



**Faculty of Economics and Business**

**The Role of Self-Criticism and Self-Compassion in Job Demands-  
Resources Theory**

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**Doctor of Philosophy  
2018**

The Role of Self-Criticism and Self-Compassion in Job Demands-Resources  
Theory

Ahmad Usman

A thesis submitted

In fulfillment of the requirements for the degree of Doctor of Philosophy  
(Organizational Behavior)

Faculty of Economics and Business  
UNIVERSITY MALAYSIA SARAWAK  
2018

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## **DEDICATION**

To

My Parents

My Wife

&

All the supporting members of my family and friends.

## ACKNOWLEDGEMENT

First and foremost, I am thankful to ALLAH (S.W.T) for His countless blessings, courage and support offered by Him throughout my life. I can say for sure that, without His guidance and unwavering faith in Him, I could not have the audacity to embark on this very difficult expedition of PhD degree. These four years of my life spent in PhD were full of stories involving thrills, firmness, joy, failures, resilience, meltdowns and getting back up and mustering up the courage to go one extra mile. All of this was possible due to the firm belief in ALLAH (S.W.T) and the teachings of Prophet Muhammad (P.B.U.H) which have guided me every step of the way especially in the times of self-doubt.

Difficult as it may be but I was lucky enough to find some of the extraordinary people during this journey who have always encouraged me to keep going in difficult times. First of all, I would like to thank my supervisor, Associate Professor Dr. Kartinah binti Ayupp, for providing me the required support, guidance and timely feedback during the entire period of this journey. I could not thank her enough for her patience, guidance, feedback, mentorship and motivation. I would also like to thank my previous supervisor Associate Professor Dr. Harry ak Entebang for his feedback on first few drafts of my thesis.

I would like to thank my parents for their unlimited support both financially and emotionally. They believed in my capabilities and always prayed for my success. It would be unjust on my part if I do not acknowledge the sacrifices and support I have received from my wife during the whole tenure of the PhD. During the dark times of self-doubt, anxiety and despair, she has always shown her support and encouraged me in every possible way. Without her support, it would not be possible for me to keep going. Moreover, I also want to acknowledge the motivation received from my siblings and especially from my cousin, Sheraz Ahmed, who

also happens to be enrolled in the same university with me during the last and most difficult year of my PhD.

I would also like to extend my thanks to Mr. Abdul Qahar who happened to be the most helping and caring person during my stay here in Malaysia. Despite facing difficulties in his own PhD, he never forgot to motivate and help me in every possible way he could and for that I will always be grateful. I would also like to thank all of my friends for their support and encouragement. It would not be possible to write all the names but it would be wrong if I do not acknowledge the unwavering support and motivation I have received from Dr. Muhammad Zeeshan Shaukat, Dr. Rizwan Qaiser Danish, Dr. Sajid Nazir, Mr. Hashim Awais Butt, Dr. Ishfaq Ahmed, Mr. Muhammad Musarrat Nawaz, Dr. Muhammad Asim and Mr. Muhammad Qasim Rafique. They have all guided me in various phases of this long journey.

I would also like to thank my best friends who were not in my profession but have always supported me emotionally. In particular, I would like to thank Hafiz Khurram Shahzad, Waheed Asghar Bhatti, Tahir Qayyum, Ali Abbas Sherazi, Mehroz Afzal Butt and especially Nabeel Ali who have always encouraged me to try and try again and never to quit. I would also like to thank Dr. Mushtaq Ahmad (Director, Clinical Governance & Organizational Standards, Punjab Healthcare Commission) who provided me with the list of registered private hospitals in Punjab, Pakistan and also facilitated me to get the access to many relevant personnel such as Dr. Zeeshan Ali (HR Manager, Ittefaq Hospital) for data collection from nurses in various private hospitals.



## ABSTRACT

Job stress has shown to have a significant impact on employees, organizations and even economies especially in the fragile and instable economic environment prevailing in developing countries. Besides affecting the health of employees, job stress hinders them from performing well in their jobs. This study has examined a comprehensive model based on Job Demands-Resources (JD-R) theory involving direct, indirect and moderating effects among the variables of present study. More specifically, the objectives of present study were to examine if job demands can predict both job stress and job performance; if the JD-R theory can be expanded to include the role of personal demands and can these factors act in similar way as job demands and predict both job stress and job performance; if job stress can predict job performance; if job stress can mediate the relationship between (job and personal) demands and job performance; and if both (job and personal) resources can moderate the relationship between job demands and job stress. In order to test these objectives, data was collected from 382 nurses working in private hospitals of Punjab, Pakistan. Results from SEM confirmed the main propositions of JD-R theory such that job demands predicted job stress (anxiety and depression), Confirmatory Factor Analysis (CFA) revealed that personal demands can act as a second order reflective construct for the first order factors of self-criticism and neuroticism, and functions the same way as job demands in predicting job stress which is the main contribution of present study. As hypothesized, job stress had a negative and significant relationship with the job performance of nurses. SEM revealed that job stress in form of anxiety and depression mediated the relationship between (job and personal) demands and job performance (task and contextual performance) which is another contribution of present study. Moreover, personal resources (self-compassion) moderated the relationship between job demands and job stress (another contribution) but no moderating

effect was found for job resources (social support) in the relationship between job demands and job stress. It can be concluded that besides the already well-integrated personal characteristics of personal resources, job demands-resources theory can be expanded to include the role of personal demands to better understand the underlying processes of the model. The variables of self-criticism and self-compassion used in present study are the new variables in the realm of JD-R theory research. Theoretical and practical implications of the study, limitations of the study and guidelines for future research are discussed.

**Keywords:** Job demands, personal demands, job resources, personal resources, job stress, job performance, job demands-resources theory.

## ***Peranan Kritikan Kendiri dan Ihsan Kendiri dalam Teori Sumber Tuntutan-Kerja***

### **ABSTRAK**

*Tekanan kerja telah menunjukkan kesan yang ketara kepada pekerja, organisasi dan juga kepada ekonomi terutamanya dalam suasana ekonomi yang tidak stabil dan lemah yang dialami oleh negara-negara membangun sekarang. Selain memberi kesan kepada kesihatan pekerja, tekanan kerja menghalang mereka dari melaksanakan kerja dengan baik. Kajian ini telah mengkaji model komprehensif berdasarkan teori sumber tuntutan-kerja melalui pembolehubah secara langsung, tidak langsung dan kesan moderasi antara pembolehubah tersebut. Secara khususnya, objektif kajian sekarang adalah untuk mengkaji samada tuntutan kerja boleh menjangkakan tekanan kerja dan prestasi kerja; sekiranya teori sumber tuntutan-kerja boleh diperluaskan untuk memasukkan peranan tuntutan peribadi dan bolehkah JD-R bertindak dengan cara yang sama seperti tuntutan kerja, dan jika ianya dapat meramalkan kedua-dua tekanan kerja dan prestasi kerja. Kajian ini juga telah menyelidik jika tekanan kerja dapat meramalkan prestasi kerja; jika tekanan kerja dapat menjadi pengantara antara (kerja dan peribadi) tuntutan dan prestasi kerja; dan jika kedua-dua (kerja dan peribadi) sumber boleh menyederhana hubungan antara tuntutan kerja dan tekanan kerja. Untuk menguji objektif-objektif ini, data telah dikumpulkan dari 382 jururawat yang bekerja di hospital swasta di Punjab, Pakistan. Keputusan daripada SEM mengesahkan bahawa cadangan utama dari teori JD-R seperti tuntutan kerja dapat menjangka tekanan kerja (keimbangan dan kemurungan). Disamping itu, analisis faktor pengesahan mendedahkan bahawa tuntutan peribadi boleh bertindak sebagai perintah membina reflektif kedua untuk faktor perintah kritikan sendiri dan neurotisma pertama, dan berfungsi dengan cara yang sama seperti tuntutan kerja dalam meramalkan tekanan kerja sebagai sumbangan utama*

kepada kajian sekarang. Sebagai hipotesis, tekanan kerja mempunyai hubungan yang negatif dan signifikan kepada prestasi kerja jururawat. SEM mendedahkan bahawa tekanan kerja dalam bentuk kebimbangan dan kemurungan dapat memulihkan hubungan antara tuntutan (kerja dan peribadi) dan prestasi kerja (tugas dan prestasi kontekstual) sebagai sumbangan lain bagi kajian sekarang. Tambahan pula, sumber-sumber peribadi (ihsan sendiri) yang menyederhanakan hubungan antara tuntutan kerja dan tekanan kerja (sumbangan lain) tetapi tidak menyederhanakan kesan yang telah dijumpai untuk sumber kerja (sokongan sosial) dalam hubungan antara tuntutan kerja dan tekanan kerja. Ini dapat dikonklusikan selain ciri-ciri peribadi dari sumber-sumber peribadi yang telah bersepadu, model tuntutan-sumber kerja boleh dikembangkan untuk dimasukkan sebagai peranan tuntutan peribadi untuk lebih memahami proses diantara model tersebut. Pembolehubah kritikan sendiri dan ihsan sendiri yang digunakan dalam kajian sekarang adalah satu pembolehubah yang baharu dalam lingkungan kajian teori JD-R. Implikasi secara teorikal dan praktikal dalam kajian ini. Batasan kajian dan panduan untuk kajian akan datang juga telah dibincangkan.

**Kata kunci:** Tuntutan kerja, tuntutan peribadi, sumber kerja, sumber peribadi, tekanan kerja, prestasi kerja, teori sumber tuntutan-kerja.

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