Kasetsart Journal of Social Sciences

journal homepage: http://kjss.kasetsart.org

Can too much job crafting lead to burnout? Curvilinear and moderation analyses

Panod Srisinsuphya*,†, Prapimpa Jarunratanakul†

Faculty of Psychology, Chulalongkorn University, Bangkok 10330, Thailand

Article Info

Article history:
Received 16 February 2024
Revised 22 April 2024
Accepted 23 May 2024
Available online 26 June 2025

Keywords:
burnout,
curvilinear relationship,
job crafting,
leader-member exchange,
psychological capital

Abstract

Drawing on the Conservation of Resources (COR) theory, as well as the literature on job crafting and burnout, this paper examined the curvilinear (u-shaped) relationship between Job Crafting and Burnout and the moderating effects of employees' Psychological Capital (PsyCap) and Leader-Member Exchange (LMX) in both quadratic and linear terms. Results from polynomial hierarchical regression revealed the presence of a u-shaped curvilinear relationship between job crafting and burnout among 557 Thai employees from the service sector. Furthermore, the study provides support for the moderating effect of PsyCap and LMX. The findings suggest that PsyCap and positive LMX can mitigate the impact of excessive job crafting on burnout, highlighting the significance of positive resources and relationships in altering the impact of job redesign. While contributing to the job crafting literature, a curvilinear moderating effect of PsyCap and LMX was not found in the current study. Therefore, future studies could explore additional variables that may influence this relationship.

Introduction

In today's high-pressure service sector, burnout not only presents itself as a critical issue but also as an escalating epidemic (Abramson, 2022). This condition, fueled by a scarcity of resources and soaring societal demands (Dust & Tims, 2019; Fernet et al., 2017), was first described by Freudenberger (1974) as encompassing emotional exhaustion, chronic fatigue, and depersonalization due to intense work stress. Despite the passage of nearly five decades, the phenomenon continues to escalate, with researchers correlating it with dire personal and organizational repercussions such as health deterioration and diminished productivity (Maslach & Jackson, 1981; Swider & Zimmerman, 2010). The World Economic Forum in 2019 illuminated its economic toll, estimating an annual global cost of US$322 billion due to turnover, retraining, healthcare, and lost productivity (Bretland & Thorsteinsson, 2015).

* Corresponding author.
E-mail address: nodpanod@gmail.com (Srisinsuphya, P.).
† Co-first authors.

https://doi.org/10.34044/j.kjss.2025.46.2.35
2452–3151/© 2025 Kasetsart University.

Particularly in the service industry, where workers face relentless stress from ongoing customer interactions (Cooke et al., 2019; Sheather & Slattery, 2021), proactive employees seeking to mitigate burnout often engage in job crafting—a method of redesigning one's job to foster engagement and satisfaction (Bakker & de Vries, 2021; Dust & Tims, 2019). However, despite its positive reception, it is not without potential drawbacks (Demerouti et al., 2015; Wang & Lau, 2021). The prevailing literature tends to view job crafting and burnout in a linear fashion (Singh & Singh, 2018), celebrating job crafting's benefits in buffering against various negative factors, such as reducing value incongruence (Vogel et al., 2016), job boredom (Sánchez-Cardona et al., 2019), and turnover rate (Haider et al., 2020). Nevertheless, some studies caution against its possible adverse effects, such as departure from organizational objectives (Berg et al., 2010), decreased work engagement (Demerouti et al., 2015), heightened ego depletion (Deng et al., 2016), as well as increased work exhaustion (Harju et al., 2021).

Recognizing the phenomenon of negative outcomes associated with the highly celebrated variable of job crafting (Demerouti et al., 2015), this research is driven to adopt a balanced perspective that acknowledges both its benefits and costs. By challenging the prevailing "more is better" view often attributed to job crafting and drawing inspiration from the concept of optimal levels in various life aspects (Csikszentmihalyi, 2014; Zuckerman, 2014), this study aims to utilize curvilinear analysis to systematically analyze the non-linear relationship between job crafting and burnout. This methodology is expected to uncover the critical threshold where job crafting transitions from being beneficial to potentially detrimental, particularly within the intricate participants of the Thai service industry.

Although the previous study provided an empirical support for an optimal level of job crafting that positively influences both individual creative performance (Wang & Lau, 2021) and overall performance effectiveness (Dierdorff & Jensen, 2018), curvilinear analysis of job crafting on attitudinal and behavioral outcomes at work remains limited.

Drawing upon the Conservation of Resources (COR) theory, which explains human motivation to maintain existing resources and acquire new ones, individuals may experience stress due to the loss of resources (Hobfoll, 1989). This study works to (1) uncover the nuanced interplay between job crafting and burnout as well as (2) explore the moderating roles of Psychological Capital (PsyCap) and Leader-Member Exchange (LMX), offering insights for a more sustainable approach to employee well-being.

Literature Review

Job Crafting and Burnout

Burnout is a symptom commonly developed amongst individuals subjected to a prolonged period of stress, leading a person to experience exhaustion, fatigue, and frustration, which translates into negative behavior toward one's work and society (Freudenberger, 1974). Unlike depression, which can stem from various life stresses (Schaufeli & Enzmann, 1998), burnout is specifically work-related (Shirom, 1989). Maslach and Jackson (1981) conceptualized burnout with three dimensions: emotional exhaustion, depersonalization or cynicism, and reduced personal achievement. The formulation of this concept led to the development of the Maslach Burnout Inventory (MBI), facilitating global assessment of burnout levels. Over time, based on empirical studies, researchers have suggested improvements to both the conceptualization and measurement scale to align better with contemporary lifestyles (Edu-Valsania et al., 2022).

One prominent scale in assessing burnout is the Oldenburg Burnout Inventory (OBI) developed by Halbesleben and Demerouti (2005), focusing on exhaustion and disengagement dimensions to measure the current manifestation of burnout. Studies comparing various burnout scales have recommended the OBI as an alternative to the MBI due to its updated nature, broader applicability, and stronger psychometric properties (Demerouti & Bakker, 2007). Given the focus of this study on potential burnout development through excessive job crafting activities, the streamlined constructs of the OBI are chosen for utilization.

One effective way to reduce stress and burnout is through job crafting (Singh & Singh, 2018), a process in which employees redefine and reimagine their job roles in a personally meaningful way (Wrzesniewski & Dutton, 2001). Individuals, particularly those with proactive personalities, are often self-motivated to take the bottom-up approach by adjusting themselves and their work perceptions when faced with internal discomfort due to imbalanced job characteristics, characterized by high demands or limited resources (Bakker & Oerlemans, 2011). Such adaptations may include (1) increasing Structural Job Resources to enhance one's capacity to manage work by pursuing self-improvement and

learning; (2) increasing Social Job Resources by seeking moral support and advice from colleagues; (3) increasing challenging job demands to acquire diverse assignments aligning with their interests, and (4) decreasing Hindering Job Demands to lessen daily stress.

Seeming to necessitate autonomy, studies indicate that autonomy primarily serves as a facilitator for individuals to engage in job crafting to a greater extent (Jarunratanakul & Jinchang, 2019; Slemp et al., 2015). This remains true even within organizations or job positions characterized by stringent constraints on autonomy. Individuals driven to engage in job crafting demonstrate a tendency to employ cognitive crafting techniques, whereby they reframe their work experiences through perceptual shifts (Wrzesniewski, 2003).

Additionally, previous studies have shown that job crafting can be an effective strategy for reducing stress and burnout (Singh & Singh, 2018) as well as other negative factors commonly found within the working environment, such as value incongruence (Vogel et al., 2016), job boredom (Sánchez-Cardona et al., 2019) and turnover rate (Haider et al., 2020). However, it is essential to note that job crafting also has contradictory outcomes, with a number of studies having raised the potential negatives that may arise (e.g., increased work-family conflict (Zito et al., 2019), deviation from organizational goals (Berg et al., 2010)C, decreased work engagement (Demerouti et al., 2015), heightened ego depletion (Deng et al., 2016), as well as increased work exhaustion and stress (Harju et al., 2021). Therefore, the existence of potential negative effects suggests a complex relationship between job crafting and its outcomes.

Based on the COR theory, individuals possess limited resources such as time, physical energy, emotional energy, and attention (Hobfoll, 1989). As a result, individuals will strive to preserve these resources or invest them in activities that may generate additional resources, as failure to do so can lead to stress (Hobfoll, 1989; Ng & Feldman, 2012). When considering Bakker and Oerlemans (2011)'s reconceptualization of job crafting within the context of the COR theory, such suggests that individuals, particularly those with a proactive disposition, tend to engage in job crafting as a coping mechanism in response to imbalances in job demands and resources, seeking to alleviate discomfort. Furthermore, it is important to note that three out of the four dimensions of job crafting—namely, increasing structural job resources, increasing social job resources, and increasing challenging job demands—require varying levels of effort. Successful implementation of job crafting leads to an enhanced resource pool and, consequently, reduced stress levels (Singh & Singh, 2018). However, excessive engagement in these areas can deplete energy levels, particularly in individuals who are already experiencing fatigue, as the resources generated may not fully compensate for the net loss incurred (Edu-Valsania et al., 2022; Otto et al., 2021).

Considering the mixed findings in previous studies regarding the effects of job crafting, the present study aims to enhance understanding by employing curvilinear analysis on not just the variable itself but each of its dimensions. This approach will provide a more comprehensive assessment of the impact of job crafting on burnout. As such, the study proposes the following hypotheses:

H_1 : Job crafting has a curvilinear relationship with burnout.

The Moderating Role of Psychological Capital

The concept of Psychological Capital (PsyCap) pertains to an individual's favorable psychological state that fosters personal growth and development, and the four favorable states listed are Self-efficacy, Optimism, Hope and Resilience (Luthans et al., 2004). Personality and traits have been included in this study as prior research has suggested their crucial role in determining an individual's actions and direction (Maricutoiu et al., 2017; Ogilvie, 1987). Individuals with a higher level of PsyCap tend to exhibit superior decision-making abilities and are less prone to engaging in self-deception, leading to excessive behaviors (Bergheim et al., 2013). This suggests that a robust PsyCap may serve to mitigate the risk derived from excessive job crafting.

The concept of PsyCap can be augmented by COR as the theory acknowledges both psychological and physical resources and proposes that emotional labor can contribute to the depletion of psychological resources. Variations in individuals' levels of extraversion and personal resources (e.g., Psycap) can influence the extent to which they experience psychological resource loss and their ability to effectively manage their resources (Allen et al., 2016; Duffy et al., 2002). Also, PsyCap can be viewed as an aspect of job resources; if PsyCap is high, which translates to a greater pool of job resources, and compared to the already high demand, it should significantly buffer the incoming turmoil of life. The viewpoint also aligns with Kay (2012)'s study that posited the notion that burnout might not be exclusively attributed to workload or job type but rather to one's particular approach towards them. It is, therefore, hypothesized that:

H_2: PsyCap moderates the relationship between job crafting and burnout

The Moderating Role of Leader-Member Exchange

The Leader-Member Exchange (LMX) theory is a concept that delves into the intricacies of how managers establish and nurture reciprocal relationships with their team members while acknowledging that the nature and quality of the relationship between a leader and their employees may vary depending on individual factors (Dulebohn et al., 2011). The LMX theory differs from other behavioral leadership theories as it prioritizes the relationship between leaders and their employees (referred to as members) over leadership styles (e.g., transformational, authentic, servant, or empowering) (Liden & Maslyn, 1998). The dimensions Dienesch and Liden (1986) proposed comprise the following: (1) Perceived contribution – the quantity and quality of each member's input towards the team's objectives; (2) Loyalty – the degree to which team members display support for one another's character and aspirations; and (3) Affect – the level of interpersonal attraction between team members.

The leader is primarily the one who decides which employee to establish a high-quality relationship with (Dulebohn et al., 2011). The establishment of high LMX relationships has also been studied to generate a multitude of positive outcomes. Such benefits include increased creativity and innovative behaviors among employees, (De Jong & Den Hartog, 2007; Nijhof et al., 2002), as well as enhanced clarity regarding job responsibilities (Winkler, 2009), increased job satisfaction (Liden & Maslyn, 1998), greater loyalty to the organization (Duchon et al., 1986), more positive interactions with colleagues (Northouse, 1997), improved job performance (Settoon et al., 1996), and a greater willingness to engage in organizational citizenship behaviors (Hackett et al., 2003). Conversely, low LMX often leads to a lack of clarity regarding job responsibilities, role conflicts, and an increased likelihood of employees seeking to depart from the organization (Cogliser & Schriesheim, 2000; Settoon et al., 1996).

Pairing LMX with the COR theory, leaders can be viewed as having dual roles in the workplace. In addition to task assignments, they also serve as a valuable resource for their employees. Erdogan and Bauer (2015) noted that high-quality interpersonal relationships are characterized by the exchange of valuable resources. Within this framework, leaders provide their subordinates with support, developmental opportunities, mentoring, and other benefits that enhance their professional growth.

Therefore, it can be expected that LMX can help dampen the curvilinear effect between job crafting and burnout (see Figure 1 for a graphical representation). We, therefore, hypothesize that:

H_3: LMX moderates the relationship between job crafting and burnout

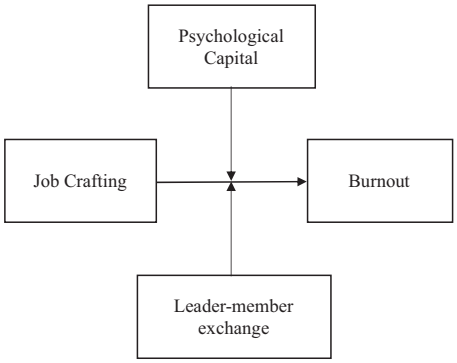

Figure 1 Research framework

Methodology

The proposed theoretical model seeks to establish a U-shaped curvilinear relationship between job crafting and burnout, with PsyCap and LMX serving as moderators. Data were collected using self-report surveys in a field setting. This involved a cross-sectional study featuring single-wave, single-source data collection.

Participants

In this study, 632 participants initially engaged from diverse sectors of Thailand's service industry, such as educational institutes, retail outlets, spas, governmental service providers, and banks. However, 71 participants discontinued, leading to incomplete data. Applying the Mahalanobis Distance test with a threshold of $\chi^2(3) = 16.23$ at $p = .001$, 4 individuals with significantly elevated scores were excluded, resulting in a final count of 557 participants. This final count exceeded the minimum sample size requirement of 550, as determined using G*Power (Faul et al., 2009) to achieve 80 percent power (with $\alpha = .05$) for detecting a small effect size (f^2) of 2% variance ($f^2 \leq .02$ – small $\leq .15$ – medium $\leq .35$ – large) (Sullivan & Feinn, 2012) in a multiple regression analysis with three predictors (i.e., burnout, LMX, and PsyCap) among a total of 12 predictors (i.e., job crafting, quadratic effect, PsyCap, LMX, Interaction Effect, and the seven controlled variables: age, gender, tenure, office constraints, education, tier, and work experience).

Among them, 168 (30.2%) were male, and 389 (69.8%) were female. The average age was 37.20 (*SD* = 9.92), ranging from 20 to 62. In terms of education, 107 (19.2%) had below a bachelor's degree, 365 (65.5%) had undergraduate degrees, and 85 (15.3%) had at least a master's degree. Job roles included 356 (63.9%) at the operational level, 73 (13.1%) in senior operational positions, 110 (19.7%) as department heads, and 17 (3.1%) in executive-level positions. The average duration in their current roles was 7.27 years (*SD* = 7.84), ranging from 0.5 to 34 years. Participants reported an average total working experience of 10.09 years (*SD* = 8.35), ranging from 0.5 to 38 years.

Data Collection

This study employed purposive and convenience sampling to reach employees in the human service industry across diverse tiers and locations, including sectors like restaurants, educational institutes, retail outlets, spas, governmental service providers, and banks. Although data were collected from various regions, the concentration was in Bangkok. Prior to obtaining ethical approval, contacts were made with industry acquaintances to establish valuable connections and referrals, allowing the data collection process to commence immediately after receiving ethical approval no. 206/66 from the Research Ethics Review Committee for Research Involving Human Research Participants, Group I, Chulalongkorn University on October 17, 2023.

During the data collection period, which ran from October 2023 to January 2024, a combination of online distribution and physical administration of the questionnaire was employed. Initially, the distributed questionnaires were made available online to ensure participant anonymity by not requesting any data that could be traced back to individuals. The online questionnaire was completed only by participants who provided informed consent. However, the pure online distribution yielded only approximately 100 responses after nearly one and a half months. Recognizing the need for a more effective strategy, approximately 500 physical copies of the questionnaire were printed, and personally given to the approved venues that had lower than expected online reply rates. The paper questionnaires were then left at each of the venues for about one to two weeks before returning to collect the completed forms. This hands-on approach of physically administering the questionnaires allowed for much higher return rates, resulting in the collection of approximately 400 additional completed forms within a period of nearly two months.

Measurements

The questionnaires were provided in Thai, adhering to the back-translation procedures outlined by Sperber (2004). All multi-item scales were scored using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) or (1 = never, 5 = frequent).

Job Crafting was measured using the 21-item Job crafting scale by Tims et al. (2012) (α = .88). Examples of the items include "I try to develop my capabilities" and "I try to ensure that my work is mentally less intense." A higher score on this scale indicates higher Job Crafting activities from the participants.

Burnout was measured using the 10-item Mini Oldenburg Burnout Inventory scale by Mészáros et al. (2020). The measurement is a shortened version of Halbesleben and Demerouti (2005)'s 16-item scale (α = .78). Illustrative queries involve statements such as "I have found myself functioning on autopilot while on the job" and "I experience fatigue on occasions even before I commence work." A higher score on this scale indicates higher Burnout from the participants.

PsyCap was measured using the 12-item PsyCap CPC-12R scale by Dudasova et al. (2021) (α = .88). Questions include, "If I should find myself in a jam, I could think of many ways to get out of it," and "I am confident that I could deal efficiently with unexpected events." A higher score on this scale indicates higher PsyCap from the participants.

LMX was measured using the 12-item LMX-MDM (Leader-Member Exchange – Multi-Dimensional Measure) Scale by Liden and Maslyn (1998) (α = .93). Questions include, "I like my supervisor very much as a person," and "My supervisor would come to my defense if I were criticized by others." A higher score on this scale indicates a higher leader-member relationship among the participants.

Organizational Constraints (OC) was measured using the 11-item Organizational Constraints scale by Spector and Jex (1998) (α = .914). The questionnaire includes inquiries such as "How frequently do you encounter challenges or obstacles while performing your job due to subpar equipment or insufficient supplies?" and "I experience difficulty executing my job duties as a result of frequent interruptions by colleagues." This scale has been selected as a controlled variable due to its identified significance as an antecedent with a notable impact on employees' job crafting behaviors and stress levels, albeit to varying degrees (Hornung, 2019; Turek et al., 2023).

Data Analysis

To examine the moderated model scores for the dependent variable (burnout), the moderating variables (PsyCap and LMX) and the independent variables (job crafting) were aggregated. Additionally, the controlled variable, gender, was transformed into a dummy variable. Subsequently, all centered data were transformed into z-scores. Analysis began with Confirmatory Factor Analysis (CFA) using R, where the goodness-of-fit indices (χ^2 = 1351.887, *df* = 773, $p < .001$, CFI = .957, TLI = .948, RMSEA = .037 [.033, .040] & SRMR = .049) confirmed a good model fit. The prepared data underwent analysis using Hierarchical Multiple Regression.

Control Variables

This study controlled for gender, age, tier, tenure and office constraints, as these variables were found in previous studies to influence burnout. For instance, studies have consistently shown a higher prevalence of burnout among women compared to men, particularly in terms of emotional exhaustion, whereas men tend to experience more depersonalization (Maslach et al., 2001; Purvanova & Muros, 2010). Furthermore, age has been linked to burnout, with overall rates decreasing as individuals age, albeit with a more consistent decline observed among men than women (Marchand et al., 2018). Regarding tier, research suggests that burnout tends to decrease as individuals climb higher in organizational ranks due to increased control over their work environments, often associated with better compensation and benefits (Oshagbemi, 2003). However, tenure exhibits a more complex relationship with burnout. While longer tenure is generally associated with improved coping abilities in handling organizational challenges (Schwenk & Valacich, 1994), in environments characterized by pervasive organizational constraints, individuals with longer tenure are more susceptible to burnout (Hornung, 2019; Turek et al., 2023).

Results

Descriptive Statistics

In Table 1, Pearson's correlation coefficients are presented to evaluate the preliminary directional relationships among research variables and to examine multicollinearity, applying Kline's (2005) criterion of .9 as the upper limit for acceptability. The result indicates that none of the relationships exhibit issues of multicollinearity.

Hypothesis Testing

Table 2 displays results from hierarchical multiple regression. The quadratic effect of Job Crafting on burnout, as seen in Figure 2, yielded statistical significance ($\beta = .10$, $p < .001$, 95% CI [.04,.15]), supporting Hypothesis 1. Regarding Hypothesis 2, which proposed that 'PsyCap moderates the relationship between job crafting and burnout,' the coefficient of the interactive term of job crafting and PsyCap was positive and reached statistical significance for the linear term ($\beta = .08$, $p = .02$, 95% CI [.01,.15]) but not its quadratic term ($\beta = .02$, *ns.*, 95% CI [-.03, .07]), supporting Hypothesis 2. Figure 3 further illustrates that high PsyCap moderates the job crafting-burnout relationship, effectively attenuating burnout, which is reflected in the lessened steepness of the associated slope.

Table 1 Pearson's correlation analysis between variables ($N = 557$)

Factor	1	2	3	4	5	6	7	8	9	10	11
gen.	-										
age	.03	-									
edu.	-.04	.09*	-								
tier.	-.08*	.33**	.30**	-							
ten.	.12**	.60**	.13**	.17**	-						
jobE.	.06	.70**	.12**	.31**	.72**	-					
BO	.11**	-.08*	.03	-.14**	.07*	-.01	(.78)				
JC	.002	-.05	-.05	.01	-.09*	-.01	-.20**	(.86)			
LMX	-.06	-.03	-.05	-.01	-.06	.006	-.31**	.45**	(.93)		
PC	-.04	.16**	.02	.14**	.05	.09*	-.31**	.48**	.31**	(.87)	
OC	-.05	-.16**	-.005	-.07	-.03	-.08*	.47**	-.004	-.32**	-.20**	(.91)
M	.70	37.2	.96	.62	7.27	10.1	2.64	3.58	3.86	3.84	2.06
SD	.46	9.92	.59	.90	7.84	8.35	.73	.53	.76	.61	.84

Note: BO = burnout, JC = job crafting, LMX = leader-member exchange, PC = psychological capital, OC = office constraints. *$p < .05$, **$p < .01$ (one-tailed).

Table 2 Hypothesis testing results

Variable	Burnout											
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	β	95% CI	β	95% CI	β	95% CI	B	95% CI	B	95% CI	β	95% CI
(Intercept)	.00	[.00,.00]	1.35	[.71,2.01]	-.10	[-.15,-.04]	-.11	[-.16,-.05]	-.01	[-.15,-.04]	-.08	[-.12,-.04]
Gender	.11**	[.03,.18]	.10**	[.02,.18]	.10**	[.02,.17]	.10**	[.03,.18]	.10**	[.03,.18]	.11**	[.03,.18]
Age	-.05	[-.15,.05]	-.04	[-.13,.60]	-.03	[-.13,.06]	-.03	[-.12,.06]	-.04	[-.12,.06]	-.04	[-.13,.06]
Tenure	.12**	[.02,.22]	.10*	[.01,.20]	.10*	[-.0003,.18]	.09	[-.001,.18]	.09	[-.01,.18]	.01*	[.001,.19]
Tier	-.10*	[-.17,-.02]	-.08*	[-.16,-.01]	-.08*	[-.15,-.01]	-.08	[-.15,.001]	-.08*	[-.15,-.002]	-.08*	[-.15,.001]
OC	.46**	[.40,.53]	.41**	[.33,.49]	.41**	[.33,.48]	.41**	[.33,.48]	.40**	[.33,.47]	.41**	[.33,.49]
JC			-.09	[-.18,.01]	-.11*	[-.21,-.02]	-.12**	[-.21,-.02]	-.16**	[-.27,-.04]	-.11*	[-.21,-.02]
PC			-.24**	[-.37,-.11]	-.14**	[-.22,-.06]	-.14**	[-.22,-.06]	-.16**	[-.26,-.06]	-.14**	[-.22,-.06]
LMX			-.11*	[-.23,.01]	-.09*	[-.17,.004]	-.08	[-.17,.02]	-.10*	[-.21,.01]	-.07	[-.16,.02]
JC squared					-.10**	[.04,.15]	.06	[-.03,.14]	.04	[-.04,.12]		
JC x PC							.05	[-.03,.14]	.05	[-.04,.13]	.08*	[.01,.15]
JC x LMX							.06	[-.04,.16]	.06	[-.04,.17]	.09*	[.0008,.18]
JC squared x PC									.02	[-.03,.07]		
JC squared x LMX									.03	[-.04,.10]		
R^2 / adjusted R^2	.255 / .249		.314 / .304		.333 / .322		.338 / .325		.340 / .325		.334 / .322	
R^2 change	.255		.059		.019		.005		.002		-.006	

Note: JC = job crafting, LMX = leader-member exchange, PC = psychological capital, OC = office constraints.
*$p < .05$, **$p < .01$.

Figure 2 The curvilinear effect of job crafting on burnout

Figure 3 Interaction graph of JC x PsyCap on BO (Controlling for LMX)

Similarly, in Hypothesis 3, which proposed that 'LMX moderates the relationship between job crafting and burnout,' the coefficient of the interactive term of job crafting squared and LMX was positive but not significant (β = .03, *ns.*, 95% CI [-.04, .10]), but its linear counterpart job crafting and LMX was positive and significant (β = .09, p = .02, 95% CI [.008, .18]). Hence, Hypothesis 3 was supported. Complementarily, Figure 4 displays that a high LMX can act as a moderator in the job crafting-burnout dynamic, reducing the burnout levels and thereby moderating the slope of the relationship.

Figure 4 Interaction graph of JC x LMX on BO (Controlling for PsyCap)

Discussion

This study employed Polynomial Hierarchical Multiple Regression analysis to elucidate the complex relationship between job crafting and burnout in the service industry. Prior research has presented mixed results; job crafting has been identified as both a mitigator of workplace stressors like value incongruence (Vogel et al., 2016), job boredom (Sánchez-Cardona et al., 2019) and turnover (Haider et al., 2020), and a potential contributor to negative outcomes including work-family conflict (Zito et al., 2019), deviation from organizational goals (Berg et al., 2010)C, and increased exhaustion and stress (Harju et al., 2021).

Consistent with the COR theory, the findings indicate a u-shaped curvilinear relationship between job crafting and burnout. This suggests that while moderate levels of job crafting may serve as a resource-gaining activity, extreme levels (both low and high) could become resource-draining, leading to burnout. This pattern highlights the delicate balance employees must navigate in modifying their work roles.

A notable discovery was the shift in this relationship upon introducing LMX and PsyCap as moderators. These factors, while not significantly altering the quadratic relationship, influenced the linear term, suggesting their roles as protective mechanisms against burnout. High LMX, indicative of a supportive employee-leader dynamic, appears to facilitate job crafting without escalating burnout risk. Similarly, PsyCap, with its components of hope, efficacy, resilience, and optimism, might enable more effective job crafting, mitigating the risk of burnout. When incorporating these moderators, the relationship between job crafting and burnout linearizes, implying that LMX and PsyCap may either act as additional resources or enhance the efficiency of existing ones. Statistically, the significance of the linear term over the quadratic suggests a simplification of the job crafting-burnout relationship in the presence of LMX and PsyCap, steering it towards a more direct, linear pattern.

For practitioners, these insights underscore the importance of nurturing high LMX and PsyCap in the workplace. Tailoring job crafting strategies to individual psychological resources, and focusing on enhancing employee-leader relationships, could prove pivotal in preventing burnout. The industry-specific findings, particularly in the Thai service sector, call for culturally sensitive and context-specific interventions.

However, this study is not without limitations. Its focus on the Thai service industry, primarily in Bangkok, restricts its generalizability. Future research should explore diverse cultural and sectoral contexts to validate and extend these findings. The reliance on self-reported data, coupled with the absence of control variables like autonomy and proactive personality traits, necessitates a cautious interpretation. Future studies should integrate a variety of measurement methods, including qualitative analyses, to capture the intricacies of job crafting and burnout more comprehensively. Further investigation into specific job crafting dimensions, such as 'Increasing Structural Job Resources' and 'Decreasing Hindering Job Demands', and their interplay with factors like gender and personality traits, would enrich the understanding of these complex workplace dynamics.

Conclusion and Recommendation

This research sheds light on the dynamic nature of the relationship between job crafting and burnout within the Thai service industry, revealing a u-shaped curvilinear relationship. However, upon introducing LMX and PsyCap as moderators, only the linear term showed statistically significant moderating effects. This suggests that while most individuals are advised to engage in moderate job crafting activities to reduce burnout, those with high levels of LMX and/or PsyCap need not worry about their crafting behavior, as these factors can act as effective buffers.

These findings contribute to the theoretical framework of the COR theory, showing that job crafting indeed increases job resources while also addressing negative outcomes. This indicates that through rigorous job crafting activities, the resources gained did not surpass the energy expenditure, resulting in stress formulation leading to burnout.

For practitioners, this study underscores the importance of nurturing robust LMX relationships and fostering PsyCap among employees to mitigate the potential risks associated with extensive job crafting. Organizations are encouraged to develop targeted job crafting strategies, taking into account individual and organizational differences, to effectively balance job demands and resources, thereby reducing burnout.

Future research should seek to replicate these findings across diverse cultural backgrounds and industries, given that the current study only focuses on the service industry in Thailand. Furthermore, the absence of statistically significant moderators in the analysis of the curvilinear

relationship underscores the need for further investigation into other moderators that could potentially influence the relationship between job crafting and burnout. Previous studies have identified several moderators that exhibited statistical significance in curvilinear relations concerning stress formulation. These include 'event disruption' (Morgeson et al., 2015; Zhou et al., 2020), mindfulness (Montani et al., 2020), perceived support for innovation (Leung et al., 2011). These moderators share similar principles when viewed through the lens of COR, highlighting the necessity for increased resource expenditure while retaining the gained resources. Additionally, other personal and situational factors (e.g., employee autonomy and proactive personality traits), could be further explored for the curvilinear relationship between job crafting and burnout.

Conflict of Interest

The authors declare that there is no conflict of interest.

References

Abramson, A. (2022, January 1). Burnout and stress are everywhere. *Monitor on Psychology*, *53*(1), 72. https://www.apa.org/monitor/2022/01/special-burnout-stress

Allen, D. G., Peltokorpi, V., & Rubenstein, A. L. (2016). When "embedded" means "stuck": Moderating effects of job embeddedness in adverse work environments. *Journal of Applied Psychology*, *101*(12), 1670 –1686. https://doi.org/10.1037/apl0000134

Bakker, A., & Oerlemans, W. (2011). Subjective well-being in organizations. In K. S. Cameron, & G. M. Spreitzer (Eds.), *The Oxford Handbook of Positive Organizational Scholarship (*pp. 179–189). Oxford University Press. https://doi.org/10.1093/oxfordhb/9780199734610.013.0014

Bakker, A. B., & de Vries, J. D. (2021). Job demands-resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety Stress Coping*, *34*(1), 1–21. https://doi.org/10.1080/10615806.2020.1797695

Berg, J. M., Wrzesniewski, A., & Dutton, J. E. (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, *31*(2–3), 158–186. https://doi.org/10.1002/job.645

Bergheim, K., Eid, J., Hystad, S. W., Nielsen, M. B., Mearns, K., Larsson, G., & Luthans, B. (2013). The role of psychological capital in perception of safety climate among air traffic controllers. *Journal of Leadership & Organizational Studies*, *20*(2), 232–241. https://doi.org/10.1177/1548051813475483

Bretland, R. J., & Thorsteinsson, E. B. (2015). Reducing workplace burnout: The relative benefits of cardiovascular and resistance exercise. *PeerJ*, *3*, e891. https://doi.org/10.7717/peerj.891/table-2

Cogliser, C. C., & Schriesheim, C. A. (2000). Exploring work unit context and leader–member exchange: A multi-level perspective. *Journal of Organizational Behavior*, *21*(5), 487–511. https://doi.org/10.1002/1099-1379(200008)21:5<487::AID-JOB57>3.0.CO;2-P

Cooke, F. L., Wang, J., & Bartram, T. (2019). Can a supportive workplace impact employee resilience in a high pressure performance environment? An investigation of the Chinese banking industry. *Applied Psychology*, *68*(4), 695–718. https://doi.org/10.1111/apps.12184

Csikszentmihalyi, M. (2014). Toward a psychology of optimal experience. In L. Wheeler (Ed.), *Flow and the foundations of positive psychology* (pp. 209–226). Springer. https://doi.org/10.1007/978-94-017-9088-8_14

De Jong, J. P., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behaviour. *European Journal of innovation management*, *10*(1), 41–64. https://doi.org/10.1108/14601060710720546

Demerouti, E., & Bakker, A. B. (2008). The oldenburg burnout inventory: A good alternative to measure burnout and engagement. *Handbook of stress and burnout in health care*, *65*(7), 1–25.

Demerouti, E., Bakker, A. B., & Halbesleben, J. R. (2015). Productive and counterproductive job crafting: A daily diary study. *Journal of Occupational Health Psychology*, *20*(4), 457–469. https://doi.org/10.1037/a0039002

Deng, H., Wu, C.-H., Leung, K., & Guan, Y. (2016). Depletion from self-regulation: A resource-based account of the effect of value incongruence. *Personnel Psychology*, *69*(2), 431–465. https://doi.org/10.1111/peps.12107

Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of management review*, *11*(3), 618–634. https://doi.org/10.5465/amr.1986.4306242

Dierdorff, E. C., & Jensen, J. M. (2018). Crafting in context: Exploring when job crafting is dysfunctional for performance effectiveness. *Journal of Applied Psychology*, *103*(5), 463-477. https://doi.org/10.1037/apl0000295

Duchon, D., Green, S. G., & Taber, T. D. (1986). Vertical dyad linkage: A longitudinal assessment of antecedents, measures, and consequences. *Journal of Applied Psychology*, *71*(1), 56–60. https://doi.org/10.1037/0021-9010.71.1.56

Dudasova, L., Prochazka, J., Vaculik, M., & Lorenz, T. (2021). Measuring psychological capital: Revision of the Compound Psychological Capital Scale (CPC-12). *PLoS One*, *16*(3), e0247114. https://doi.org/10.1371/journal.pone.0247114

Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *The Academy of Management Journal*, *45*(2), 331–351. https://doi.org/10.2307/3069350

Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2011). A meta-analysis of antecedents and consequences of leader-member exchange. *Journal of Management*, *38*(6), 1715–1759. https://doi.org/10.1177/0149206311415280

Dust, S. B., & Tims, M. (2019). Job Crafting via Decreasing Hindrance Demands: The Motivating Role of Interdependence Misfit and the Facilitating Role of Autonomy. *Applied Psychology*, *69*(3), 881–912. https://doi.org/10.1111/apps.12212

Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022). Burnout: A Review of Theory and Measurement. *International Journal of Environmental Research and Public Health*, *19*(3), 1780. https://doi.org/10.3390/ijerph19031780

Erdogan, B., & Bauer, T. N. (2015). Leader–Member Exchange Theory. In J. D. Wright (Ed.), *International Encyclopedia of the Social & Behavioral Sciences (Second Edition)* (pp. 641–647). Elsevier. https://doi.org/10.1016/B978-0-08-097086-8.22010-2

Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical power analyses using G* Power 3.1: Tests for correlation and regression analyses. *Behavior research methods*, *41*(4), 1149–1160. https://doi.org/10.3758/BRM.41.4.1149

Fernet, C., Chanal, J., & Guay, F. (2017). What fuels the fire: Job- or task-specific motivation (or both)? On the hierarchical and multidimensional nature of teacher motivation in relation to job burnout. *Work & Stress*, *31*(2), 145–163. https://doi.org/10.1080/02678373.2017.1303758

Freudenberger, H. J. (1974). Staff Burn-Out. *Journal of Social Issues*, *30*(1), 159–165. https://doi.org/10.1111/j.1540-4560.1974.tb00706.x

Hackett, R. D., Farh, J.-L., Song, L. J., & Lapierre, L. M. (2003). LMX and organizational citizenship behavior: Examining the links within and across Western and Chinese samples. *Dealing with diversity*, *1*, 219–231.

Haider, S., De-Pablos-Heredero, C., & De-Pablos-Heredero, M. (2020). A three-wave longitudinal study of moderated mediation between high-performance work systems and employee job satisfaction: The role of relational coordination and peer justice climate. *Frontiers in psychology*, *11*, 792–806. https://doi.org/10.3389/fpsyg.2020.00792

Halbesleben, J. R. B., & Demerouti, E. (2005). The construct validity of an alternative measure of burnout: Investigating the English translation of the Oldenburg Burnout Inventory. *Work & Stress*, *19*(3), 208–220. https://doi.org/10.1080/02678370500340728

Harju, L. K., Kaltiainen, J., & Hakanen, J. J. (2021). The double-edged sword of job crafting: The effects of job crafting on changes in job demands and employee well-being. *Human Resource Management*, *60*(6), 953–968. https://doi.org/10.1002/hrm.22054

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, *44*(3), 513–524. https://doi.org/10.1037/0003-066X.44.3.513

Hornung, S. (2019). Crafting task and cognitive job boundaries to enhance self-determination, impact, meaning and competence at work. *Behavioral sciences*, *9*(12), 136–144. https://doi.org/10.3390/bs9120136

Jarunratanakul, P., & Jinchang, K. (2019). Moderating effect of perceived job autonomy on the relationship between fixed mindset and job crafting. *Journal of Research Methodology*, *32*(1),53–74. https://www.academia.edu/72358358/Moderating_Effect_of_Perceived_Job_Autonomy_on_the_Relationship_between_Fixed_Mindset_and_Job_Crafting

Kay, M. (2012). Do we overdramatize family physician burnout?: YES. *Canadian Family Physician*, *58*(7), 730–736. https://pmc.ncbi.nlm.nih.gov/articles/PMC3395502/pdf/0580730.pdf

Kline, T. J. (2005). Psychological testing: A practical approach to design and evaluation. SAGE Publications, Inc., https://doi.org/10.4135/9781483385693

Leung, K., Huang, K. L., Su, C. H., & Lu, L. (2011). Curvilinear relationships between role stress and innovative performance: Moderating effects of perceived support for innovation. *Journal of Occupational and Organizational Psychology*, *84*(4), 741–758. https://psycnet.apa.org/doi/10.1348/096317910X520421

Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management*, *24*(1), 43–72. https://doi.org/10.1016/S0149-2063(99)80053-1

Luthans, F., Luthans, K. W., & Luthans, B. C. (2004). Positive psychological capital: beyond human and social capital. *Business Horizons*, *47*(1), 45–50. https://doi.org/10.1016/j.bushor.2003.11.007

Marchand, A., Blanc, M.-E., & Beauregard, N. (2018). Do age and gender contribute to workers' burnout symptoms? *Occupational medicine*, *68*(6), 405–411. https://doi.org/10.1093/occmed/kqy088

Maricutoiu, L. P., Sulea, C., & Iancu, A. (2017). Work engagement or burnout: Which comes first? A meta-analysis of longitudinal evidence. *Burnout Research*, *5*, 35–43. https://doi.org/10.1016/j.burn.2017.05.001

Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, *2*(2), 99–113. https://doi.org/10.1002/job.4030020205

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, *52*(1), 397–422. https://doi.org/10.1146/annurev.psych.52.1.397

Mészáros, V., Takács, S., Kövi, Z., Smohai, M., Csigás, Z. G., Tanyi, Z., Jakubovits, E., Kovács, D., Szili, I., Ferenczi, A., & Ádám, S. (2020). Dimensionality of burnout - Is the Mini Oldenburg Burnout Inventory suitable for measuring separate burnout dimensions? *Mentálhigiéné és Pszichoszomatika*, *21*(3), 323–338. https://doi.org/10.1556/0406.21.2020.015

Montani, F., Setti, I., Sommovigo, V., Courcy, F., & Giorgi, G. (2020). Who responds creatively to role conflict? Evidence for a curvilinear relationship mediated by cognitive adjustment at work and moderated by mindfulness. *Journal of Business and Psychology*, *35*(5), 621–641. https://doi.org/10.1007/s10869-019-09644-9

Morgeson, F. P., Mitchell, T. R., & Liu, D. (2015). Event system theory: An event-oriented approach to the organizational sciences. *Academy of management review*, *40*(4), 515–537. https://doi.org/10.5465/amr.2012.0099

Ng, T. W. H., & Feldman, D. C. (2012). Employee voice behavior: A meta-analytic test of the conservation of resources framework. *Journal of Organizational Behavior*, *33*(2), 216–234. https://doi.org/10.1002/job.754

Nijhof, A., Krabbendam, K., & Looise, J. C. (2002). Innovation through exemptions: building upon the existing creativity of employees. *Technovation*, *22*(11), 675–683. https://doi.org/10.1016/S0166-4972(01)00088-8

Northouse, P. G. (1997). Effective helping relationships: The role of power and control. *Health Education & Behavior*, *24*(6), 703–706. https://doi.org/10.1177/109019819702400604

Ogilvie, D. M. (1987). The undesired self: A neglected variable in personality research. *Journal of personality and social psychology*, *52*(2), 379–385. https://doi.org/10.1037/0022-3514.52.2.379

Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities. *International journal of social economics*, *30*(12), 1210–1232. https://doi.org/10.1108/03068290310500634

Otto, M. C. B., Van Ruysseveldt, J., Hoefsmit, N., & Van Dam, K. (2021). Examining the mediating role of resources in the temporal relationship between proactive burnout prevention and burnout. *BMC Public Health*, *21*(1), 599–574. https://doi.org/10.1186/s12889-021-10670-7

Purvanova, R. K., & Muros, J. P. (2010). Gender differences in burnout: A meta-analysis. *Journal of Vocational Behavior*, *77*(2), 168–185. https://doi.org/10.1016/j.jvb.2010.04.006

Sánchez-Cardona, I., Vera, M., Martínez-Lugo, M., Rodríguez-Montalbán, R., & Marrero-Centeno, J. (2020). When the job does not fit: The moderating role of job crafting and meaningful work in the relation between employees' perceived overqualification and job boredom. *Journal of Career Assessment, 28*(2), 257–276. https://doi.org/10.1177/1069072719857174

Schaufeli, W., & Enzmann, D. (1998). The burnout companion to study and practice: A critical analysis (1st ed.). CRC Press. https://doi.org/10.1201/9781003062745

Schwenk, C., & Valacich, J. S. (1994). Effects of devil′ s advocacy and dialectical inquiry on individuals versus groups. *Organizational behavior and human decision processes*, *59*(2), 210–222. https://doi.org/10.1006/obhd.1994.1057

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader–member exchange, and employee reciprocity. *Journal of Applied Psychology*, *81*(3), 219 –227. https://doi.org/10.1037/0021-9010.81.3.219

Sheather, J., & Slattery, D. (2021). The great resignation-how do we support and retain staff already stretched to their limit? *BMJ*, *375*, n2533. https://doi.org/10.1136/bmj.n2533

Shirom, A. (1989). Burnout in work organizations. In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and organizational psychology 1989* (pp. 25–48). John Wiley & Sons.

Singh, V., & Singh, M. (2018). A burnout model of job crafting: Multiple mediator effects on job performance. *IIMB Management Review*, *30*(4), 305–315. https://doi.org/10.1016/j.iimb.2018.05.001

Slemp, G. R., Kern, M. L., & Vella-Brodrick, D. A. (2015). Workplace well-being: The role of job crafting and autonomy support. *Psychology of Well-Being*, *5*, 7. https://doi.org/10.1186/s13612-015-0034-y

Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal Conflict at Work Scale, Organizational Constraints Scale, Quantitative Workload Inventory, and Physical Symptoms Inventory. *Journal of Occupational Health Psychology, 3*(4), 356–367. https://doi.org/10.1037/1076-8998.3.4.356

Sperber A. D. (2004). Translation and validation of study instruments for cross-cultural research. *Gastroenterology*, *126*(Supplement 1), S124–S128. https://doi.org/10.1053/j.gastro.2003.10.016

Sullivan, G. M., & Feinn, R. (2012). Using Effect Size-or Why the P Value Is Not Enough. *J Grad Med Educ*, *4*(3), 279–282. https://doi.org/10.4300/jgme-d-12-00156.1

Swider, B. W., & Zimmerman, R. D. (2010). Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes. *Journal of Vocational Behavior*, *76*(3), 487–506. https://doi.org/10.1016/j.jvb.2010.01.003

Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, *80*(1), 173–186. https://doi.org/10.1016/j.jvb.2011.05.009

Turek, D., Klein, H. J., & Wojtczuk-Turek, A. (2023). Overcoming organizational constraints: The role of organizational commitment and job crafting in relation to employee performance. *European Management Journal*, *42*(6), 944–956. https://doi.org/10.1016/j.emj.2023.12.001

Vogel, R. M., Rodell, J. B., & Lynch, J. W. (2016). Engaged and productive misfits: How job crafting and leisure activity mitigate the negative effects of value incongruence. *Academy of Management Journal*, *59*(5), 1561–1584. https://doi.org/10.5465/amj.2014.0850

Wang, Y., & Lau, D. C. (2022). How and why job crafting influences creative performance? A resource allocation explanation of the curvilinear moderated relations. *Asia Pacific Journal of Management, 39*(4), 1561–1587. https://doi.org/10.1007/s10490-021-09773-x

Winkler, I. (2009). Leader–member exchange theory. In I. Winkler (Ed.), *Contemporary leadership theories: Enhancing the understanding of the complexity, subjectivity and dynamic of leadership* (pp. 47–53). Physica-Verlag HD. https://doi.org/10.1007/978-3-7908-2158-1_6

Wrzesniewski, A., LoBuglio, N., Dutton, J. E., & Berg, J. M. (2013). Job crafting and cultivating positive meaning and Identity in work. In A. B. Bakker (Ed.), *Advances in positive organizational psychology* (Vol. 1, pp. 281–302), Emerald Group Publishing Limited. https://doi.org/10.1108/S2046-410X(2013)0000001015

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a Job: Revisioning employees as active crafters of their work. *The Academy of management review*, *26*(2), 179–201. https://doi.org/10.2307/259118

Zhou, J., Zhang, J. W., & Xuan, X. Y. (2020). The curvilinear relationship between career calling and work fatigue: A moderated mediating model. *Frontiers in Psychology*, *11*, 583604. https://doi.org/10.3389/fpsyg.2020.583604

Zito, M., Colombo, L., Borgogni, L., Callea, A., Cenciotti, R., Ingusci, E., & Cortese, C. G. (2019). The Nature of job crafting: Positive and negative relations with job satisfaction and work-family conflict. *International Journal of Environmental Research and Public Health*, *16*(7), 1176. https://doi.org/10.3390/ijerph16071176

Zuckerman, M. (2014). *Sensation seeking (psychology revivals): Beyond the optimal level of arousal*. Psychology Press. https://doi.org/10.4324/9781315755496