

The Moderating Effects Of Psychological Capital On Workplace Bullying And Burnout In The Philippine National Police

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Abstract: This descriptive-correlational research probed the moderating effects of Psychological Capital (PsyCap) on workplace bullying and burnout of Philippine National Police (PNP) uniformed personnel (N=447) of the National Capital Region (NCR) using convenience sampling technique. The survey instruments were composed of self-made socio-demographic profile, Psychological Capital Questionnaire-24 (PCQ-24), Negative Acts Questionnaire Revised (NAQ-R), and Copenhagen Burnout Inventory (CBI). The findings of the study indicated that most of the participants were male, 22 to 37 years old, married, college graduate, Police Officer 1 (PO1), 1 year and 1 month to 5 years in service, and from Southern Police District. Mean scores of the participants indicate high level of PsyCap, and very low level of workplace bullying and low level of burnout. Also, it was found out that PsyCap was negatively correlated with workplace bullying and burnout, while the latter variables maintained their positive correlations. Moreover, among the dimensions of PsyCap, hope and resilience moderates the relationship between the specific form of bullying and burnout.

Keywords: burnout, police personnel, psychological capital, workplace bullying

1. Introduction

The concept of bullying in children and adolescence is a widely observed and understood problem, with growing studies supporting that bullying is not just a childhood concern but also a general problem that exist even in an adult life, especially in their workplace [1]. Workplace bullying is defined as any situation where an employee persistently and over a period of time perceives him-/herself to be on the receiving end of mistreatment from superiors, coworkers, subordinates, and/or customers/clients while finding it difficult to defend against mistreatment [2]. Moreover, workplace bullying is described as ‘silent epidemic’ [3] or ‘silent nightmare’ [4] because the incidences were rarely reported by the employees since majority of bullies were their immediate supervisors or managers, and because of their fear of losing their jobs [5]. Moreover, the impact of workplace bullying was clarified that aside from the negative physical and mental outcomes, the work-related consequences were higher levels of psychological distress, more stressful relationship with colleagues, lower organizational commitment and satisfaction [6]. Studies also relate the negative outcomes of workplace bullying to employee burnout and emphasized that those employees who experienced workplace bullying have greater chances of experiencing burnout [7]. Meanwhile, the high burnout in police profession was associated with higher counterproductive work behaviors [8]. In the Philippine National Police (PNP), the counterproductive work behaviors were reflected in the number of scalawags or ‘bad cops’ who received demotion, suspension, and dismissal

from their posts. The PNP even seconded the top government agencies with the greatest number of filed cases against their employees and officials before the Office of the Ombudsman in 2017 [9]. Thus, the internal cleansing program was implemented in 2016. The program directs the arrest and prosecution of PNP personnel who are engaged with unlawful activities and to recover the credibility and moral integrity of PNP as government institution [10]. This drastic move of the government to eradicate the police officers who were caught of committing illegal activities were evident in the media coverages and other online social media platforms. Through the intention of neutralizing the PNP of rouge cops, the culprits were publicly reprimanded and subjected to public shame which in some ways were bullying acts. Moreover, bullying in the police profession were also apparent in the reported intimidation and threats they received from their clientele – the community. Though the incidences were under-researched and discredited in the challenges faced by law enforcers in performance of their jobs, the traces have been found in the study through the testimonials given by the respondents. Since the House Bill 815 or the anti-office bullying act of 2016 is not yet signed into a law, the enforced Mental Health Act or the RA 11036 is an opportunity to address these psychological challenges in the police profession, especially nowadays that enhancing the employee psychological well-being is a growing trend in industries and organizations in the country. Growing studies showed that improved psychological well-being produced positive organizational behaviors (POBs) that were desirable and beneficial to the organizations and to the employees. The studies emphasized that Psychological Capital (PsyCap) is a

psychological construct that decrease the counterproductive work behavior and turnover intentions, and increase the psychological well-being, organizational citizenship behaviors, and performance. PsyCap consists of four domains of hope, efficacy, resiliency, and optimism [11]. PsyCap is a higher-order core construct that describes the individual's positive psychological state of development and characterized PsyCap as: (1) ability to persevere towards the goals and redirecting paths to these goals when necessary (hope); (2) the ability to do the necessary effort in order to succeed at challenging tasks (self-efficacy); (3) ability to sustain, bounce back and even beyond, after encountering problems and adversities (resilience); and (4) the ability to make positive attributions about succeeding now and in the future (optimism) [12]. Relating PsyCap with the challenges of police profession, the researchers assessed PsyCap and its dimensions among the police personnel and explored on how these constructs helped them in combating the negative effects of workplace bullying and burnout. Specifically, the researchers analyzed the moderating mechanisms of PsyCap between the relationship of workplace bullying and burnout of the respondents.

2. Research Objectives

This study determined the moderating effects of psychological capital in the relationship between workplace bullying and burnout in the Philippine National Police (PNP). Specifically, it answered the following research objectives: to present the socio-demographic profile of the respondents in terms of gender, age range, marital status, educational attainment, rank, years of service, and districts; determine and analyze the scores of the respondents in their levels of PsyCap, workplace bullying, and burnout; analyze the relationship between the respondents' socio-demographic profiles and their level of PsyCap, workplace bullying, and burnout; analyze the relationship among the PsyCap and workplace bullying, PsyCap and burnout, workplace bullying and burnout; and lastly, to determine the moderating effects of PsyCap between the relationship of workplace bullying and burnout of police personnel.

3. Materials and Methods

Research Design

The study utilized descriptive-correlational research design to determine the significant relationship among the respondents' socio-demographic profile, PsyCap, workplace bullying, and burnout. Generally, descriptive method was employed to illustrate the respondents' behavior under the circumstances involved during the study. Moreover, the relationship between the variables was revealed using correlational method. Furthermore, the study also explored on the moderating effects of psychological capital (PsyCap) to the relationship between workplace bullying and experienced burnout of police personnel. A moderator is a variable that modifies the form or strength of the relationship between an independent and a dependent variable. In this study, moderation analysis provided a way to test whether PsyCap, as interacting variable has similar effects across other constructs. It is important to identify groups for which an intervention has its greatest effects or no effects. This

information could then be used to target groups for intervention [13].

Respondents and Study Site

The participants of the study were 447 police personnel assigned and rendering their service in the 16 cities and a municipality police headquarters or stations in the National Capital Region of Academic Year 2018-2019: the Manila Police District for the City of Manila; the Quezon City Police District for Quezon City; the Eastern Police District for the cities of Mandaluyong, Marikina, Pasig, and San Juan; the Northern Police District for the cities of Calocan, Malabon, Navotas, and Valenzuela; and the Southern Police District for the cities of Las Piñas, Makati, Muntinlupa, Parañaque, Pasay, Taguig and the municipality of Pateros. The study utilized the convenience sampling technique.

Research Instruments

The study used four sets of survey forms. A personal data sheet and three standardized assessment tools were used to measure the respondents' scores on PysCap, workplace bullying, and burnout discussed as follows:

Personal Data Sheet

The first survey form generated the socio-demographic profile of the respondents, such as gender, age range, marital status, educational attainment, years of service, rank, and police stations or districts. The socio-demographic profiling of the respondents was deemed necessary as the study intended to design mental health program. The gathered data by this part were essential in identification of the potential groups or clusters of police personnel that will benefit from the proposed mental health programs.

Psychological Capital Questionnaire-24 (PCQ-24)

The Psychological Capital Questionnaire 24 (PCQ-24) was utilized because it is the widely used measure of positive psychological capital that was developed by Luthans, et al. (2007). Also, PCQ-24 was originally developed for employees in the workplace which corresponds to the objectives of the study. It is composed of 24 items using six-point scale (1=strongly disagree; 6=strongly agree) to rate the level of agreement with each item. Each of the four PCQ scale scores is calculated by taking the mean (average) of all items in the scale. The overall PsyCap score is calculated by taking the mean of all the items in the PCQ. The overall reliability value of the PCQ-24 measured in Cronbach alpha in this study was 0.813 and the Cronbach alpha based on standardized item was 0.847 which were higher than the original cut-off scores of 0.70.

Negative Acts Questionnaire-Revised (NAQ-R)

The Negative Acts Questionnaire-Revised (NAQ-R) was used because it is the most utilized instrument measuring workplace bullying wherein its psychometric properties were thoroughly investigated. It is a 22-item questionnaire that measures the perceived exposure to bullying and victimization at work. These items are behaviorally based measures of direct and indirect aspects of person-related, work-related, and physically intimidating bullying. This was authored by Einarsen, Raknes, Matthiesen and Hellestøy, (1994); Hoel, (1999). NAQ-R uses five-point scales (1=never; 5=daily) to rate the respondents' frequency of experiencing negative acts at work within the last six

months. The overall reliability value of the NAQ-R measured in Cronbach alpha in this study was 0.956 and the Cronbach alpha based on standardized item was 0.960 which were higher than the original cut-off reliability scales ranging from 0.87 to 0.93.

Copenhagen Burnout Inventory (CBI)

The Copenhagen Burnout Inventory (CBI) was used in this study because it is designed to determine the type of burnout that may be dominantly experience by the respondents as this 19-item survey aims to measure burnout in any occupational group. It uses five-point scales (1=always; 5=never) to rate the mentioned subscales wherein the response options are recoded into scores of 100, 75, 50, 25, and 0. The overall reliability value of the CBI measured in Cronbach alpha in this study was 0.935 and the Cronbach alpha based on standardized item was 0.939 which were higher than the original cut-off reliability scales ranging from 0.85 to 0.97.

Data Gathering Procedures

After the conceptualization of the study, the researchers secured the permission, approval and endorsement of the Director of National Capital Region Police Office (NCRPO) to conduct the research in their police personnel as the respondents of the study. The researchers also sought the permission of the authors and test publisher of the data gathering instruments used in the study. Also, the researchers identified the head police stations from 16 cities and a municipality in Metro Manila to conduct the survey and coordinated to the Chief of Police or Police District Directors to conduct the survey to the police personnel under their supervision. The approval and endorsement of UST Ethics Review Committee were also secured prior to the actual data gathering. The data collection was either individually administered or group administration depending on the availability of the areas (conference room or testing room) in the police headquarters. The researchers emphasized that the nature of participation was voluntary, confidential, and anonymous. Moreover, the researchers explicitly mentioned that they were free to withdraw anytime whenever they feel uncomfortable in answering the survey forms by submitting the forms to the researcher. The researchers instructed the participants to sign the informed consent and provided them a copy. Furthermore, the researchers entertained respondents' queries and clarifications in before, during and after the conduct of survey. The results of the survey were encoded to a data matrix using Microsoft Excel encrypted with password. Each of the responses of the participants in each item were recorded to guide the results and interpretations of the study. The scores for the questionnaires were tallied and subjected to the statistical procedures such in the aid of software such as Statistical Packages for Social Sciences (SPSS) with the help of professional statistician to facilitate discussions of the results.

Data Analysis

Descriptive statistics was utilized to facilitate discussion on the summary of results specifically the frequency, percentage, weighted mean, and standard deviation values of variables. In details, frequency, percentage, and weighted mean was used to illustrate the demographic profile of the respondents such as gender, age range, marital status, educational attainment, years of service, rank, and police stations or districts. The weighted mean and standard

deviation were used to demonstrate and present the scores of the participants in their levels of psychological capital, workplace bullying, and experienced burnout. Inferential statistics were used to test the hypotheses of the study. Specifically, the correlation coefficient or the Pearson Product Moment Correlation Coefficient was used to determine the magnitude, direction and the significance of the relationship between the demographic profile and the levels of respondents' psychological capital, workplace bullying, and burnout. The multiple regression was used to determine the moderating effect of the levels of psychological capital to the relationship between workplace bullying and burnout it was analyzed using the PROCESS macro developed for SPSS [14]. The data was computed using the Statistical Packages for Social Sciences (SPSS) and validated through analysis of a moment structures (AMOS).

4. Results and Discussion

The Socio-Demographic Profile of the Respondents

The figure 1 shows the frequency and percentage distribution of the police personnel socio-demographic profile according to their gender. The figure shows that more than half of the

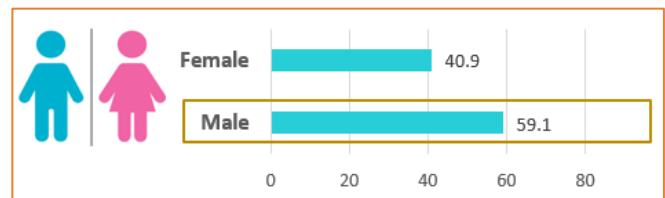


Figure 1: The Respondents' Socio-Demographic Profile According to Gender

personnel are male ($n=264$, 59.1%), resulting to a 1.44 male-to-female ratio. This gender proportion is also evident in the PNP as male-dominated profession in general. The findings can be attributed to the Republic Act 8851 otherwise known as the PNP Reform and Reorganization Act that requires police agency to maintain 10% of its actual recruitment, training, and education quota for female. The figure 2 shows

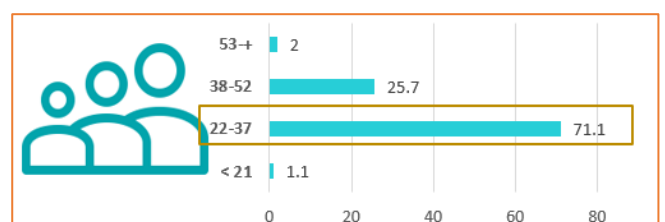


Figure 2: The Respondents' Socio-Demographic Profile According to Age Range

the age range of the police participants. The reference for age range used was the generational cohorts to facilitate clearer understanding of work dynamics in the PNP. It can be seen

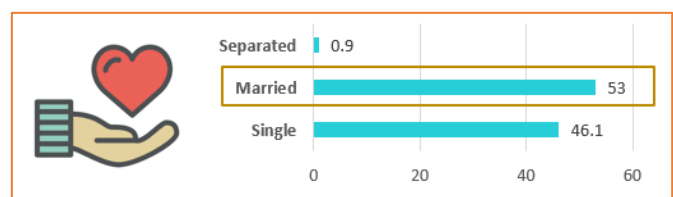
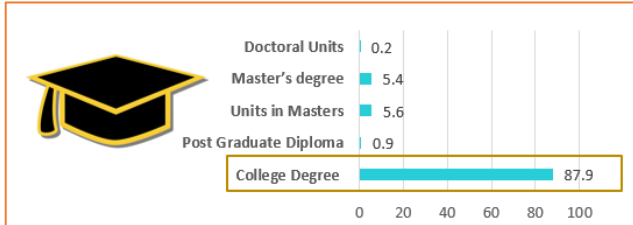


Figure 3: The Respondents' Socio-Demographic Profile According to Marital Status

that most of the participants were millennials aging from 22 to 37 years old (n=318, 71.1%) followed by Generation X-ers of years 38-52 (n=115, 25.7%). Five respondents (1.1%) belongs to Generation Z which aged 21 years or below, whereas the oldest participants were Boomers which are 53 to 71 years old (n=9, 2%). The figure 3 shows the marital status of the respondents. It can be gleaned at the figure 3 that more than half of the respondents were married (n=237,



53%) followed by single (n=206, 46.1%) and 4 separated police personnel. The figure 4 shows the educational attainment of

Figure 4: The Respondents' Socio-Demographic Profile According to Educational Attainment

the respondents. Basically, all police personnel were college graduates, and 54 of them (12.08%) have post-graduate education (units in Master's, Master's degree, or post-graduate diploma). The minimum educational qualifications of PNP police personnel should be at least a graduate of baccalaureate degree as stated in the Republic Act No. 6975, as amended by Section 14 of Republic Act No. 8551. The

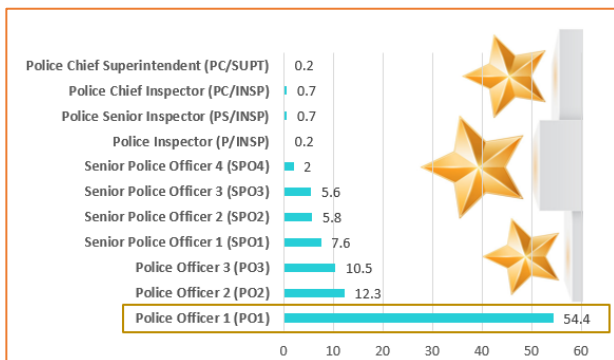
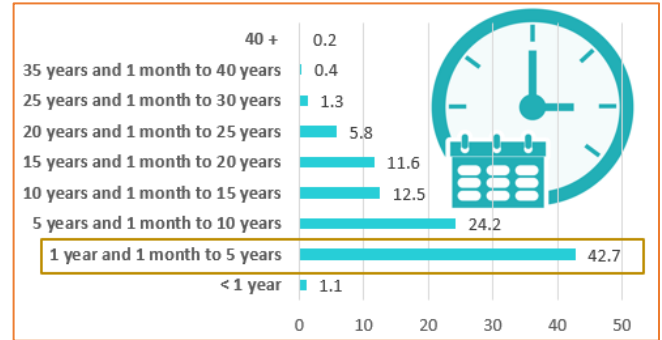


Figure 5: The Respondents' Socio-Demographic Profile According to Police Rank

figure 5 shows the respondents' rank. It could be inferred from the figure 5 that more than half of the participants are ranked PO1 (n=243, 54.4%). This is followed by PO2 with 12.3% (n=55) and PO3 with 10.5% (n=47). For the ranks of senior police officers which comprised of 21% of the total participant, 34 are SPO1, 26 are SPO2, 25 are SPO3, and 9 are SPO4. Seven of the participants are on inspector level (1.6%) and one chief superintendent. The rankings of the PNP police officers were created for purposes of attaining a more efficient administration, supervision, and control as stated in Section 28 of R.A. 6975. Generally, police rankings are classified according to non-commissioned or commissioned category. Non-commissioned police officers are composed of ranks PO1 to SPO4. These ranks are considered by the CSC as comparable with service-wide second level positions. This level includes professional, technical, scientific or other specialized positions in a supervisory or non-supervisory capacity that requires at least a baccalaureate degree or equivalent stated in Section 8 of Revised Administrative Code of 1987 on Civil Service

Commission. Furthermore, Section 31 of R.A. 6975 specified that non-commissioned officers should be

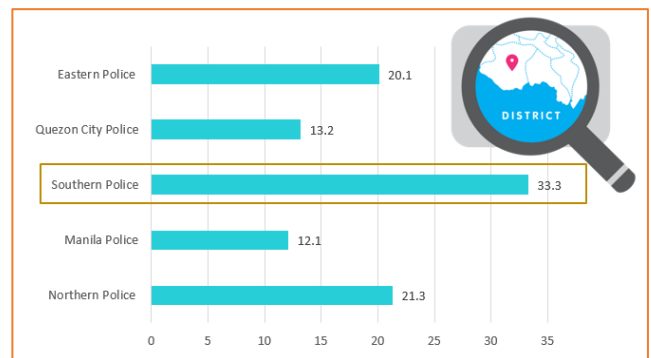


appointed by the PNP regional director or by the Chief of the PNP attested by CSC.

The figure 6 shows the respondents' length of service.

Figure 6: The Respondents' Socio-Demographic Profile According to Length of Service

and one month to five years (n=191, 42.7%), followed by those who have been in service for at least five years and one month to ten years (n=108, 24.2%). Those police personnel with at least 10 years and 1 month to 15 years in service are composed of 12.5% (n=56) of participants, while 52 participants (11.6%) have been in the service for at least 15 years and 1 month to 20 years. Subsequently, 5.8% of the respondents are in service for at least 20 years and 1 month to 25 years (n=26), while six (1.3%) of the respondents are in service for at least 25 years and 1 month to 30 years. New entrants (n=5, 1.1%) also volunteered participants of the study, there were police personnel with at least one year and below. Three of the participants served PNP for at least 35 years and above. It could be concluded that most respondents are relatively young in the organization since most of them are in PO1 position which considered as the entry level. The promotion scheme of the PNP also corresponds to the length of service in the PNP, wherein the ranking relates with



length of service or the personnel except for the lateral entry. The

Figure 7: The Respondents' Socio-Demographic Profile According to their Districts

figure 7 shows the respondents' district of assignments. It can be inferred from the figure 5 that most of the respondents were from Southern Police District which constitute the 33.3% (n=149) of the total number of respondents. It is followed by the Northern Police District which partakes the 21.3% (n=95), Eastern Police District 20.1% (n=90), Quezon City Police District 13.2% (n=59), and Manila Police District (12.1% (n=54).

The Respondents’ Level of PsyCap, Workplace Bullying, and Burnout

The table 1 shows the frequency and percentage distribution of the police personnel’s level of PsyCap. It can be inferred from the table that the PsyCap levels of police personnel ranged from moderately high to very high. Most of the respondents were high in PsyCap (68.9%, n=308) followed by moderately high (20.6%, n=92), and very high (10.5%, n=47). Generally,

Table 1. Frequency and Percentage Distribution of the Respondents’ Psychological Capital

Levels of PsyCap	n	%
Moderately High	92	20.6
High	308	68.9
Very High	47	10.5
Total	447	100

police personnel with high scores of in their PsyCap level exhibit fewer counterproductive work behaviors and tend to be less cynical [11]. The table 2 shows the frequency and percentage distribution of the police personnel’s level of workplace bullying. The table shows that most of the respond-

Table 2. Frequency and Percentage Distribution of Police Personnel Workplace Bullying

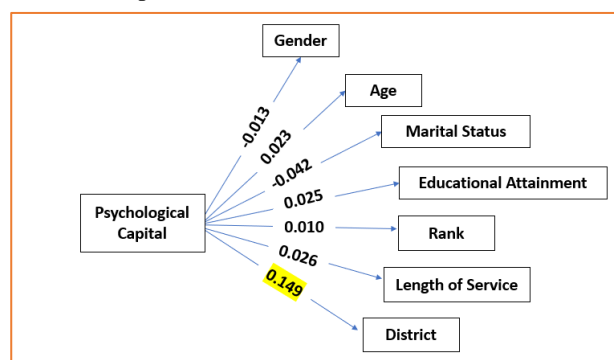
Levels of Workplace Bullying	n	%
Not bullied	278	62.2
Occasionally bullied	104	23.3
Severely bullied	65	14.5
Total	447	100

ents were not bullied with 62.2% (n=278). Moreover, the remaining portion of police personnel admitted that they are occasionally bullied (n=104, 23.3%) and severely bullied (n=65, 14.5%). The number of not bullied police personnel is similar to the findings of Workplace Bullying Institute in 2017 which reported that 62% of their respondents were never been bullied in the workplace [15]. On the other hand, the worldwide survey on workplace bullying reported that 40.13% of their respondents did not experienced being bullied in their entire career [5]. It can be concluded that the absence of workplace bullying experience of police personnel is at par with the well documented studies and even higher than the worldwide findings. Additionally, workplace bullying often described by researchers as ‘silent epidemic’ since 50% of respondents usually report either victim or witness of bullying in their organizations [3]. In total, 37.8% of the total respondents had experienced being bullied in varying levels. This suggests that 4 out of 10 police personnel were victims of workplace. The table 3 shows the shows the frequency and percentage of the general level of burnout of police personnel.

Table 3. Frequency and Percentage of Police Personnel Burnout

Level of Burnout	n	%
Low	183	40.9
Moderate	212	47.4
High	52	11.6
Total	447	100

It shows that almost half of the respondents have moderate level of burnout (n=212, 47.4%) which means that generally, the law enforcers experience average burnout. Although, 40.9% (n=183) have low level of burnout, high burnout level is evident to 11.6% (n=52) of the participant. Generally, it is apparent that majority of police personnel experiences burnout into moderate to high degree, comprising the 59% of the total respondents. This means that 6 out of 10



participants of this study are exposed to burnout.

The Relationship between the Respondents’ Socio-Demographic Profile and their Level of PsyCap, Workplace Bullying, and Burnout

The Figure 8 shows the relationship between the demographic profile of the respondents and their psychological capital. It can be inferred from the table that there is no significant relationship between the demographic profile variables of the

Figure 8: The Relationship between the Respondents Socio-Demographic Profile and PsyCap

respondents and their level of PsyCap since the computed p-value is greater than 0.05 level of significance except the district of assignments of the respondents (p=0.002) which means that the respondents PsyCap were constant regardless of their district assignments. These findings were similar to the studies reported that PsyCap is rarely related to demographic profile variables, or if related, often very weak [16]. The figure 9 shows the relationship between the demographic profile and the level of workplace bullying of the respondents. It can be inferred from the figure 9 that gender,

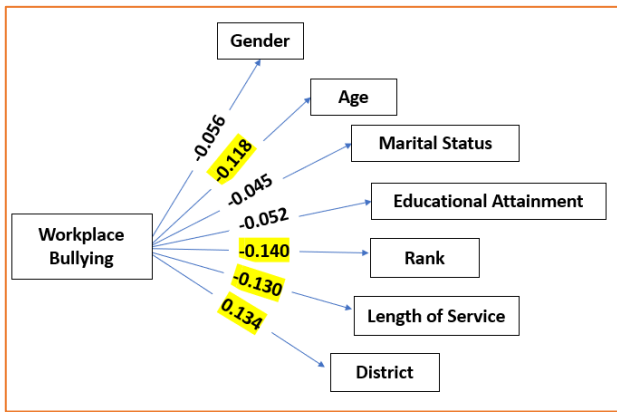
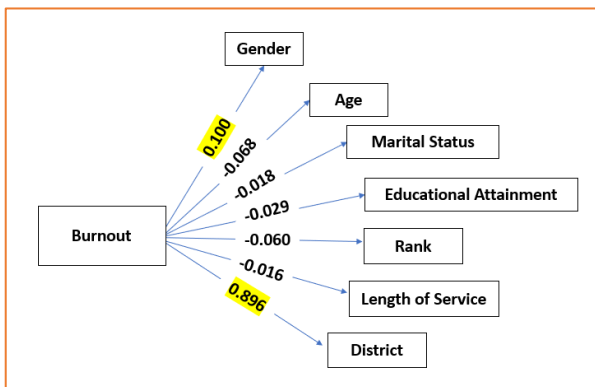


Figure 9: The Relationship between the Respondents Socio-Demographic Profile and Workplace Bullying

marital status, and educational attainment did not have significant relationship with workplace bullying experiences of the respondents. Moreover, since the computed p-value of respondents age, rank, length of service, and district of assignment were less than 0.05, the relationship between them were significant. This correlation implies that as age, rank, and length of service of the respondents increases, their level of workplace bullying decrease however, in a weak correlation value. However, the positive correlation of districts suggests that the bullying experiences of the respondents were constant regardless of their district of



assignment. It can be concluded that those older police personnel, with higher ranks, and with longer years in service have less tendency to experience workplace bullying compared to those who are young, with lower ranks, and new to the organization regardless of their district of assignment. The figure 10 shows the relationship between the demographic profile of the respondents and their burnout. It can be gleaned from the figure 10 that the age,

Figure 10: The Relationship between the Respondents Socio-Demographic Profile and Burnout

marital status, educational attainment, rank, and length of service have no significant relationship with their level of burnout. However, gender and district of assignment have significant relationship with the level of burnout of the respondents in positive correlation which reject the hypothesis. This means that the burnout experiences of the respondents are the same regardless of their gender and district of assignment.

The Relationship among the PsyCap and Workplace Bullying, PsyCap and Burnout, Workplace Bullying and Burnout

The figure 11 shows the relationship between psychological capital and workplace bullying; psychological capital and burnout; and workplace bullying and burnout. The figure indicates that there is significant negative relationship between PsyCap and workplace bullying of the respondents.

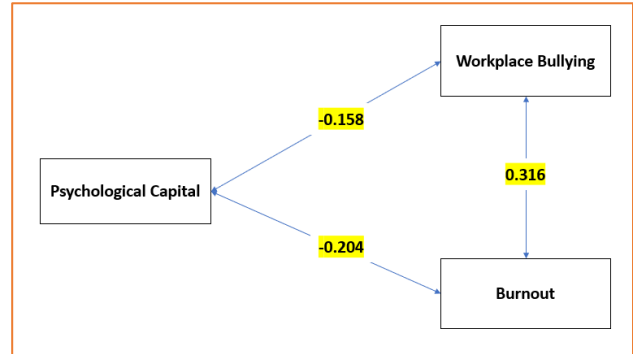
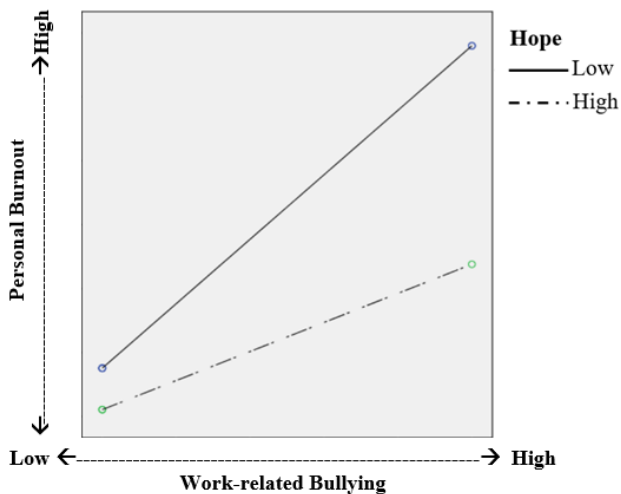


Figure 11: The Relationship among the PsyCap and Workplace Bullying, PsyCap and Burnout, Workplace Bullying and Burnout

This means that as the level of PsyCap increases, the level of workplace bullying decrease and vice versa. Moreover, the figure also shows that there is a negative significant relationship between PsyCap and burnout of the respondents. This means that as the level of PsyCap increases, the level of burnout decreases and vice versa. The findings imply that the high in the level of PsyCap of the police personnel lowers the level of their workplace bullying and burnout experiences. This validates the findings of different studies suggesting that PsyCap lessen the negative impacts of challenges and hindrance of job burnout. Research findings also proved that high PsyCap levels defends the employees against the negative outcomes of bullying in the workplace, [17] while high PsyCap buffers the effects of burnout [18]. Additionally, it can be gleaned at the table that the computed p-value of 0.000 is less than 0.01, it can be inferred that there is a positive relationship between workplace bullying and burnout. This indicates that high level of workplace bullying also causes high level of burnout among the police personnel. Research evidences show that bullied employees are at high risk of developing burnout symptoms [7] and that workplace bullying causes burnout among employees in long-term and short-term perspectives [19].

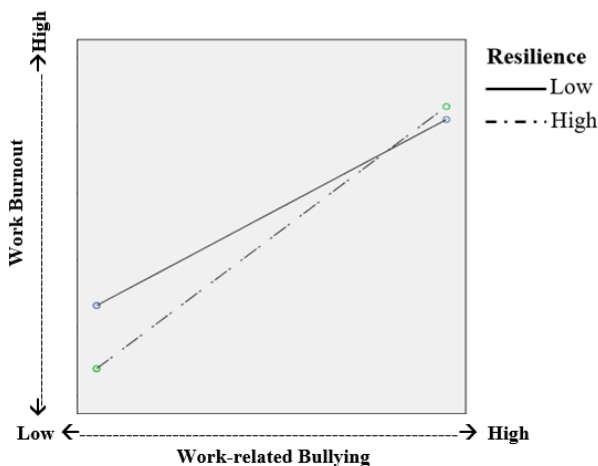
The Moderating Effects of PsyCap between the Relationship of Workplace Bullying and Burnout of the Respondents



The study was able to identify five (5) interaction effects among the dimensions of PsyCap and its interaction between the relationship of specific form of workplace bullying and burnout. The first interacting PsyCap dimension was hope and work-related bullying as independent variables and personal burnout as dependent variable. The moderating effect of hope was presented at figure 12 showing that the high level of hope

Figure 12. The Moderating effect of Hope on the Relationship between Work-Related Bullying and Personal Burnout

weakens the effect of work-related bullying on personal burnout. This implies that police personnel with high level of hope are more resistant with the impact of work-related bullying on their burnout level. This means that the police personnel, despite of receiving negative acts in the workplace, such as unreasonable workloads and/or deadlines and withholding job-related information, their ability to generate multiple alternatives to accomplish their work goals lessens their experiences of prolonged physical and psychological exhaustion. This supports the study suggesting that hope served as antidote to the detrimental effects of burnout of employees in their effective performance of assigned roles and extra-roles in their organizations [20]. The second interaction was between resilience and work-related bullying as independent variables, and work burnout as



dependent variable. As shown in figure 13, the high level of resilience strengthens the effect of work-related bullying on work burnout. This implies that the police personnel with high level of resilience enhances the impact of work-related bullying on their work burnout experiences. Furthermore, the

police personnel ability to recover whenever they encounter work pressure and/or impossible deadline and other bullying-related circumstances at work enhances their chance of experiencing work-related prolonged physical and psychological exhaustion. Thus, resilience tolerates their feeling of frustration, emotional exhaustion, feelings of diminished energy and worn-out at work. The findings of the study

Figure 13. The Moderating effect of Resilience on the Relationship between Work-Related Bullying and Work Burnout

support the claims that extreme resilience of an individual could drive someone to become overly persistent with unattainable goals that in the context of the study, these are the unmanageable workload and work pressures in the form of work-related bullying [21]. Moreover, other studies showed that resilience exacerbates burnout experiences of an individual [22] and that high resiliency influences burnout development and is positively correlated with high burnout

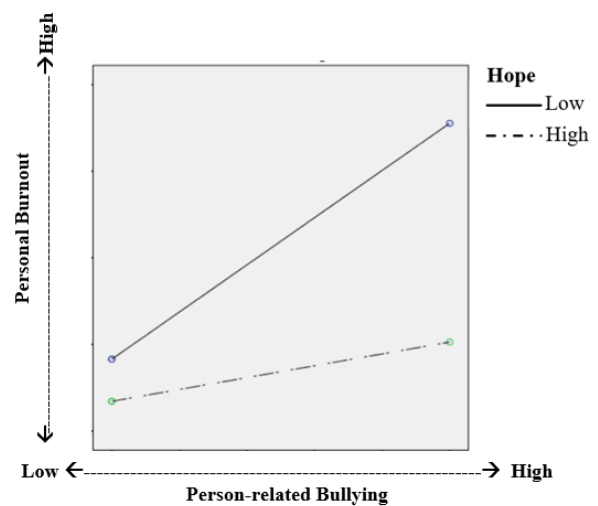
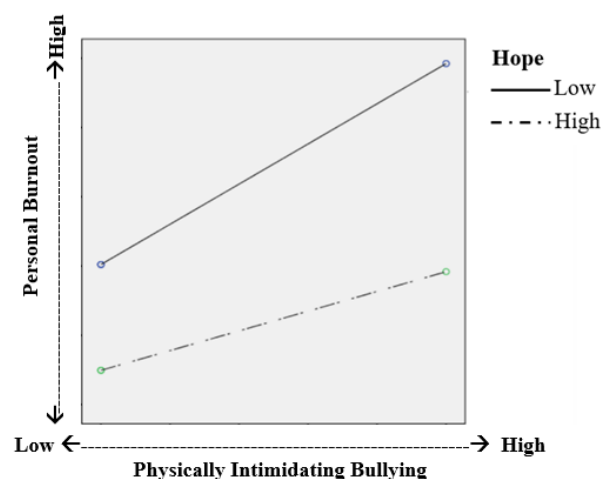


Figure 14. The Moderating effect of Hope on the Relationship between Person-Related Bullying and Personal Burnout

[23]. The third interaction model was between the dimensions of PsyCap and person-related bullying as independent variables and personal burnout as dependent variable. As shown in figure 14, the high level of hope weakens the effect of person-related bullying on personal

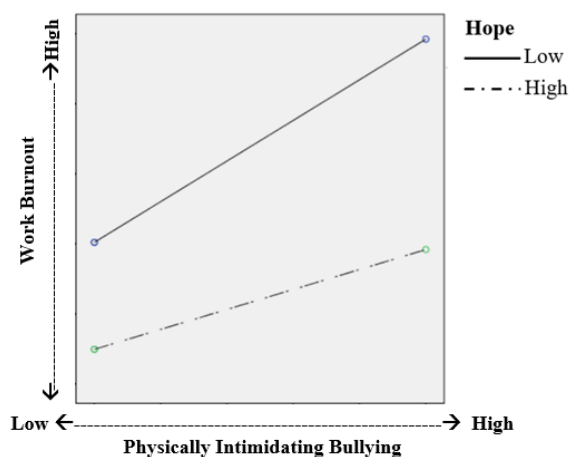


burnout. This implies that the police personnel with high

level of hope were more resistant to the impact of work-related bullying on their personal burnout experiences. This means that the police personnel, despite of experiencing negative acts in the workplace such spreading gossip and rumors, humiliations, and/or social exclusion, their ability to generate multiple alternatives to accomplish their work goals lessen their experiences of prolonged physical and psychological exhaustion relating to work. This supports the claim that hope sustains the coping mechanism of an individual in intensely stressful situations that in the context of the study, these are the person-related bullying [24]. The fourth interaction model

Figure 15. The Moderating effect of Hope on the Relationship between Physically Intimidating Bullying and Personal Burnout

between hope and physically intimidating bullying as independent variables and personal burnout as dependent



variable. As shown in figure 15, the high level of hope weakens the effect of physically intimidating bullying on personal burnout. This implies that the police personnel with high level of hope were more resistant to the impact of physically intimidating bullying on their personal burnout experiences. This means that the police personnel, despite of experiencing negative acts in the workplace such receiving verbal and/or physical threats, their ability to generate multiple alternatives to accomplish their work goals lessen their experiences of prolonged personal physical and psychological exhaustion. This is consistent to the findings of the studies that hope can be associated with lesser experiences of negative behavior and attitude in the organizations and promotes psychological well-being of the employees [11]. The fifth interaction model as shown in figure 16, displayed that the high level of hope weakens the effect of physically intimidating bullying on work burnout. This implies that the police personnel with high level of hope were more resistant to the impact of physically intimidating bullying on their work burnout experiences. This means that the police personnel, despite of experiencing negative acts in the workplace such receiving verbal and/or physical threats, their ability to generate multiple alternatives to accomplish their work goals lessen their experiences of prolonged physical and psychological exhaustion related to work. The table 4 presents

Figure 16. The Moderating effect of Hope on the Relationship between Physically Intimidating Bullying and Work Burnout

the significant interaction values of specific dimensions of PsyCap and forms of workplace bullying, and burnout of police personnel as presented from figures 12 to 16 wherein the interaction effect is significant if $p \leq 0.05$.

Variables	Coefficient	p-value	Remarks
Work-related Bullying*Hope	-0.139	0.012	Significant
Work-related Bullying*Resilience	0.113	0.045	Significant
Person-related Bullying*Hope	-0.203	0.007	Significant
Physically Intimidating Bullying*Hope	-0.146	0.042	Significant
Physically Intimidating Bullying*Hope	-0.147	0.049	Significant

5. Conclusions

Based on the findings of the study, the following can be concluded:

1. The PNP is a male-dominated profession which mostly consists of married millennial police personnel, with rank of Police Officer 1 (PO1), and have been serving in the PNP for 1 year to 5 years, and mostly from the Southern Police District.
2. The police personnel displayed high level of PsyCap, most of them were not bullied in the workplace and most of them experiences moderate level of burnout.
3. The increase in age, rank, and length of service diminishes the experiences of workplace bullying in the PNP. Male and female police personnel experienced the same degree of burnout. The levels of PsyCap, workplace bullying, and burnout were experienced by police personnel in the same intensity regardless of their district of assignment.
4. The police personnel's increased level of PsyCap was associated with the low levels of workplace bullying and burnout. Furthermore, the increased level of workplace bullying was associated with the increased level of burnout of police personnel.
5. PsyCap and its dimensions did not always moderate the relationship between the forms of workplace bullying and subtypes of burnout. The specific PsyCap dimensions that showed moderation were the psychological hope which weakens the causal relationship among the work-related bullying on personal burnout, person-related bullying on personal burnout, physically intimidating bullying on personal burnout, physically intimidating bullying on work burnout. Also, the psychological resilience displayed moderation and enhances the causal relationship between work-related bullying on work burnout.

6. Recommendations

The following are the recommendations for the future researchers:

1. Since the participants of the study were police personnel, it is suggested to have comparative study

on PsyCap, bullying, and burnout of uniformed and non-uniformed personnel in the PNP since the study was limited to police personnel only.

2. The study revealed that from moderate to severe levels, 37.8% of police personnel were exposed to workplace bullying, and 59% of the respondents experienced burnout, future researchers may conduct a similar study using multi-perspective questionnaires on PsyCap, bullying, and burnout to address the limitations of self-reported questionnaires as used the study.
3. The results of the study indicated that the age, rank, and length of service significantly related to workplace bullying, the future researchers may explore on the workplace bullying and burnout experiences of those senior police personnel, with higher ranks, and served the PNP for the long time.
4. The future researcher may explore the other socio-demographic profiles of the respondents which were not included in the study, such as the gender-orientation, performance evaluation ratings, and their specific working stations. This may yield an in-depth analysis and identification of the sources and dynamics of workplace bullying and burnout in the PNP when associated with each of the mentioned variables.
5. The current study tested the moderating model of workplace bullying and burnout among the police personnel, in the future the researcher may consider testing the moderation model in other sectors to provide evidence on the generalizability of the model in other profession.

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