external factors that influence one's situation and outlook. This management process includes opportunities for assessment and

developing interventions to support their clients and the communities (McFadden *et al.*, 2018). These combined pressures of high expectations, workloads, and inadequate support, transform into an unsustainable work culture for social workers that eventually leads to JBO (McFadden *et al.*, 2018).

According to Maslach (1993), the three characterizations of JBO are emotional exhaustion, depersonalization, and reduced personal accomplishments. Emotional exhaustion is central to JBO, where individuals are emotionally lethargic and drained (Ashforth and Lee, 1997). Depersonalization is a form of dissociative disorder, where one's cynicism and impersonality manifest in attitudes towards work and interpersonal relationships (Lizano and Mor Barak, 2015). Finally, reduced personal accomplishments reduce one's sense of efficacy through disregard for one's past accomplishments (Travis *et al.*, 2016). Other studies, such as Elbaz *et al.* (2020) and López-Cabarcos *et al.* (2021), draw similar conclusions that experiencing JBO makes one disinterested in their job and misaligned with organizational goals and fit. Despite these commonalities, the main scholarly contention on JBO is whether it is a multidimensional or a unidimensional construct (Bianchi *et al.*, 2017). While some studies, such as Khaksar *et al.* (2019), have treated it as a unidimensional construct, proponents of multidimensional constructs argue that the symptoms of JBO do not manifest sequentially. Bianchi *et al.* (2017) opined that treating it as a unidimensional construct would mask nuanced relationships that can better inform JBO's scholarly body of knowledge. At the same time, researchers have found instances where individuals experience only partial symptoms of JBO and not JBO as a whole. For instance, Franco *et al.* (2021) indicated that when teachers find themselves pressured by school authorities to act in a certain way, they are more likely to feel more exhausted and adopt more cynical attitudes toward their students. Similar results are found in D'Amico *et al.* (2020), Russell *et al.* (2020). In other words, there is a possibility that social workers experiencing JBO do not manifest all three aforementioned symptoms. However, literature demonstrating this remain sparse. Some of the more recent ones by Huang *et al.* (2021) and Mette *et al.* (2020) examining social workers in China and in Germany respectively have assumed JBO as a unidimensional construct, supporting our earlier argument that evidence in examining it as a multidimensional construct in the social work fraternity is conspicuously missing.

To reiterate, the corollaries of JBO can take multiple forms. The NPOs may become inefficient and deliver an inconsistent quality for client services (Johansen and Sowa, 2019). For social workers who have yet to experience burnout, the spillover cases from burnout colleagues stretch their workload and thus increase their psychological stress risk (Tan *et al.*, 2019b). Therefore, developing strategies to address social workers' JBO is a crucial priority of NPOs and may require a bespoke solution rather than "one-size-fits-all" solutions. As a job resource, recent studies such as Hamama-Raz *et al.* (2021) MW has been described as an effective predictor in alleviating JBO. Earlier studies such as Fairlie (2011) have similar conclusions. However, these investigations were inadequate as they consider JBO

as a unidimensional construct. Besides, industry surveys such as McFadden (2015) highlighted that social workers experience emotional exhaustion and depersonalization despite achieving work accomplishments. Aligned with the above literature, we challenge Hamama-Raz *et al.* (2021) claims by examining the role of MW on depersonalization, emotional exhaustion, and reduced personal accomplishments.

H2a: MW has a negative impact on depersonalization.

H2b: MW has a negative impact on emotional exhaustion.

H2c: MW has a negative impact on reduced personal accomplishments.

Work Engagement and Job Burnout Dimensions

The relationships between WE and JBO have attracted research interest over the past decade. A common discourse that emerged from the studies concerns the relationship of WE -- a positive, fulfilling, work-related construct, and with JBO, which according to Maslach *et al.* (2001) is a "prolonged response to chronic emotional and interpersonal stressors on the job" (p. 397). From the different pieces of literature, it has been consistently shown that JBO and WE are inversely related. For instance, Ivanovic *et al.* (2020) study on recruiters showed that WE negatively influence JBO. Likewise, Kusrkar *et al.* (2020) found that moderate and high JBO scores were associated with low engagement scores. In nonprofit settings, similar results can be observed for occupational groups such as nurses (Giesbers *et al.*, 2021), educators (D'Amico *et al.*, 2020), and community mental health workers (Ng *et al.*, 2020). Drawing upon the above and considering earlier arguments of a multidimensional construct for JBO, our study adds value to the existing literature by investigating WE as an antecedent to JBO dimensions with the formulation of the following hypotheses:

H3a: WE has a negative impact on depersonalization.

H3b: WE has a negative impact on emotional exhaustion.

H3c: WE has a negative impact on reduced personal accomplishments.

Work Engagement as a Mediator

The JD-R theory provides theoretical support for WE to function as the mediator in this study. To be more specific, it elucidates that job resource contributes to WE, which, as a result, manifest desirable organizational and individual outcomes (Bakker and Demerouti, 2017, Bakker and Demerouti, 2007). In this regard, Steger and Dik (2010) explained that MW is a job resource as it stimulates one's sense of purpose, thereby facilitating learning and personal growth. Steger and Dik (2010) further explained that individuals experience a sense of meaningfulness "from the pursuit of important purposes in the

context of understanding oneself, one's organization, and how one fits within the purpose and operations of one's organization" (p. 7). When that happens, employees manifest the different aspects of WE where they would be invigorated by their work (i.e., vigor), concentrate their attention to their work (i.e., absorption), and spark passion, be mentally stimulated and develop pride (i.e., dedication). In turn, WE facilitate the acquisition of resources that influence an individual's perspective of the demands met at work and in life (Johnson and Jiang, 2017).

Should the explanations above be correct, it would be logical to determine the mediation effects of WE. Earlier studies have confirmed the mediator role of WE across different contexts. Past studies have uncovered the mediating effect of WE for the relationship between supervisor social support and positive results (e.g., job performance rating, creativity) (Orgambidez and Almeida, 2020). Besides, Lin et al. (2020) study on community health workers in China found that WE mediate organizational commitment and job satisfaction. At the same time, there is a need for a deeper understanding of the role of WE on the relationship between MW and the dimensions of JBO, especially from the social workers' perspectives. Thus, coupled with the scarcity of such examination and supported by both theoretical and empirical evidence, it provides sufficient grounds to suggest WE functions as a mechanism linking MW to reducing JBO, leading to the following set of hypotheses:

H4a: WE mediates the relationship between MW and depersonalization.

H4b: WE mediates the relationship between MW and emotional exhaustion.

H4c: WE mediates the relationship between MW and reduced personal accomplishments.

Age as a Moderator

The different structural conditions across different age groups explain differing attitudes towards work. For instance, Chi *et al.* (2013) found that younger employees tend to hold jobs with more unsatisfactory working conditions and lower employment security at the early career stages. These attitudes do shift as one's career becomes more stable (Chi *et al.*, 2013). Similarly, studies such as Sweet and Swayze (2017) suggested that older employees realize that they are not as competitive as the younger colleagues and would typically place a higher value on the job they already have.

Another reason for differences in work attitudes can also result from structural changes in the labor market. Different cohorts of employees entering the labor market at distinct periods would affect their attitudes towards work. For instance, millennials who grew up in a world of technology are better connected and well-informed, therefore having a higher likelihood to secure work they find meaningful (Tommasi *et al.*, 2020). At the same time, O'connor (2020) found that – on average – younger employees are less resilient, more prone to stress, less emotionally stable, and less tolerant of

ambiguity than older people. Likewise, MacLeod *et al.* (2016) elucidated that older employees tend to be more resilient despite socioeconomic backgrounds, personal experiences, and declining health, especially those with direct or indirect experience with hardships such as terror attacks and economic crises and war.

Putting all these together, these results reflect that the age-graded nature of emotions is essential to consider in research, as emotion-related constructs (e.g., emotional experiences, expressions, and competencies) have been identified as key influencing factors that shape a variety of critical work behaviors and outcomes relevant to both individual employees and the organization (Ashkanasy and Dorris, 2017). More importantly, the above literature suggests that the respective influences of age, via emotions, may not always be generalizable to all employees or (work) contexts. Instead, the interplay of age and emotions with numerous personal and contextual boundary conditions may shape relevant work outcomes. Given the above, it makes sense for us to argue that social workers' age interacts with relevant personal and contextual factors to shape emotions and associated work outcomes that lead us to the final set of hypotheses:

H5a: Age moderates the relationship between MW and depersonalization.

H5b: Age moderates the relationship between MW and emotional exhaustion.

H5c: Age moderates the relationship between MW and reduced personal accomplishments.

H5d: Age moderates the relationship between WE and depersonalization.

H5e: Age moderates the relationship between WE and emotional exhaustion.

H5f: Age moderates the relationship between WE and reduced personal accomplishments.

Methodology

Sample and Data Collection

Using a purposive sampling technique, the instrument was distributed to social workers registered with the Aotearoa New Zealand Association of Social Workers (ANZASW) in New Zealand via email in February 2021, where cities like Auckland were in a level three lockdown (Radio New Zealand, 2021). The ANZASW is a professional body representing social workers in New Zealand. To be a member of ANZASW, applicants must display evidence of having the relevant qualifications and achieving a minimum amount of continued professional development (ANZASW, 2017). Partnering with ANZASW ensured that only bona fide social workers took part in this study. During the data collection period from February 2021 to April 2021, ANZASW sends a monthly reminder to its members.

The power analytic technique advocated by Cohen (1988) was used to establish the sample size. There is more rigor in this technique than the traditional 'rule-of-thumb' method as it is not likely to suffer from "insufficient power because of too few samples or excessive power because of too many samples" (Green, 1991). At 0.15 as the effect size and power at 95%, the minimum number sample size is set at 119 respondents. At the end of the data collection period, this study collected 530 valid responses, which well exceeds Cohen's (1998) recommendations, demonstrating that this sample size is sufficient for analysis.

Measures

The survey consisted of three instruments. MW is measured using the Work and Meaning Inventory (WAMI). Using a 7-point Likert scale for the 10-item instrument, WE was measured in the second section using the Utrecht Work Engagement Scale (UWES), a 9-item instrument on a 5-point Likert scale. Lastly, encompassing three dimensions of exhaustion, depersonalization, and reduced personal accomplishments, the Maslach Burnout Index (MBI) was used to measure JBO. MBI is a 22-item instrument on a 7-point Likert scale.

As this is a cross-sectional study, it is susceptible to common method bias (CMB). Therefore, this study applied the procedural remedies following Podsakoff *et al.* (2003) to reduce CMB. First, the importance of no "right" or "wrong" answers was emphasized, and all respondents were assured of the anonymity and confidentiality of the collected data. Second, instruments of different scale endpoints were introduced to prevent respondents from using their initial ratings to unconsciously anchor the scale and thereby influence the scaling of their subsequent judgments. The instruments were also adopted from the literature and pre-tested to confirm the clarity of all survey instructions. A psychological separation was created where respondents' profiles were inserted between instruments measuring dependent and independent variables. Statistically, Harman's single factor test revealed that the variance explained by the single factor is 24%, which is below the threshold of 40%, indicating that CMB had no severe impact on this study (Babin *et al.*, 2016). Additionally, we tested CMB using the Kock (2015) full collinearity assessment approach, which revealed that all variance inflation factors (VIF) are less than 3.3, indicating that the model can be considered free of CMB.

Data Analysis

The data were analyzed using partial least squares-structural equation modeling (PLS-SEM) that involves the composite-based (or variance-based) approaches via the software, SmartPLS 3.0. PLS-SEM is appropriate as this study is more inclined to the constructs in business or social sciences designs that form a composite measurement model (Henseler, 2017). As the PLS-SEM model relies on composites, it would not produce inconsistent estimates (Hair *et al.*, 2017). Furthermore, PLS-SEM permits the complex configurational mode of HRM practices that captures the synergistic results taking higher-order constructs (HOCs), which are not found in covariance-based SEM (Ringle *et al.*,

2020). Additionally, PLS-SEM has been utilized across a wide range of inter-related social science scholarly work, including leadership (Ali *et al.*, 2021), entrepreneurship (Ziyae and Sadeghi, 2020), informational technology (Leong *et al.*, 2020), human resource management (Ringle *et al.*, 2020) and tourism (Fam *et al.*, 2020).

Developed by Christian M. Ringle, Sven Wende, and Jan-Michael Becker, SmartPLS is designed to ensure high usability and user-friendliness to support beginners and experts in developing scientifically sound and state-of-the-art PLS-SEM analyses (Sarstedt and Cheah, 2019). According to Memon *et al.* (2021), more than 10,000 researchers have cited the use of SmartPLS in their journal publications across different peer-reviewed journals. Besides, SmartPLS is the most often used PLS-SEM software as several review studies of the method's application across disciplines such as knowledge management (Cepeda-Carrion *et al.*, 2019), education (Tan *et al.*, 2020b), human resources (Tan *et al.*, 2020a, Tan *et al.*, 2019b) and tourism (Ghasemy *et al.*, 2020, Tan *et al.*, 2020d, Fam *et al.*, 2020, Tan *et al.*, 2020c). Besides the standard PLS-SEM results reporting, the software provides numerous extensions that support detailed examination of the research models, such as advanced bootstrapping, confirmatory tetrad analysis, importance-performance map analysis, multigroup analysis, and predictive power assessment (Sarstedt and Cheah, 2019). Taken together, SmartPLS provides higher transparency, and its frictionless design follows a best practice that is a condition *sine qua non* for modern software packages.

Controls

The usage of control variables in research is important to minimize the possibility of confounded results that affect the model's explanatory power (Atinc *et al.*, 2011). As demonstrated by other research such as Shockley *et al.* (2021) and Fiel (2020) that gender and education might influence outcomes, these two characteristics have been incorporated as control variables in this study. The results show that the control variables have non-significant effects in this study.

Findings

Respondents' Profile

The sample is predominantly female (90.57%). Slightly more than half of the participants are over 45 years old (57.17%), and almost 75 percent of the participants obtained a Bachelor's degree and above. Table 1 summarizes the respondents' profiles.

*** Insert Table 1 here***

Measurement Model

Table 2 presents the construct reliability and the convergent validity in this study. Most loadings met the cut-off value of 0.708. For those that have not met the cut-off threshold, the values are retained, as

the associated constructs have attained the requirements of at least 0.7 and at least 0.5 for average variance extracted (AVE) and the composite reliability (CR), respectively (Hair *et al.*, 2017). Table 3 shows that the model achieved discriminant validity as the heterotrait-monotrait (HTMT) criterion values were less than 0.90 (Henseler *et al.*, 2015). In summary, the proposed model demonstrated good convergent validity, reliability, and discriminant validity.

*** Insert Table 2 here***

*** Insert Table 3 here***

Structural Model

Using the bootstrapping method, Table 4 shows that MW positively influence WE (H1: $\beta = 0.563$, $p < 0.001$). Among the three dimensions of job burnout, MW negatively affect reduced personal accomplishments (H2c: $\beta = -0.116$, $p < 0.05$), but not with depersonalization (H2a: $\beta = -0.094$, $p = 0.193$) and emotional exhaustion (H2b: $\beta = -0.071$, $p = 0.249$). In this regard, WE is an effective predictor towards reducing depersonalization (H3a: $\beta = -0.263$, $p < 0.001$), emotional exhaustion (H3b: $\beta = -0.450$, $p < 0.001$), and reduced personal accomplishments (H3c: $\beta = -0.667$, $p < 0.001$). At the same time, WE mediates the relationship between MW and depersonalization (H4a: $\beta = -0.148$, $p < 0.001$), emotional exhaustion (H4b: $\beta = -0.375$, $p < 0.001$), and reduced personal accomplishments (H4c: $\beta = -0.254$, $p < 0.001$). In sum, all but H2a and H2b were supported. We further examine the moderating effect of age on the direct relationships between MW, WE, and the dimensions of JBO. Our results show that age does not have a significant moderation effect on the relationships. Hence, H5a, H5b, H5c, H5d, H5e, and H5f are rejected.

*** Insert Table 4***

Table 5 also reveals the results for the effect size (f^2) of the paths. As pointed out by Sullivan and Feinn (2012), while p-value can identify if the effect occurs, it may not determine the size of the effect. Adopting Cohen (1988) recommendations, Table 5 reveals that WE had a large effect on reduced personal accomplishments, a medium effect on emotional exhaustion, and a weak effect on depersonalization. On the other hand, MW had a large effect on WE and a weak effect on the three dimensions of job burnout.

According to Hair *et al.* (2017), the coefficient of determination (R^2) examines the amount of explained variance of the endogenous constructs in the structural model. In general, the R^2 values of 0.26, 0.13, and 0.02 for the endogenous constructs can be considered substantial, moderate, and weak, respectively (Cohen, 1988). On this note, the R^2 values (see Table 5) for WE and reduced personal accomplishment are considered substantial, while depersonalization and emotional exhaustion are

considered moderate. Finally, the Q^2 values of the endogenous constructs exceed zero indicating there is predictive relevance.

*** Insert Table 5 ***

Discussions

The results were obtained using the two-stage approach of PLS-SEM, where we first analyze the measurement model followed by the structural model. The results have allowed us to gain critical new insights into the relationship between MW, WE, and the dimensions of JBO.

For a start, our result is consistent with the literature, such as Vermooten *et al.* (2019), demonstrating that social workers who experience MW manifest engagement in the workplace, likely caused by a motivational element that makes them show greater commitment to work (Hulshof *et al.*, 2020). Consequentially, they would consider their work more important, placing a higher value on it and being obligated to stay in the organization longer. A 2020 report by Deloitte validated this point, indicating that MW is a crucial driver of WE (Deloitte, 2020). For social workers, this phenomenon is not unexpected. Social workers are driven by their sense of altruism of helping others change their lives, which is one of the most rewarding elements of this profession (Kalliath *et al.*, 2020). One plausible explanation for these patterns is the substantive long-term nature of the help social workers provide for poverty, substance abuse, and addiction. Social workers do not just make a difference in individuals' lives, they lead changes at the systemic level as they are the voice of marginalized people in identifying areas causing social stratification (Tan *et al.*, 2019b).

Arguably, the most significant finding in our research that has not been examined extensively in the contemporary literature is the effect of MW on dimensions of JBO. In doing so, we address Lips-Wiersma *et al.* (2018) call to provide an in-depth examination of "specific relationships between antecedents and outcomes of meaningful work." Our results evidence the fact that MW established a significant negative relationship with only one single dimension. In other words, even when social workers perceive their work to be meaningful, it is not effective in reducing their emotional exhaustion or cynicism towards stakeholders. Even with this significant relationship, the small effect size indicates that MW is not a significant predictor for enhancing social workers' sense of self-efficacy. It further demonstrates that MW, as a standalone construct, cannot address the entirety of JBO. Compared with existing literature such as Stephenson and Bell (2018), and Tong (2018), Fairlie (2011), where MW results in positive effects such as a reduction in JBO, the difference in our results with existing studies could be attributed to several reasons.

First, unlike other professions, social workers are attracted to the work's mission. They help relieve individuals' suffering, fight for social justice, and improve the lives of impoverished communities

(Park *et al.*, 2018). Social workers know what they are getting into by joining this profession and are psychologically prepared for it (Chiller and Crisp, 2012). Therefore, efforts to imbue further meaningfulness to their work, when they already know about it, do little to help address the different dimensions of JBO. Second, these results could be due to the current times of the pandemic. The early stages of the pandemic resulted in an unprecedented halt in almost all economic and social activities (Baker *et al.*, 2020). Public venues were closed, and in-person schools were switched to remote learning. With "working from home" becoming the default way of working, the substantial increase of domestic responsibilities competes with normal and even increased work responsibilities, causing employees to simultaneously juggle work and family responsibilities (Shockley *et al.*, 2021). Eventually, the division between home and work is blurred, increasing one's propensity to experience JBO (Stahl, 2020). Taken together with our results, it reflects that addressing JBO requires a multifaceted, calibrated, and deliberate approach rather than just a one-size fit all policy. Theoretically, our results demonstrated that MW, as a job resource, produced a differential effect in different organizational settings.

The negative relationship between WE and dimensions of JBO suggests that an organization comprised of highly engaged employees is better suited for cognitively and emotionally demanding professions. This result is not surprising given that it has been verified in different studies such as Ivanovic *et al.* (2020), Kusrkar *et al.* (2020), D'Amico *et al.* (2020). Putting these together reflects the importance of NPOs promoting positive behaviors such as WE instead of emphasizing reducing the symptoms of burnout employees. It further reinforced the proposition by Schaufeli *et al.* (2006) that WE is the positive antipode of JBO, suggesting that vigor and dedication are the opposite poles of the JBO dimensions of exhaustion and cynicism.

Our model demonstrated that there are indirect relationships between MW and JBO dimensions via WE. Following Zhao *et al.* (2010) mediator analysis procedure, the results suggest that WE offer full mediation relating to MW, depersonalization, and MW on emotional exhaustion. Likewise, our results also suggest that WE offer complimentary partial mediation towards the relationship of reduced personal accomplishments and MW. These results imply that when social workers are exposed to conditions of MW, their intentions, attitudes, and behaviors are affected, such that they invest additional personal resources, thereby resulting in them being more physically, emotionally, and cognitively involved in the work (Ajzen, 1991, Kahn, 1990). In turn, these translated into resources that supported social workers in managing their job demands, which lowered their propensity for experiencing JBOs (Bakker and Demerouti, 2007). In sum, WE is the intervening variable that bridges the MW and JBO of social workers.

Finally, our results show that age does not moderate any of the relationships. While it does not align with existing literature such as Marchand *et al.* (2018), this result is not particularly surprising given

the nature of the profession's context concerning current times. A year into the COVID-19 pandemic, it is not unusual to hear employees experiencing a state of chronic exhaustion, feelings of negativity or cynicism towards one's job, and a reduced ability to do one's work (Kniffin *et al.*, 2021). Just as many thought the pandemic was recovering, new variants appeared, and more asymptomatic cases emerged from the community (Rodzi, 2021). With this pandemic dragging on with no end in sight, social workers are plagued with uncertainty. Social workers are experiencing the same strains and stressors as the rest of the population at a societal level. These stressors include confinement and reduced access to childcare, services, resources, and social support networks. Due to the nature of their work which may require face-to-face interaction, there is a risk to the social worker and their families contracting the virus (UNICEF, 2021). Some also face stigma due to the fear of introducing the virus to their local communities (Abdelhafiz and Alorabi, 2020). Yet, for them, there is an additional layer of worry – their clients. Since the outbreak of the COVID-19 pandemic, people who have been seeking help have significantly increased (UNICEF, 2021). This is another probable reason explaining the result as their stressors may be exacerbated by an increased workload and the need to swiftly adapt their practice and procedures while operating in an often uncertain and sporadic timeframe. Taken together, these understandings explain how symptoms of JBO during the pandemic are not age-specific.

Taken together, these results further supported the concept of the resource caravan under the COR theory, which Hobfoll *et al.* (2018) postulated that employees and employers need to invest in a myriad of resources to protect against resource loss recover from losses, and gain resources. At the same time, these findings advanced the understanding of the JD-R theory, providing additional evidence on the interplay between MW, WE, and dimensions of JBO in the nonprofit industry. Unlike results shown in other studies such as Hamama-Raz *et al.* (2021), our results provide a new understanding of the effectiveness of MW as a resource in addressing job demands. It adds to a growing body of literature such as Huang *et al.* (2021) and Mette *et al.* (2020) on effectively reducing social workers' JBO. Our study confirms the necessity for organizations to provide different resources. In this regard, NPOs can develop HRD interventions that instill work meaningfulness and enhance engagement at work. Some suggested efforts can be equipping social workers with skills to manage increasingly complex work tasks and conducting programs focusing on reminding work values. The subsequent sections will discuss in detail the theoretical and managerial implications resulting from this study.

Theoretical Implications

Our results have provided five main contributions to the literature. First, this study provides new perspectives that show how MW has a limited effect on alleviating the dimensions of JBO. Despite earlier studies such as Vermooten *et al.* (2019) that focus on for-profit organizations, our results

demonstrated that MW, as a job resource, produced a differential effect in different organizational settings. The outcomes further supported the concept of the resource caravan. It proposed that different variables should be deployed within the same ecosystem such that employees could leverage it to manage job demands while concomitantly meeting the organizational mission (Hobfoll, 2014). The results thus address Halbesleben *et al.* (2014) and their exploration of "how resources combine to meet goals" (p. 1345).

Second, this study advances our understanding of the relationship of outcomes to resources as postulated in the JD-R theory. Unlike other studies, this study provides conceptual clarity on the role of specific resources within the JD-R theory. It unravels fresh perspectives on the interplay between MW, WE, and dimensions of JBO within the same ecosystem. Concomitantly, the findings demonstrate that resources do not operate in isolation, which epitomizes the concept of resource caravan that is essential to facilitate social workers in managing their job demands while meeting the organization's mission (Hobfoll, 2014). Another critical contribution is validating a framework linking meaningful work to dimensions of job burnout, via work engagement, within the social work context. The results present new viewpoints that disentangle the complexities involved in driving HR processes within NPOs. It addresses a significant gap on how NPOs should manage their employment relationships such that it maximizes employees' potential, and in turn, support the social mission of the NPO. It personifies that the unique contextual and institutional factors that differentiate NPOs from for-profit organizations require a different strategy in developing interventions to enhance WE and address JBO (Akingbola, 2012, Park *et al.*, 2018).

Moreover, this study addresses the lack of literature examining the constructs of MW, dimensions of JBO, and WE in the same model during a pandemic. In doing so, this study has provided a unique verification of JBO as a multidimensional construct. This finding supports Bianchi *et al.* (2017) call to conceptualize JBO as a multidimensional construct, providing more clarity and elucidating more information. Moreover, previous studies that adopted covariance-based structured equation modeling have been criticized for misspecifications that possibly resulted in "serious consequences on the theoretical conclusions drawn from the model, which lead to erroneous inferences" (Jarvis *et al.*, 2003). In sum, PLS-SEM is an analytical approach that "improved the results reporting, through the assessment of formative measurement models, which have become increasingly important in social science research" (Ringle *et al.*, 2020).

Unlike earlier works such as Abdelhafiz and Alorabi (2020), where recommendations to address JBO come as opinion pieces, this study value-adds by providing empirical evidence to develop practical recommendations on reducing social workers' JBO in the COVID-19 pandemic. We apply scientific standards of proof to demonstrate how intangible human capital can be identified and shown to add

tangible individual benefits, demonstrating the importance of applied and statistical methods when analyzing human resource management.

Managerial Implications

The results of this study suggest several implications. Given the strong effect of MW on WE, NPOs can develop HRD interventions that instill meaningfulness. The suggested efforts can (1) equip social workers with technical and emotional skills to prepare them for more challenging tasks in the future, (2) conduct programs that focus on uncovering work values, on aligning these with the objectives of the NPOs, and (3) design programs that facilitate interactions between social workers and their peers, as opportunities for social interactions. For instance, NPOs can develop job crafting exercises. Unlike job redesign, the onus of performing a job crafting exercise is when social workers are empowered to be "job entrepreneurs" to reconfigure their work (Bakker, 2018). For NPOs, where they often face resource constraints, a job crafting exercise gives NPOs an alternative way to create more engaging and fulfilling work experiences (Wrzesniewski *et al.*, 2010).

NPOs should leverage the mediation effects that WE has towards the dimensions of JBO, especially when the results suggest that initiatives to imbue MW alone have a limited effect in reducing JBOs. Therefore, we advocate an integrated perspective by implementing efforts together with initiatives that improve WE. Over the years, employers have started paying more attention to augmenting employees' knowledge, skills, and proficiencies. However, in this current time, it does not work anymore. Hence, HRD practitioners should focus on building employees' psychological strengths. By having both job and personal resources, employees would "positively appraise their ability to meet their work demands" (Knight *et al.*, 2017), thereby enhancing their engagement by providing a buffer against the undesirable effects of their work. For instance, HRD practitioners can provide developmental opportunities for specializations in technical skills for future tasks and soft-skills training, such as improving one's sense of hope, efficacy, resilience, and optimism (Pitichat *et al.*, 2018). It was found that enhancing one's psychological capital contributes to job performance, improves wellbeing, and reduces the susceptibility of JBO (Luthans, 2012).

Limitations and Future Research

This study has its own set of limitations. Being a cross-sectional study, a limitation is ascertaining causality. Hence, future researchers can explore this further by using a longitudinal research design for this study, as it would be more beneficial for creating cause-and-effect linkages. Future studies should also test the constructs by obtaining independent and dependent variables from different sources to minimize other potential effects of CMB. Third, the NPO landscape comprises organizations of various categories, including trade unions, religious organizations (such as churches), charitable trusts/organizations, agricultural organizations (such as cooperatives), community

organizations, business leagues, and veteran organizations name a few. Given that the effectiveness of resources differs according to organizational settings, future researchers could consider examining the interplay of different forms of resources in influencing WE across various NPO types to see if any similarity or difference exists in the role of resources on demand. Besides, the pandemic threats present to individuals' health have led to psychological distress, depression, and anxiety. Therefore, it added a layer of complexity to the work dynamics social workers experience in their daily work. According to Alsiri *et al.* (2021), the potential effect of pandemics as a source of bias may affect a balanced interpretation of the results. Future researchers could consider making a pre-and post-COVID-19 comparison to see if a significant difference in the results exists. Lastly, there could be other contextual factors that have not been explored in this study that may influence the studied relationships. As such, future researchers may want to perform a moderated-mediation model to advance the body of knowledge.

Conclusions

Improving the human and organizational challenges of NPOs is a complex process that requires more attention and consideration. Unlike for-profit organizations, NPOs often face challenges such as resource constraints and pressures to keep costs low (Walk *et al.*, 2018). NPOs often find it difficult to justify if practices will lead to a return on investments. As the nonprofit sector continues to grow, professionalize, and mature, NPOs must not see HR practices as just overhead but with a high return of investment that innovates the organizational performance. (Akingbola, 2012). Scholars should continue to demonstrate empirical evidence showing "fundlers and other stakeholders why investing in strong HR capacity is critical for the sector" (Johansen and Sowa, 2019), to which our study contributes a small effort towards this worthy cause.

References

- Abdelhafiz, A.S. and Alorabi, M. (2020), "Social Stigma: The Hidden Threat of COVID-19", *Front Public Health*, Vol. 8, pp. 429.
- Ajzen, I. (1991), "The theory of planned behavior", *Organizational Behavior and Human Decision Processes*, Vol. 50, pp. 179-211.
- Akingbola, K. (2012), "A Model of Strategic Nonprofit Human Resource Management", *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, Vol. 24 No. 1, pp. 214-40.
- Albrecht, S.L., Green, C.R. and Marty, A. (2021), "Meaningful Work, Job Resources, and Employee Engagement", *Sustainability*, Vol. 13 No. 7.
- Ali, M., Li, Z., Durrani, D.K., Shah, A.M. and Khuram, W. (2021), "Goal clarity as a link between humble leadership and project success: the interactive effects of organizational culture", *Baltic Journal of Management*, Vol. ahead-of-print No. ahead-of-print.
- Allan, B.A., Douglass, R.P., Duffy, R.D. and McCarty, R.J. (2016), "Meaningful work as a moderator of the relation between work stress and meaning in life", *Journal of Career Assessment*, Vol. 24 No. 3, pp. 1-12.
- Alsiri, N.F., Alhadhoud, M.A. and Palmer, S. (2021), "The impact of COVID-19 on research", *Journal of Clinical Epidemiology*, Vol. 129, pp. 124-25.
- ANZASW. (2017), "About Us - Aotearoa New Zealand Association for Social Workers", available at: <https://anzasw.nz/about-us/> (accessed 28 April 2018).
- Ashforth, B.E. and Lee, R.T. (1997), "Burnout as a process: Commentary on Cordes, Dougherty and Blum", *Journal of Organizational Behavior*, Vol. 18 No. 6, pp. 703-08.
- Ashkanasy, N.M. and Dorris, A.D. (2017), "Emotions in the Workplace", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 4 No. 1, pp. 67-90.
- Atinc, G., Simmering, M.J. and Kroll, M.J. (2011), "Control Variable Use and Reporting in Macro and Micro Management Research", *Organizational Research Methods*, Vol. 15 No. 1, pp. 57-74.

- Autin, K.L., Herdt, M.E., Garcia, R.G. and Ezema, G.N. (2021), "Basic Psychological Need Satisfaction, Autonomous Motivation, and Meaningful Work: A Self-Determination Theory Perspective", *Journal of Career Assessment*.
- Babin, B.J., Griffin, M. and Hair, J.F. (2016), "Heresies and sacred cows in scholarly marketing publications", *Journal of Business Research*, Vol. 69 No. 8, pp. 3133-38.
- Bailey, C., Madden, A., Alfes, K. and Fletcher, L. (2017), "The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis", *International Journal of Management Reviews*, Vol. 19 No. 1, pp. 31-53.
- Baker, M.G., Kvalsvig, A. and Verrall, A.J. (2020), "New Zealand's COVID-19 elimination strategy", *Med J Aust*, Vol. 213 No. 5, pp. 198-200 e1.
- Bakker, A.B. (2018), "Job crafting among health care professionals: The role of work engagement", *J Nurs Manag*, Vol. 26 No. 3, pp. 321-31.
- Bakker, A.B. and de Vries, J.D. (2020), "Job Demands-Resources theory and self-regulation: new explanations and remedies for job burnout", *Anxiety Stress Coping*, pp. 1-21.
- Bakker, A.B. and Demerouti, E. (2007), "The job demands - resources model: State of the art", *Journal of Managerial Psychology*, Vol. 22 No. 3, pp. 309-28.
- Bakker, A.B. and Demerouti, E. (2017), "Job demands – resources theory : Taking stock and looking forward", *Journal of Occupational Health Psychology*, Vol. 22 No. 3, pp. 273-85.
- Bianchi, R., Schonfeld, I.S. and Laurent, E. (2017), "Burnout : Moving beyond the status quo", *International Journal of Stress Management Burnout*, pp. 1-15.
- Bottiani, J.H., Duran, C.A.K., Pas, E.T. and Bradshaw, C.P. (2019), "Teacher stress and burnout in urban middle schools: Associations with job demands, resources, and effective classroom practices", *J Sch Psychol*, Vol. 77, pp. 36-51.
- CDC. (2019), "COVID-19: Coping with Stress", available at: <https://www.cdc.gov/> (accessed 24 August 2020).
- Cepeda-Carrion, G., Cegarra-Navarro, J.-G. and Cillo, V. (2019), "Tips to use partial least squares structural equation modelling (PLS-SEM) in knowledge management", *Journal of Knowledge Management*, Vol. 23 No. 1, pp. 67-89.

- Cheung, C.M., Zhang, R.P., Cui, Q. and Hsu, S.-C. (2021), "The antecedents of safety leadership: The job demands-resources model", *Safety Science*, Vol. 133.
- Chi, C.G., Maier, T.A. and Gursoy, D. (2013), "Employees' perceptions of younger and older managers by generation and job category", *International Journal of Hospitality Management*, Vol. 34 No. 1, pp. 42-50.
- Chiller, P. and Crisp, B.R. (2012), "Sticking around: Why and how some social workers stay in the profession", *Practice*, Vol. 24 No. 4, pp. 211-24.
- Clausen, T. and Borg, V. (2011), "Job demands, job resources and meaning at work", *Journal of Managerial Psychology*, Vol. 26 No. 8, pp. 665-81.
- Cohen, J. (1988), *Statistical power analysis for the behavioral sciences*, 2nd ed., Lawrence Erlbaum Associates, New York, NY.
- D'Amico, A., Geraci, A. and Tarantino, C. (2020), "The Relationship between Perceived Emotional Intelligence, Work Engagement, Job Satisfaction, and Burnout in Italian School Teachers", *Psihologijske teme*, Vol. 29 No. 1, pp. 63-84.
- Deloitte. (2020), "Talent 2020: Deloitte's longitudinal survey series", available at: <https://www2.deloitte.com/us/en/pages/human-capital/articles/talent-2020.html> (accessed 11 February 2021).
- Elbaz, A.M., Salem, I., Elsetouhi, A. and Abdelhamied, H.H.S. (2020), "The moderating role of leisure participation in work-leisure conflict for the reduction of burnout in hotels and travel agencies", *International Journal of Tourism Research*, Vol. 22 No. 3, pp. 375-89.
- Fairlie, P. (2011), "Meaningful work, employee engagement, and other key employee outcomes: Implications for human resource development", *Advances in Developing Human Resources*, Vol. 13 No. 4, pp. 508-25.
- Fam, K.-S., Ting, H., Tan, K.-L., Hussain, K. and Cheah, J.-H. (2020), "Does it matter where to run? Intention to participate in destination marathon", *Asia Pacific Journal of Marketing and Logistics*, Vol. ahead-of-print No. ahead-of-print.
- Fiel, J.E. (2020), "Great Equalizer or Great Selector? Reconsidering Education as a Moderator of Intergenerational Transmissions", *Sociology of Education*, Vol. 93 No. 4, pp. 353-71.

- Franco, E., Cuevas, R., Coterón, J. and Spray, C. (2021), "Work Pressures Stemming From School Authorities and Burnout Among Physical Education Teachers: The Mediating Role of Psychological Needs Thwarting", *Journal of teaching in physical education*, pp. 1-11.
- Geisler, M., Berthelsen, H. and Muhonen, T. (2019), "Retaining Social Workers: The Role of Quality of Work and Psychosocial Safety Climate for Work Engagement, Job Satisfaction, and Organizational Commitment", *Human Service Organizations: Management, Leadership & Governance*, Vol. 43 No. 1, pp. 1-15.
- Ghasemy, M., Teeroovengadum, V., Becker, J.-M. and Ringle, C.M. (2020), "This fast car can move faster: a review of PLS-SEM application in higher education research", *Higher Education*.
- Giesbers, A.P.M., Schouteten, R.L.J., Poutsma, E., van der Heijden, B.I.J.M. and van Achterberg, T. (2021), "Towards a better understanding of the relationship between feedback and nurses' work engagement and burnout: A convergent mixed-methods study on nurses' attributions about the 'why' of feedback", *International Journal of Nursing Studies*.
- Green, S.B. (1991), "How Many Subjects Does It Take To Do A Regression Analysis", *Multivariate Behav Res*, Vol. 26 No. 3, pp. 499-510.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2017), *A primer on partial least squares structural equation modeling (PLS-SEM)*, 2nd ed., Sage Publications Ltd, London, UK.
- Halbesleben, J.R.B., Neveu, J.P., Paustian-Underdahl, S.C. and Westman, M. (2014), "Getting to the "COR": Understanding the role of resources in conservation of resources theory", *Journal of Management*, Vol. 40 No. 5, pp. 1334-64.
- Hamama-Raz, Y., Hamama, L., Pat-Horenczyk, R., Stokar, Y.N., Zilberstein, T. and Bron-Harlev, E. (2021), "Posttraumatic growth and burnout in pediatric nurses: The mediating role of secondary traumatization and the moderating role of meaning in work", *Stress Health*, Vol. 37 No. 3, pp. 442-53.
- Hartung, R. (2019), "Use your values and strengths to make work meaningful", available at: www.todayonline.com (accessed 28 June 2020).
- Henseler, J. (2017), "Bridging Design and Behavioral Research With Variance-Based Structural Equation Modeling", *Journal of Advertising*, Vol. 46 No. 1, pp. 178-92.

- Henseler, J., Ringle, C.M. and Sarstedt, M. (2015), "A new criterion for assessing discriminant validity in variance-based structural equation modeling", *Journal of the Academy of Marketing Science*, Vol. 43 No. 1, pp. 115-35.
- Hobfoll, S.E. (2011), "Conservation of resource caravans and engaged settings", *Journal of Occupational and Organizational Psychology*, Vol. 84 No. 1, pp. 116-22.
- Hobfoll, S.E. (2014), "Resource caravans and resource caravan passageways: A new paradigm for trauma responding", *Intervention*, Vol. 12 No. 1, pp. 21-32.
- Hobfoll, S.E., Halbesleben, J., Neveu, J.-P. and Westman, M. (2018), "Conservation of Resources in the Organizational Context: The Reality of Resources and Their Consequences", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 5 No. 1, pp. 103-28.
- Huang, C., Xie, X., Cheung, S.P., Zhou, Y. and Ying, G. (2021), "Job Demands, Resources, and Burnout in Social Workers in China: Mediation Effect of Mindfulness", *Int J Environ Res Public Health*, Vol. 18 No. 19.
- Hulshof, I.L., Demerouti, E. and Le Blanc, P.M. (2020), "Day-level job crafting and service-oriented task performance: The mediating role of meaningful work and work engagement", *Career Development International*, Vol. 25 No. 4, pp. 355-71.
- Ivanovic, T., Ivancevic, S. and Maricic, M. (2020), "The Relationship between Recruiter Burnout, Work Engagement and Turnover Intention: Evidence from Serbia", *Engineering Economics*, Vol. 31 No. 2, pp. 197-210.
- Jarvis, C.B., MacKenzie, S.B. and Podsakoff, P.M. (2003), "A critical review of construct indicators and measurement model misspecification in marketing and consumer research", *Journal of Consumer Research*, Vol. 30 No. 2, pp. 199-218.
- Jiang, W.Y. (2021), "Sustaining Meaningful Work in a Crisis: Adopting and Conveying a Situational Purpose", *Administrative Science Quarterly*.
- Johansen, M.S. and Sowa, J.E. (2019), "Human resource management, employee engagement, and nonprofit hospital performance", *Nonprofit Management and Leadership*, Vol. 29 No. 4, pp. 549-67.
- Johnson, M.J. and Jiang, L. (2017), "Reaping the benefits of meaningful work: The mediating versus moderating role of work engagement", *Stress and Health*, Vol. 33, pp. 288-97.

- Jung, H.S. and Yoon, H.H. (2016), "What does work meaning to hospitality employees? The effects of meaningful work on employees' organizational commitment: The mediating role of job engagement", *International Journal of Hospitality Management*, Vol. 53, pp. 59-68.
- Kahn, W.A. (1990), "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, Vol. 33 No. 4, pp. 692-724.
- Kalliath, P., Kalliath, T., Chan, X.W. and Chan, C. (2020), "Enhancing job satisfaction through work-family enrichment and perceived supervisor support: the case of Australian social workers", *Personnel Review*, Vol. ahead-of-print No. ahead-of-print.
- Khaksar, S.M.S., Maghsoudi, T. and Young, S. (2019), "Social capital, psychological resilience and job burnout in hazardous work environments", *Labour & Industry: a journal of the social and economic relations of work*, Vol. 29 No. 2, pp. 155-80.
- Kniffin, K.M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S.P., Bakker, A.B., Bamberger, P., Bapuji, H., Bhave, D.P., Choi, V.K., Creary, S.J., Demerouti, E., Flynn, F.J., Gelfand, M.J., Greer, L.L., Johns, G., Kesebir, S., Klein, P.G., Lee, S.Y., Ozelik, H., Petriglieri, J.L., Rothbard, N.P., Rudolph, C.W., Shaw, J.D., Sirola, N., Wanberg, C.R., Whillans, A., Wilmot, M.P. and Vugt, M.v. (2021), "COVID-19 and the workplace: Implications, issues, and insights for future research and action", *American Psychologist*, Vol. 76 No. 1, pp. 63-77.
- Knight, C., Patterson, M. and Dawson, J. (2017), "Building work engagement : A systematic review and meta-analysis investigating the effectiveness of work engagement interventions", *Journal of Organizational Behavior*, Vol. 38, pp. 792-812.
- Kock, N. (2015), "Common method bias in PLS-SEM: A full collinearity assessment approach", *International Journal of e-Collaboration*, Vol. 11 No. 4, pp. 1-10.
- Kusurkar, R.A., van der Burgt, S.M.E., Isik, U., Mak-van der Vossen, M., Wilschut, J., Wouters, A. and Koster, A.S. (2020), "Burnout and engagement among PhD students in medicine: the BEeP study", *Perspect Med Educ*.
- Lee, W., Migliaccio, G.C., Lin, K.-Y. and Seto, E.Y.W. (2020), "Workforce development: understanding task-level job demands-resources, burnout, and performance in unskilled construction workers", *Safety Science*, Vol. 123.

- Leong, C.-M., Tan, K.-L., Pua, C.-H. and Chong, S.-M. (2020), "Predicting mobile network operators users m-payment intention", *European Business Review*, Vol. 33 No. 1, pp. 104-26.
- Lips-Wiersma, M., Haar, J. and Wright, S. (2018), "The Effect of Fairness, Responsible Leadership and Worthy Work on Multiple Dimensions of Meaningful Work", *Journal of Business Ethics*.
- Lips-Wiersma, M., Wright, S. and Dik, B. (2016), "Meaningful work: Differences among blue, pink, and white collar occupations", *Career Development International*, Vol. 21 No. 5, pp. 534-51.
- Lizano, E.L. and Mor Barak, M. (2015), "Job burnout and affective wellbeing: A longitudinal study of burnout and job satisfaction among public child welfare workers", *Children and Youth Services Review*, Vol. 55, pp. 18-28.
- López-Cabarcos, M.Á., López-Carballeira, A. and Ferro-Soto, C. (2021), "Is public healthcare healthy? The role of emotional exhaustion", *Baltic Journal of Management*, Vol. ahead-of-print No. ahead-of-print.
- Luthans, F. (2012), "Psychological capital: Implications for HRD, retrospective analysis, and future directions", *Human Resource Development Quarterly*, Vol. 23 No. 1, pp. 1-8.
- MacLeod, S., Musich, S., Hawkins, K., Alsgaard, K. and Wicker, E.R. (2016), "The impact of resilience among older adults", *Geriatr Nurs*, Vol. 37 No. 4, pp. 266-72.
- Marchand, A., Blanc, M.E. and Beauregard, N. (2018), "Do age and gender contribute to workers' burnout symptoms?", *Occup Med (Lond)*, Vol. 68 No. 6, pp. 405-11.
- Maslach, C. (1993), "Burnout: a multidimensional perspective", in Schaufeli, W.B., Maslach, C. and Marek, T. (Eds.), *Professional burnout: Recent developments in theory and research*, Taylor & Francis, Washington, WA, pp. 19-32.
- Maslach, C. and Leiter, M.P. (2016), "Understanding the burnout experience : Recent research and its implications for psychiatry", *World Psychiatry*, Vol. 15 No. 2, pp. 103-11.
- Maslach, C., Schaufeli, W.B. and Leiter, M.P. (2001), "Job burnout", *Annual Review of Psychology*, Vol. 52, pp. 397-422.

- May, D.R., Gilson, R.L. and Harter, L.M. (2004), "The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work", *Journal of Occupational and Organizational Psychology*, Vol. 77 No. 1, pp. 11-37.
- McFadden, P. (2015), "Measuring burnout among UK social workers: A Community Care study", available at: <https://www.qub.ac.uk/> (accessed 15 September 2018).
- McFadden, P., Mallett, J. and Leiter, M. (2018), "Extending the two-process model of burnout in child protection workers: The role of resilience in mediating burnout via organizational factors of control, values, fairness, reward, workload, and community relationships", *Stress and Health*, Vol. 34, pp. 72-83.
- Memon, M.A., T, R., Cheah, J.-H., Ting, H., Chuah, F. and Cham, T.H. (2021), "Pls-Sem Statistical Programs: A Review", *Journal of Applied Structural Equation Modeling*, Vol. 5 No. 1, pp. i-xiv.
- Mette, J., Robelski, S., Wirth, T., Nienhaus, A., Harth, V. and Mache, S. (2020), ""Engaged, Burned Out, or Both?" A Structural Equation Model Testing Risk and Protective Factors for Social Workers in Refugee and Homeless Aid", *Int J Environ Res Public Health*, Vol. 17 No. 2.
- Ng, S.M., Lo, H.H.M., Yeung, A., Young, D., Fung, M.H.Y. and Wang, A.M. (2020), "Study Protocol of Brief Daily Body-Mind-Spirit Practice for Sustainable Emotional Capacity and Work Engagement for Community Mental Health Workers: A Multi-Site Randomized Controlled Trial", *Front Psychol*, Vol. 11, pp. 1482.
- O'connor, P. (2020), "Yes Ita, younger workers might actually be less resilient. But all workers should be thanked", available at: <https://theconversation.com/> (accessed 15 May 2021).
- Orgambidez, A. and Almeida, H. (2020), "Supervisor Support and Affective Organizational Commitment: The Mediator Role of Work Engagement", *West J Nurs Res*, Vol. 42 No. 3, pp. 187-93.
- Park, S., Kim, J., Park, J. and Lim, D.H. (2018), "Work engagement in nonprofit organizations: A conceptual model", *Human Resource Development Review*, Vol. 17 No. 1, pp. 5-33.
- Peinado, M. and Anderson, K.N. (2020), "Reducing social worker burnout during COVID-19", *International Social Work*, Vol. 63 No. 6, pp. 757-60.

- Pitichat, T., Reichard, R.J., Kea-Edwards, A., Middleton, E. and Norman, S.M. (2018), "Psychological capital for leader development", *Journal of Leadership & Organizational Studies*, Vol. 25 No. 1, pp. 47-62.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.-Y.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: A critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.
- Radic, A., Arjona-Fuentes, J.M., Ariza-Montes, A., Han, H. and Law, R. (2020), "Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees", *International Journal of Hospitality Management*, Vol. 88.
- Radio New Zealand. (2021), "Timeline: The year of Covid-19 in New Zealand", available at: <https://www.rnz.co.nz/news/national/437359/timeline-the-year-of-covid-19-in-new-zealand> (accessed 27 July 2021).
- Ringle, C.M., Sarstedt, M., Mitchell, R. and Gudergan, S.P. (2020), "Partial least squares structural equation modeling in HRM research", *The International Journal of Human Resource Management*, Vol. 31 No. 2, pp. 1617-43.
- Rodzi, N.H. (2021), "Malaysia to reimpose MCO in some states: What do the Covid-19 restrictions entail", available at: <https://www.straitstimes.com/asia/se-asia/malaysia-to-impose-mco-in-some-states-what-do-the-covid-19-restrictions-entail> (accessed 5 February 2021).
- Roncalli, S. and Byrne, M. (2016), "Relationships at work, burnout and job satisfaction: a study on Irish psychologists", *Mental Health Review Journal*, Vol. 21 No. 1, pp. 23-36.
- Russell, M.B., Attoh, P.A., Chase, T., Gong, T., Kim, J. and Liggins, G.L. (2020), "Examining Burnout and the Relationships Between Job Characteristics, Engagement, and Turnover Intention Among U.S. Educators", *SAGE Open*, Vol. 10 No. 4.
- Sarstedt, M. and Cheah, J.-H. (2019), "Partial least squares structural equation modeling using SmartPLS: a software review", *Journal of Marketing Analytics*, Vol. 7 No. 3, pp. 196-202.
- Schaufeli, W.B. and Bakker, A.B. (2004), "Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study", *Journal of Organizational Behavior*, Vol. 25 No. 3, pp. 293-315.

- Schaufeli, W.B., Bakker, A.B. and Salanova, M. (2006), "The measurement of short questionnaire: A cross-national study", *Educational and Psychological Measurement*, Vol. 66 No. 4, pp. 701-16.
- Scheibe, S., Walter, F., Zhan, Y. and Wang, M. (2021), "Age and Emotions in Organizations: Main, Moderating, and Context-Specific Effects", *Work, Aging and Retirement*, Vol. 7 No. 1, pp. 1-8.
- Sheppard, M. and Charles, M. (2017), "Personality in those entering social work training in England: Comparing women and men", *European Journal of Social Work*, Vol. 20 No. 2, pp. 288-96.
- Shockley, K.M., Clark, M.A., Dodd, H. and King, E.B. (2021), "Work-family strategies during COVID-19: Examining gender dynamics among dual-earner couples with young children", *J Appl Psychol*, Vol. 106 No. 1, pp. 15-28.
- Shuck, B., Twyford, D., Reio, T.G. and Shuck, A. (2014), "Human Resource Development Practices and Employee Engagement: Examining the Connection With Employee Turnover Intentions", *Human Resource Development Quarterly*, Vol. 25 No. 2, pp. 239-70.
- Smullens, S. (2020), "What I Wish I Had Known_: Burnout and Self-Care in Our Social Work Profession", available at: www.socialworker.com (accessed 11 December 2020).
- Stahl, A. (2020), "Work-From-Home Burnout: Causes And Cures", available at: <https://www.forbes.com/> (accessed 26 April 2021).
- Steger, M.F. and Dik, B.J. (2010), "Work as meaning: Individual and organizational benefits of engaging in meaningful work", in Linley, A.P., Harrington, S. and Garcea, N. (Eds.), *Oxford handbook of positive psychology and work*, Oxford University Press, New York, NY, pp. 131-42.
- Steger, M.F., Dik, B.J. and Duffy, R.D. (2012), "Measuring meaningful work: The work and meaning inventory (WAMI)", *Journal of Career Assessment*, Vol. 20 No. 3, pp. 322-37.
- Stephenson, A.L. and Bell, N. (2018), "Finding meaningful work in difficult circumstances: A study of prison healthcare workers", *Health Serv Manage Res*, pp. 951484818787698.

- Su, X. (2018), "Hong Kong's social workers are overworked and mentally spent, and it is down to an inadequate NGO subsidy, survey shows", available at: <https://www.scmp.com> (accessed 8 October 2018).
- Sullivan, G.M. and Feinn, R. (2012), "Using Effect Size-or Why the P Value Is Not Enough", *J Grad Med Educ*, Vol. 4 No. 3, pp. 279-82.
- Sweet, J. and Swayze, S. (2017), "The multi-generational nursing workforce : Analysis of psychological capital by generation and shift", *Journal of Organizational Psychology*, Vol. 17 No. 4, pp. 19-28.
- Tai, J. (2017), "Fresh grads in social work get much better pay now", available at: www.straitstimes.com (accessed 9 September 2018).
- Tan, K.-L., Lew, T.-Y. and Sim, A.K.S. (2019a), "An innovative solution to leverage meaningful work to attract, retain and manage generation Y employees in Singapore's hotel industry", *Worldwide Hospitality and Tourism Themes*, Vol. 11 No. 2, pp. 204-16.
- Tan, K.-L., Lew, T.-Y. and Sim, A.K.S. (2019b), "Is meaningful work the silver bullet? Perspectives of the social workers", *Journal of Asia Business Studies*, Vol. 13 No. 4, pp. 612-32.
- Tan, K.-L., Lew, T.-Y. and Sim, A.K.S. (2020a), "Effect of work engagement on meaningful work and psychological capital: perspectives from social workers in New Zealand", *Employee Relations: The International Journal*, Vol. 43 No. 3, pp. 807-26.
- Tan, K.-L., Sia, J.K.-M. and Tang, K.H.D. (2020b), "Examining students' behavior towards campus security preparedness exercise: The role of perceived risk within the theory of planned behavior", *Current Psychology*.
- Tan, K.-L., Sim, A.K.S., Chai, D. and Beck, L. (2020c), "Participant well-being and local festivals: the case of the Miri country music festival, Malaysia", *International Journal of Event and Festival Management*, Vol. 11 No. 4, pp. 433-51.
- Tan, K.-L., Sim, P.-L., Goh, F.-Q., Leong, C.-M. and Ting, H. (2020d), "Overwork and overtime on turnover intention in non-luxury hotels: Do incentives matter?", *Journal of Hospitality and Tourism Insights*, Vol. 3 No. 4, pp. 397-414.

- Tian, A.W., Cordery, J. and Gamble, J. (2016), "Staying and performing: How human resource management practices increase job embeddedness and performance", *Personnel Review*, Vol. 45 No. 5, pp. 947-68.
- Tommasi, F., Ceschi, A. and Sartori, R. (2020), "Viewing Meaningful Work Through the Lens of Time", *Front Psychol*, Vol. 11, pp. 585274.
- Tong, L. (2018), "Relationship between meaningful work and job performance in nurses", *International Journal of Nursing Practice*, Vol. 24 No. 2, pp. 1-6.
- Torpey, E. (2018), "Careers in social work: Outlook, pay, and more", available at: <https://www.bls.gov> (accessed 5 Sep 2018).
- Travis, D.J., Lizano, E.L. and Mor Barak, M.E. (2016), "'I'm so stressed !': A longitudinal model of stress , burnout and engagement among social workers in child welfare settings", *British Journal of Social Work*, Vol. 46 No. 4, pp. 1076-95.
- Truell, R. (2018), "Social work is booming worldwide – because it's proven to work", available at: <https://www.theguardian.com> (accessed 15 September 2018).
- UNICEF. (2021), "Social service workforce safety and wellbeing during the COVID19 response", available at: www.unicef.org (accessed 16 May 2021).
- Van Wingerden, J. and Van der Stoep, J. (2018), "The motivational potential of meaningful work: Relationships with strengths use, work engagement, and performance", *PLoS ONE*, Vol. 13 No. 6, pp. 1-11.
- Vermooten, N., Boonzaier, B. and Kidd, M. (2019), "Job crafting, proactive personality and meaningful work: Implications for employee engagement and turnover intention", *SA Journal of Industrial Psychology*, Vol. 45.
- Vidman, Å. and Strömberg, A. (2018), "'Well it is for their sake we are here': meaningful work tasks from care workers' view", *Working with Older People*, Vol. 22 No. 2, pp. 111-20.
- Walk, M., Zhang, R. and Littlepage, L. (2018), "'Don't you want to stay?' The impact of training and recognition as human resource practices on volunteer turnover", *Nonprofit Management and Leadership*, Vol. 29 No. 4, pp. 509-27.

- Wrzesniewski, A., Berg, J.M. and Dutton, J.E. (2010), "Managing yourself: Turn the job you have into the job you want", available at: www.hbr.org (accessed 1 October 2019).
- Zhao, X., Lynch, J.G. and Chen, Q. (2010), "Reconsidering Baron and Kenny: Myths and Truths about Mediation Analysis", *Journal of Consumer Research*, Vol. 37 No. 2, pp. 197-206.
- Ziyae, B. and Sadeghi, H. (2020), "Exploring the relationship between corporate entrepreneurship and firm performance: the mediating effect of strategic entrepreneurship", *Baltic Journal of Management*, Vol. 16 No. 1, pp. 113-33.

Figure 1. Conceptual framework

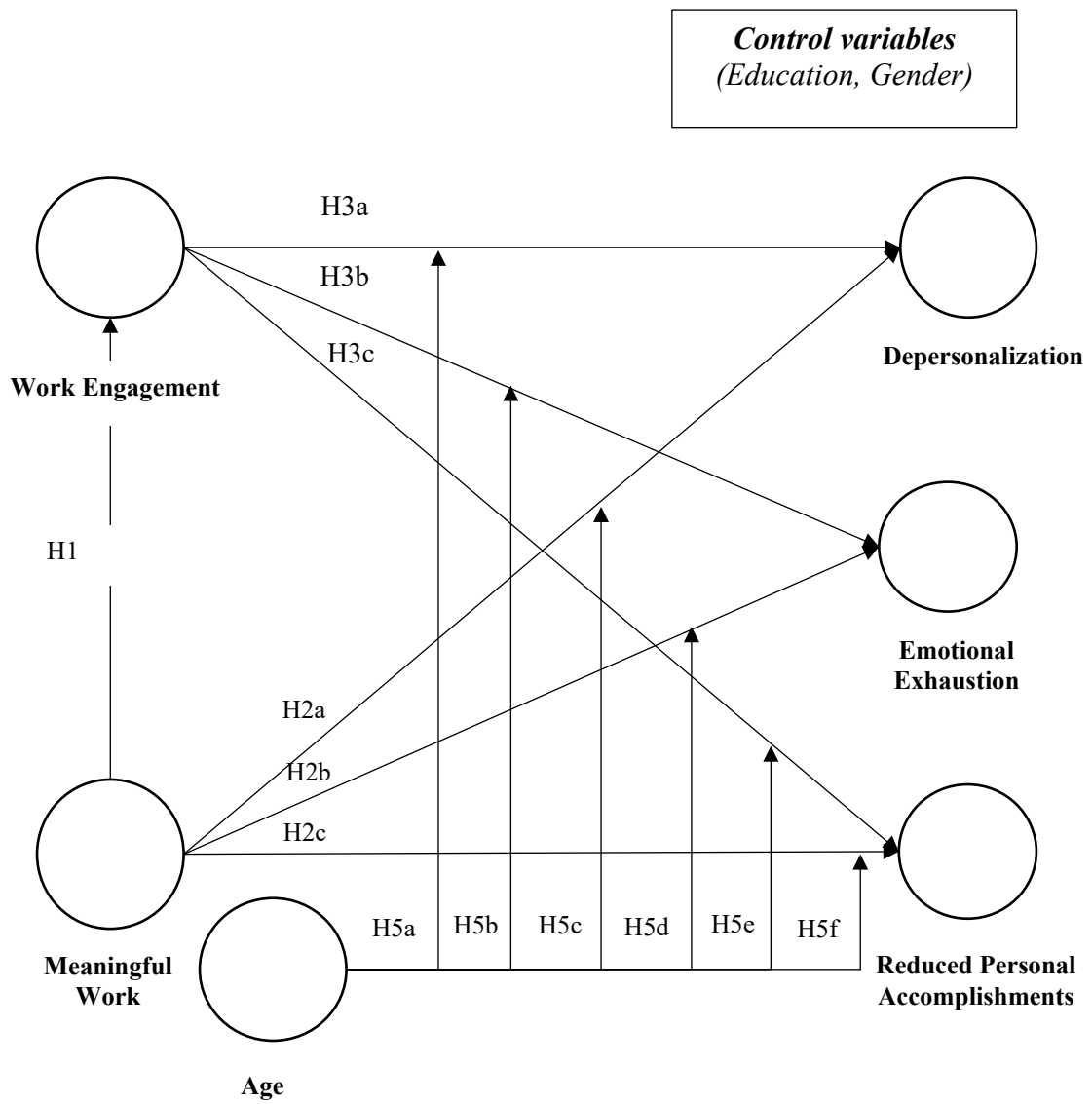


Table 1. Demographic profiles of respondents

Demographic Variable	Category	Frequency (n=530)	Percentage
Gender	Male	50	9.43%
	Female	480	90.57%
Level of Education	Doctorate	2	0.38%
	Master	157	29.62%
	Bachelor	269	50.75%
	Diploma	74	13.96%
	Others	28	5.28%
Age	18-24	29	5.47%
	25-34	90	16.98%
	35-44	108	20.38%
	45-54	137	25.85%
	55-64	137	25.85%
	65-74	29	5.47%

Table 2. Internal consistency and convergent validity

2nd Order Construct	1st Order Construct	Indicators	Loadings	CR	AVE
Work Engagement (WE)	Absorption (AB)	AB1	0.828	0.806	0.583
		AB2	0.798		
		AB3	0.654		
	Dedication (DE)	DE1	0.918	0.915	0.782
		DE2	0.898		
		DE3	0.835		
	Vigor (VI)	VI1	0.881	0.892	0.733
		VI2	0.879		
		VI3	0.807		
Meaningful Work (MW)	Greater Good Motivations (GG)	GG1	*Dropped*	0.865	0.762
		GG2	0.870		
		GG3	0.875		
	Meaning making through Work (MM)	MM1	0.784	0.850	0.655
		MM2	0.856		
		MM3	0.785		
	Psychological meaningfulness in work (PM)	PM1	0.777	0.866	0.618
		PM2	0.735		
		PM3	0.773		
PM4		0.855			
Job Burnout (JBO)	Depersonalization (DP)	DP1	0.579	0.833	0.56
		DP2	0.843		

		DP3	0.819		
		DP4	*Dropped*		
		DP5	0.724		
	Emotional Exhaustion (EX)	EX1	0.768	0.920	0.565
		EX2	0.779		
		EX3	0.816		
		EX4	0.636		
		EX5	0.873		
		EX6	0.761		
		EX7	0.693		
		EX8	0.638		
		EX9	0.767		
	Reduced Personal Accomplishment (PA)	PA1	*Dropped*	0.859	0.505
		PA2	*Dropped*		
		PA3	0.617		
		PA4	0.779		
		PA5	0.736		
		PA6	0.627		
		PA7	0.705		
		PA8	*Dropped*		

Table 3. HTMT Criterion

	AB	DE	DP	EX	GG	MM	PA	PM	VI
AB									
DE	0.871								
DP	0.229	0.363							
EX	0.302	0.449	0.726						
GG	0.586	0.593	0.220	0.220					
MM	0.511	0.466	0.228	0.247	0.741				
PA	0.762	0.840	0.484	0.455	0.537	0.416			
PM	0.581	0.650	0.316	0.374	0.845	0.852	0.573		
VI	0.836	0.844	0.377	0.553	0.457	0.440	0.732	0.521	

Note: (i) AB-Absorption, DE-Dedication, DP-Depersonalization, EX-Emotional exhaustion, GG-Greater good motivation, MM-Meaning-making through, PA-Reduced personal accomplishment, PM-Positive meaning at work, VI-Vigor (ii) Discriminant validity is established at HTMT_{0.90}

Table 4. Hypotheses Testing

		Path Coefficients	<i>t</i> -values	Decision
H1	MW → WE	0.563	17.345***	Supported
H2a	MW → DP	-0.094	1.559 ^(NS)	Not Supported
H2b	MW → EX	-0.071	1.383 ^(NS)	Not Supported
H2c	MW → PA	-0.116	2.519**	Supported
H3a	WE → DP	-0.263	4.882***	Supported
H3b	WE → EX	-0.450	8.571***	Supported
H3c	WE → PA	-0.667	19.493***	Supported
H4a	MW → WE → DP	-0.148	4.711***	Supported
H4b	MW → WE → EX	-0.375	13.01***	Supported
H4c	MW → WE → PA	-0.254	8.241***	Supported
H5a	MW*Age → DP	-0.100	1.559 ^(NS)	Not Supported
H5b	MW*Age → EX	-0.062	1.266 ^(NS)	Not Supported
H5c	MW*Age → PA	-0.054	1.306 ^(NS)	Not Supported
H5d	WE*Age → DP	0.017	0.323 ^(NS)	Not Supported
H5e	WE*Age → EX	0.016	0.270 ^(NS)	Not Supported
H5f	WE*Age → PA	-0.012	0.294 ^(NS)	Not Supported

Note: (i) AB-Absorption, DE-Dedication, DP-Depersonalization, EX-Emotional exhaustion, GG-Greater good motivation, MM-Meaning-making through, PA-Reduced personal accomplishment, PM-Positive meaning at work, VI-Vigor (ii) * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, NS – Not significant

Table 5. f^2 , R^2 and Q^2 of structural model

	f^2	R^2	Q^2
MW → WE	0.464	0.317	0.243
MW → DP	0.007	0.106	0.094
MW → EX	0.005	0.244	0.230
MW → PA	0.020	0.545	0.535
WE → DP	0.053		
WE → EX	0.183		
WE → PA	0.667		

Note: AB-Absorption, DE-Dedication, DP-Depersonalization, EX-Emotional exhaustion, GG-Greater good motivation, MM-Meaning-making through, PA-Reduced personal accomplishment, PM-Positive meaning at work, VI-Vigor