

Mitigating Job Burnout in Community Supervisors: The Role of Psychological Capital and Organizational Support

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Keywords

organizational support;
psychological capital; self-
esteem; job burnout; community
supervisors; SEM

ABSTRACT

Community Counselors (PK) play an important role in the implementation of the correctional system in Indonesia. The high demands of work, emotional pressure, and the complexity of the tasks faced by PK authentically increase the risk of job burnout, so a comprehensive understanding of the factors that can mitigate these conditions is needed. This study aims to analyze the influence of organizational support on job burnout by considering the mediating role of psychological capital and self-esteem in PK in Indonesia. This study employed a quantitative approach with a survey method using a 7-point Likert scale online questionnaire. Data were collected from 398 PK respondents, with 381 valid responses after data cleaning. Data were analyzed using SEM with LISREL. The results of the study show that organizational support has a negative effect on job burnout. In addition, psychological capital has been shown to play a significant role as a mediator in the relationship, while self-esteem also plays a mediator but with a relatively lower influence. These findings suggest that increasing organizational support not only directly reduces job burnout, but also indirectly through an increase in the psychological capacity of individuals. The implications of this study emphasize the importance of the role of organizations in creating adequate support and strengthening the psychological capacity of individuals to reduce the level of job burnout. This research is expected to contribute to the development of human resource policies, especially in the context of the public sector.

INTRODUCTION

Changes in the global work environment in the digital era, globalization, and organizational transformation have increased the complexity of work in various sectors. Organizations are required to continue to adapt to technological developments, regulatory changes, societal demands, and increasing performance standards. This condition causes employees to face increasing work pressure both physically, emotionally, and psychologically. In the perspective of Job Demands-Resources (JD-R) Theory, increasing job demands that are not balanced with adequate resources have the potential to cause various negative consequences on employee welfare, including the emergence of job burnout (Bakker & Demerouti, 2017). Recent empirical findings show that changes in work patterns, increasing emotional demands, and increasingly high-performance expectations have magnified the risk

of psychological well-being disorders of workers in various occupational sectors in the world (Jing et al., 2024; Maunz & Glaser, 2024).

The increase in the phenomenon of job burnout does not occur suddenly, but is influenced by various interrelated factors (Khammissa et al., 2022; Prada-Ospina, 2019). These factors include high workload, time pressure, task complexity, emotional demands, limited organizational resources, low social support, and weak individual psychological resources (Bakker & Demerouti, 2017; Pletzer et al., 2024). In the modern work environment, employees are not only required to complete administrative tasks, but must also be able to adapt to changing policies, technology, and stakeholder expectations (Brunetti et al., 2020). When these demands persist without adequate organizational support and strong psychological capacity, employees become more prone to experiencing emotional exhaustion, depersonalization, and decreased personal achievement which are the main characteristics of job burnout (Zhou et al., 2022).

The impact of job burnout is not only felt by individuals, but also by the organization as a whole. From an individual perspective, job burnout is related to an increased risk of physical and mental health disorders such as chronic fatigue, sleep disorders, anxiety, depression, and decreased quality of work life (Tang et al., 2023; Zhang et al., 2024). From an organizational perspective, job burnout leads to decreased productivity, increased attendance rates, decreased service quality, low organizational commitment, and increased turnover intention (Chen et al., 2024; Ren et al., 2024). In fact, the World Health Organization (WHO) has categorized burnout as an occupational phenomenon that needs serious attention because it can threaten the sustainability of organizational performance and worker welfare. Therefore, managing job burnout is one of the strategic agendas in modern human resource management practices.

In an effort to understand the mechanism of job burnout, various studies highlight the importance of the role of organizational support as one of the organizational resources that can reduce the negative impact of job demands (Jong, 2018; Ogunyemi et al., 2019). Organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Ramaci et al., 2024). This support can be in the form of instrumental support through the provision of work resources and socio-emotional support that provides a sense of appreciation and attention. Research shows that organizational support has a negative relationship with job burnout, so the higher the support felt by employees, the lower the risk of experiencing burnout (Alimbekov et al., 2025; Ren et al., 2024; Tang et al., 2023). Within the framework of JD-R Theory, organizational support functions as a job resource that can mitigate the negative impact of high job demands.

In addition to organizational support, the personal resources factor is also an important aspect in explaining the emergence of job burnout. One of the psychological resources that has received a lot of attention is psychological capital. Psychological capital is a positive psychological condition consisting of four main dimensions, namely hope, efficacy, resilience, and optimism. Individuals who have high psychological capital tend to be better able to deal with work pressure, maintain motivation, rise from difficulties, and look at the future positively. Various studies show that psychological capital has a negative relationship with job burnout and can act as a mediation mechanism that explains how organizational support can reduce employee burnout rates (Hu et al., 2023; Nguyen et al., 2021; Tang et al., 2023). Thus,

psychological capital is an important psychological resource to maintain the welfare of employees in the face of increasingly complex work demands.

Another variable that also plays an important role in explaining the psychological condition of employees is self-esteem. Self-esteem refers to an individual's evaluation of his or her value, worth, and overall self-acceptance (Pramanik & Khuntia, 2023). Employees who have high self-esteem tend to be more confident, able to maintain psychological stability, and more adaptive in dealing with work pressure than employees with low self-esteem (Wąlejko, 2025). Research shows that self-esteem has a negative relationship with job burnout and can be a psychological mechanism that explains the relationship between organizational support and job burnout (Alimbekov et al., 2025; De Longis et al., 2021). Employees who feel valued by the organization tend to have more positive self-assessment, so they are better able to manage work pressure and reduce the risk of burnout (Heath et al., 2020). Therefore, the integration of organizational support, psychological capital, and self-esteem is important in understanding the factors that affect job burnout.

The novelty of this research lies in the development of a conceptual model that integrates organizational support, psychological capital, self-esteem, and job burnout in one comprehensive research framework. Most previous studies have only tested the direct relationship between organizational support and job burnout or using only one mediating variable, such as psychological capital or self-esteem (Alimbekov et al., 2025; Tang et al., 2023). This study tries to simultaneously examine the role of psychological capital and self-esteem as mediating variables in the relationship between organizational support and job burnout. In addition, this research was conducted in a context that is relatively rarely researched, namely the Functional Position of Community Supervisor (PK) in Indonesia which has unique and complex job characteristics compared to the health, education, and corporate sectors which have been more the focus of previous research.

The urgency of this research is even higher when it is associated with the actual condition of Community Supervisors in Indonesia. Based on data from the Directorate General of Corrections in 2026, the number of available Community Supervisors is only 2,748 people out of the national formation needs of 16,422 people, so there is still a shortage of around 13,799 formations. The limitation of human resources has led to an increase in the workload that must be borne by PK. On the other hand, PK's duties include community research, mentoring, guidance, supervision, and coordination with various stakeholders in the criminal justice system. The complexity of this work is increasing with the implementation of the new Criminal Code which expands the role of the PK in the implementation of non-imprisonment crimes. This condition has the potential to increase the risk of job burnout if it is not supported by adequate organizational support and strong psychological resources.

Based on this description, the purpose of this study is to analyze the influence of organizational support on job burnout in Community Counselors in Indonesia, as well as to examine the role of psychological capital and self-esteem as mediating variables in these relationships. This research is expected to provide a more comprehensive understanding of the psychological and organizational mechanisms that affect job burnout so that it can be the basis for the formulation of more effective human resource management policies in the correctional environment.

This research is expected to provide benefits both theoretically and practically. Theoretically, this research can enrich the literature on human resource management and organizational behavior, especially related to the relationship between organizational support, psychological capital, self-esteem, and job burnout in the perspective of Job Demands-Resources Theory. Practically, the results of the research can be considered for the Ministry of Immigration and Corrections, the Directorate General of Corrections, and the Correctional Center in designing policies and programs that are able to increase organizational support, strengthen employee psychological resources, and reduce the risk of job burnout. Thus, the organization can improve employee welfare while supporting the achievement of organizational goals in a sustainable manner.

METHOD

This research was designed to obtain a comprehensive picture of the relationship between organizational support, psychological capital, self-esteem, and job burnout in the Functional Position of Community Supervisor (PK) within the Directorate General of Corrections of the Ministry of Immigration and Corrections of the Republic of Indonesia. The focus of the research is directed at understanding how the organizational support felt by employees is able to affect the level of burnout through strengthening individual psychological resources. The research was carried out in Correctional Centers (*Bapas*) spread across various regions of Indonesia by considering the characteristics of PK work which has relatively high administrative, social, and emotional demands. Data collection was carried out during the 2026 research period by involving respondents who actively carried out the duties and functions of community guidance. The selection of the context of this study is based on the increasing complexity of PK tasks along with the increasing number of correctional clients, the implementation of correctional policies based on social reintegration, and the limitation of human resources that have the potential to increase work pressure. This study specifically examines several main aspects, namely: (a) employees' perception of the support provided by the organization, both in the form of instrumental and socio-emotional support; (b) the condition of psychological capital which includes the dimensions of hope, efficacy, resilience, and optimism; (c) the level of self-esteem possessed by employees as a form of positive evaluation of themselves; and (d) the level of job burnout which is reviewed through aspects of emotional fatigue, cynicism towards work, and decreased professional achievement. Through the study of these various aspects, the research is expected to be able to provide an empirical picture of the factors that contribute to the emergence of burnout in Community Supervisors so that it can be the basis for the formulation of more effective human resource management policies.

The research population includes all Functional Positions of Community Supervisors who are in charge of Correctional Centers in Indonesia and are still actively carrying out correctional service functions at the time of the study. The population was chosen because they have job characteristics that are relevant to the burnout phenomenon, namely high social interaction, administrative burden, professional demands, and responsibility in the process of mentoring correctional clients. From this population, a number of respondents were determined who met the research criteria, namely having the status of active Community Supervisors, having a certain working period that allows understanding of the organizational environment,

and willing to participate voluntarily. Data collection was carried out using research instruments in the form of structured questionnaires compiled based on indicators that have been widely used in previous research. Organizational support instruments are used to measure employees' perceptions of organizational attention, appreciation, and support. Psychological capital instruments are used to measure the level of hope, optimism, self-efficacy, and resilience that respondents have. Furthermore, the self-esteem instrument was used to identify respondents' self-evaluation of their personal values and competencies, while the job burnout instrument was used to measure the level of emotional fatigue, depersonalization, and decreased self-achievement at work. The distribution of questionnaires is carried out online through a digital survey platform to reach respondents spread across various regions of Indonesia more effectively and efficiently. Before being used in the main study, the instrument first goes through a language adjustment process, readability check, and initial testing to ensure that each item can be understood well by the respondents. All data obtained is kept confidential and only used for academic purposes. Respondents' participation is voluntary and is carried out with due regard to research ethical principles, including providing information about the purpose of the research, ensuring anonymity, and the respondent's right to terminate participation at any time without any consequences.

The collected data is then processed through several stages of analysis that aim to produce valid findings that can answer the research objectives. The initial stage is carried out through a data examination process to ensure the completeness of respondents' answers, identification of inconsistent data, and screening of responses that do not meet the research criteria. After the data was declared feasible, a descriptive analysis was carried out to provide an overview of the characteristics of the respondents based on age, gender, working period, position level, education level, and the distribution of answers to each research variable. The next stage is directed at testing the quality of the instrument to ensure that each indicator is able to accurately and consistently represent the measured construct. Furthermore, an analysis of the relationship between variables was carried out to determine the influence of organizational support on job burnout and the role of psychological capital and self-esteem in explaining the relationship. The analysis was also focused on identifying the contribution of each variable in reducing the risk of burnout in Community Counselors. In addition to direct influence, this study also evaluated indirect mechanisms that show how organizational support can increase psychological capital and self-esteem which ultimately contributes to reducing burnout rates. The results of the analysis were then interpreted with reference to the Job Demands-Resources Theory framework which explains that organizational resources and personal resources have an important role in helping individuals cope with job demands. Through this approach, this research is expected to be able to produce recommendations that are applicable to organizations in strengthening the work support system, improving the psychological welfare of employees, and reducing the risk of job burnout in Community Supervisors in Indonesia.

RESULTS

This study aims to analyze the influence of organizational support, psychological capital, and self-esteem on job burnout in Community Counselors (PK) in Indonesia. In addition, this study also examines the mediating role of psychological capital and self-esteem in the relationship between organizational support and job burnout. Theoretically, this research is

based on the Job Demands-Resources (JD-R) Theory which explains that the balance between job demands and job resources determines the level of individual burnout (Bakker et al., 2023; Bakker & Demerouti, 2017).

In accordance with this framework, organizational support is positioned as job resources, while psychological capital and self-esteem are personal resources that can strengthen individual psychological resilience in the face of job pressure. In the context of PK, this is very relevant considering the high workload, limited human resources, and complexity of tasks in the field as explained in the research background.

The respondents of this study are Community Supervisors (PK) spread across Correctional Centers throughout Indonesia with a minimum working period of one year. This criterion is used to ensure that the respondent has had sufficient work experience in understanding the demands of the job, as explained by Bauer & Erdogan (2010) that organizational adaptation generally forms stably after one year of service.

Table 1. Descriptive Statistics of Organizational Support Variables

Dimensions	Indicator	Red	Grand Mean	Category
Unidimensional	OS1	5.92	5.56	Above average
	OS2	5.70		Above average
	OS3	5.78		Above average
	OS4	5.76		Above average
	OS5	5.41		Below average
	OS6	5.15		Below average
	OS7	5.31		Below average
	OS8	5.43		Below average

Source: Processed Researcher (2026)

In general, the organizational support variable showed a tendency in the medium category, which indicated that some respondents still felt limited organizational support. This condition is relevant to the fact that the number of PKs in Indonesia is still far from the need for formation, which is only 2,748 people out of the need of 16,422 people.

Meanwhile, the variable of job burnout is at a moderate to high level, which indicates that there is a significant amount of work pressure. This is in line with Maslach's theory that burnout develops gradually due to prolonged untreated work stress.

Table 2. Descriptive Statistics of Job Burnout Variables

Dimensions	Indicator	Mean	Grand Mean	Category
Emotional Exhaustion (EE)	EE1	3.55	2.80	Above average
	EE2	3.48		Above average
	EE3	2.92		Above average
	EE4	2.33		Below average
	EE5	2.69		Below average
	EE6	2.23		Below average
	EE7	3.18		Above average
	EE8	2.48		Below average
	EE9	2.31		Below average
Reduced personal accomplishment	South Africa2	2.41	2,17	Above average
	South Africa3	2.10		Below average
	South Africa4	2.13		Below average
	South Africa5	2.04		Below average
	South Africa6	2.27		Above average

Depersonalization (D)	South Africa7	2.02	2.09	Below average
	South Africa8	2.20		Above average
	D1	1.93		Below average
	D2	2.25		Above average
	D3	2.12		Above average
	D4	2.30		Above average
	D5	1.87		Below average

Table 3. Hypothesis Testing Results

Hypothesis	Variable Relationships	Coefficient Value	T-value $\geq \pm 1,645$	Results
H1	OS → JB	-0.10	-1.83	The data supports the Hypothesis
H2	OS → PC	0.72	12.39	The data supports the Hypothesis
H3	THE → IF	0.27	4.72	The data supports the Hypothesis
H4	PC → JB	-0.60	-8.15	The data supports the Hypothesis
H5	SE → JB	-0.44	-8.84	The data supports the Hypothesis
H6	OS → PC → JB	-0.43	-6.85	The data supports the Hypothesis
H7	THE → SE → JB	-0.19	-4.17	The data supports the Hypothesis

Remarks: OS = Organizational Support, PC = Psychological Capital, SE = Self-esteem; JB = Job Burnout. Source; Processed Researcher (2026)

The results show that organizational support has a significant negative influence on job burnout. This means that the higher the organizational support felt, the lower the level of burnout experienced by PK. These findings are consistent with the JD-R Theory which states that job resources can reduce the negative impact of job demands (Bakker & Demerouti, 2017).

The results of the analysis show that psychological capital plays a role as a partial mediator in the relationship between organizational support and job burnout. This shows that organizational support not only has a direct impact, but also increases the psychological capacity of individuals in the form of hope, efficacy, resilience, and optimism.

Individuals with high psychological capital are better able to manage work pressure, so the risk of burnout is lower. These findings are in line with the research of Tang et al. (2023) that showed the role of PsyCap mediation in the relationship between organizational support and burnout.

The results of the study also show that self-esteem mediates the relationship between organizational support and job burnout. Employees who feel supported by the organization tend to have a more positive self-evaluation, so they are better able to deal with work pressure.

Self-esteem serves as a psychological mechanism that helps individuals interpret work stress more adaptively (Chovdyrova et al., 2022). This reinforces the finding that self-esteem is an important personal resource in reducing burnout.

This study aims to analyze the influence of organizational support, psychological capital, and self-esteem on job burnout in Community Supervisors in Indonesia. In addition, this study also examines the role of psychological capital mediation and self-esteem in the relationship between organizational support and job burnout in Community Counselors in Indonesia. Therefore, this study tested using SEM with the help of Lisrel 8.8 software with a sample of 381 people with the criteria of Community Supervisors who have carried out their main duties and functions as Community Supervisors for at least 1 year.

The findings of this study show that job burnout in Community Counselors is more explained by internal psychological factors (psychological capital and self-esteem) than by organizational factors (organizational support) directly. These findings indicate that while organizational support remains important, employees' ability to view themselves positively and their psychological capacity are more decisive factors when facing job pressure. This is in line with the Job Demands-Resources Theory which explains that human psychological resources function as a mechanism that helps workers cope with the demands of work so that the negative impact of work pressure on psychological well-being can be minimized (Bakker & Demerouti, 2017).

The findings of the study also confirm that organizational support has an effect on psychological capital. These results indicate that when Community Counselors feel that the organization appreciates their contributions, pays attention to their well-being, and provides the support needed in carrying out their duties, they tend to have higher levels of hope, optimism, resilience and self-confidence. In the context of complex Social Counselling work with administrative demands, emotional pressure, and social responsibility, organizational support can be a source of energy that helps individuals maintain positive psychological conditions at work. These findings are in line with research by Tang et al. (2023) who stated that organizational support is one of the important factors in shaping employee psychological capital.

In the psychological capital variable, when viewed from the formative dimension, the aspect of hope (hope) is the most prominent dimension. These findings suggest that the ability to maintain these goals is a major source of strength for Community Counselors. This finding is understandable considering that their work is often faced with various resource limitations, regulatory changes, and the complexity of correctional client problems that are not always easy to solve. In such a situation, the ability to maintain hope becomes psychological capital that helps employees stay afloat and carry out their duties optimally. This finding is also in line with research conducted by Djudiyah & Firdiyanti (2023) and Tang et al. (2023) where the hope dimension is the psychological capital dimension that has the strongest and significant negative relationship with job burnout compared to other dimensions because it helps employees maintain a positive orientation towards the future.

In addition to affecting psychological capital, organizational support has also been shown to have a negative effect on self-esteem. This means that the greater the organizational support felt by employees, the more employees will increase employee self-esteem. These findings suggest that organizational support not only provides assistance in the form of work resources, but also helps employees build a positive assessment of themselves. When the organization shows appreciation for the employee's contribution, the employee will feel that he or she is valuable and important to the organization. In the context of Community Supervisors, this condition becomes relevant because the results of their work are often not immediately visible or do not always receive wide recognition from the community. Therefore, support and appreciation from the organization is one of the factors that can strengthen feelings of value and meaning in employees.

This study also found that self-esteem is the most powerful factor in explaining job burnout. The findings suggest that the way employees view and value themselves plays a crucial role in determining how to respond to work pressure. Community Counselors who have

a positive assessment of themselves tend to be better able to maintain the stability of their psychological condition when facing various job demands. They do not easily view difficulties as a threat to themselves so that they are better able to manage the pressure that arises in the implementation of their duties. On the other hand, individuals who have low self-esteem tend to be more susceptible to psychological fatigue because it is easier to doubt their abilities and values when facing work problems. These findings are in line with the research of Alimbekov et al. (2025) which shows that self-esteem plays a protective factor against job burnout.

Psychological capital has also been proven to contribute to reducing job burnout. These findings show that employees who have high hope, optimism, resilience, and self-confidence tend to be better able to cope with various work pressures without experiencing excessive psychological fatigue. In the profession of Community Counselor, the ability to remain optimistic, rise from difficulties, and maintain confidence in one's own abilities is important because the work done often exposes employees to various complex and uncertain conditions. These results support the findings of Orgambidez et al. (2024), Tang et al. (2023), and Xia et al. (2025), who state that psychological capital is one of the effective psychological resources in helping employees cope with work pressure.

Furthermore, if we look at the dimension that forms job burnout, the most dominant aspect is emotional exhaustion. These findings show that the form of job burnout that is most commonly felt by Community Counselors is not a cynical attitude towards work or a decrease in a sense of personal achievement, but a depletion of emotional energy due to continuous work demands. And in the context of Community Counselors, this is understandable considering that most of the duties of Community Counselors require direct interaction with correctional clients, client families, other law enforcement officials, and various other parties involved in the criminal justice process. Interaction with other humans that takes place continuously in complex situations has the potential to drain employees' emotional energy if not balanced with adequate resources.

Furthermore, the results of the study show that the relationship between organizational support and job burnout is more effectively explained through psychological capital than through self-esteem. These findings show that organizational support cannot automatically reduce job burnout, but rather first forms a positive psychological state in individuals that then helps them cope with job pressure. This means that the main benefit of organizational support lies in its ability to increase employee expectations, optimism, resilience, and self-confidence. These findings strengthen the argument of the Job-Demands Resources Theory which explains that organizational resources and personal resources work complementary to each other in reducing the risk of job burnout. Therefore, job burnout in Community Counselors cannot be understood only as a result of high job demands, but also needs to be seen as the result of the interaction between the support provided by the organization and the psychological capacity that the individual has in dealing with these demands (Alimbekov et al., 2025; Bakker & Demerouti, 2017; Tang et al., 2023).

CONCLUSION

This study aims to analyze the relationship between organizational support, psychological capital, self-esteem, and job burnout in Community Supervisors within the Directorate General of Corrections. Based on the results of the analysis carried out, it can be

concluded that organizational factors and individual psychological factors are interrelated elements in explaining the level of job burnout. The organizational support felt by employees plays an important role in forming a more positive psychological condition, so that individuals have better abilities in dealing with various demands and pressure at work. On the other hand, psychological capital and self-esteem have proven to be personal resources that function to strengthen the psychological resilience of employees and help suppress the potential for prolonged work fatigue. The findings of this study contribute to the development of the Job Demands-Resources Theory literature by showing that efforts to prevent job burnout do not only depend on the availability of organizational resources, but are also influenced by the individual's ability to manage the psychological resources they have. This study expands on previous studies by integrating organizational support, psychological capital, self-esteem, and job burnout in one conceptual model in the context of the Functional Position of Community Supervisor which is still relatively limited in research. Thus, this study provides a more comprehensive understanding of the mechanisms underlying the emergence of burnout in professions that have high social and emotional demands. However, this study has several limitations, including the use of data obtained in a period of time so that it has not been able to dynamically describe changes in the psychological condition of respondents. In addition, the study only focused on a few main variables so there is still a possibility that there are other factors that also affect job burnout. Therefore, further research is recommended to use longitudinal design, expand the scope of respondents in various agencies or other public service professions, and add variables such as work engagement, job satisfaction, organizational resilience, and leadership to gain a deeper understanding of the factors that affect job burnout.

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