

What Affects the Public Relations Practitioners' Job Performance?

An Application of the JD-R Model

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Objectives

This study examined which variables affect the practitioner's occupational health (job burnout and job engagement) and job performance based on the job demands-resource model (Bakker & Demerouti, 2007).

Methods

This study used a survey of 205 practitioners from in-house public relations departments.

Results

The results showed that emotional demand, and career development influenced job burnout while autonomy and career development influenced job engagement. Autonomy and job engagement were found to influence job performance.

Conclusions

The study findings suggest that providing a healthy working environment full of work resources is important for increasing the effectiveness of in-house public relations departments.

KEYWORDS public relations department, job burnout, job engagement, public relations practitioner, JD-R model, job resources, job demands

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Introduction

Public relations is one of the most popular professional fields among college graduates (DeVries, Baru, & Shapiro, 2013). Recent research reports an influx of practitioners from other industries to public relations as well (Daniels, 2015), yet the field of public relations is considered to be one of the most stressful (Bradberry, 2014). Public relations practitioners have to battle copious amounts of work demands and manage their own stress (Yoo, 2013a). Regrettably, some public relations practitioners leave their jobs due to agonizing stress and burnout while others remain and move forward with enthusiasm and further achievements (Ann, 2015; Lee, 2013; Yoo, 2013a).

To date, research on the public relations profession has centered on issues such as the role of public relations practitioners (Broom & Dozier, 1986; Shin, 1989), expertise recognition (Park, Park, & Shim, 2000; Park, 2005; Jo, 2007; Kim, Kim, & Han, 2009; Kim, Choi, & Kim, 2014), ethics (Kim & Yoon, 2004; Kang, Berger, & Shin, 2012; Kang, 2009; Kang, 2010), and job satisfaction (Aldoory & Toth, 2002; Sha & Toth, 2005; Kim & Reber, 2009; Yoo, 2013b; Bae & Cha, 2011). In Korea, research on public relations practi-

tioners are very limited; only 97 studies have been published in the eight leading communication journals in Korea within the last 20 years (Ha, 2016). Studies on public relations practitioners should be extended in order to support the growth of the public relations industry and healthier working environments that can ultimately enhance organizations' effectiveness. Conditions related to job environment and burnout issues have been serious problems that prevent younger generations from entering the public relations field (Kang, 2014). The causes of these problems, however, have not been adequately identified. Healthy working conditions are not only important for recruiting young people into the field, but are also significant for organizational effectiveness as they encourage workers who are active and fully committed to their work to enhance their accomplishments (Bae & Cha, 2011). Furthermore, unhealthy working environments may lower practitioners' job performance quality, resulting in organizational inefficiencies. Grunig (2006) also argues that it is necessary to understand a public relations practitioner as a human being who is eager to integrate and harmonize his or her personal life and career. Little attention, however, has been paid to public relations' job-related perceptions and,

even further, the variables affecting practitioners' job performance. Therefore, this study aims to explore the variables that affect public relations practitioners' job-related psychological factors and ultimately job performance.

Specifically, this study employs the job demands-resources (JD-R) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Salanova, Agut, & Peiró, 2005; Schaufeli & Bakker, 2004), which emphasizes the importance of working environments for employees, to examine which variables influence practitioners' burnout and engagement as job related psychological factors as well as job performance in the context of public relations departments. Job conditions (e.g., resources or demands) differ depending on specific occupations and organizational types (Schaufeli, 2012). However, as far as the authors are concerned, no prior study has examined public relations department applying the JD-R model. This study is therefore expected to enhance our understanding of public relations practitioners' working environments and the variables that influence practitioners' job performance. Practically, this study will offer suggestions regarding specific areas that need to be improved and supplemented to foster healthy working environments and

enhance the quality of job performance for practitioners in the public relations profession.

Job Demands-Resources Model

The job demands-resources (JD-R) model, developed by Demerouti, Bakker, Nachreiner, and Schaufeli (2001), asserts that job demands and job resources affect occupational health and organizational outcomes. Specifically, this model categorizes job-related characteristics into job demands and job resources and specifies how these characteristics influence occupational health (e.g., burnout, engagement) and organizational outcomes (e.g., job performance, absenteeism, turnover).

Job Demands

Job demands refers to "physical, psychological, social, or organizational features of a job that require physical and/or psychological effort from an employee, and are consequently related to physical and/or psychological costs (i.e., strain)" (Schaufeli & Bakker, 2004, p. 296). Job demands have been found to increase job-related stress, eliciting negative consequences such as burnout, anxiety, and/or depression (Bakker, Demerouti, De Boer, & Schaufeli, 2003,

Demerouti et al., 2001; Salanova et al., 2005; Schaufeli & Bakker, 2004; Taris & Feij, 2004).

Job demands include various subcategories such as emotional demands, mental demands, work-home conflicts, work overload, and role conflicts. Among these, current research tends to focus on (1) work overload (De Jonge, Bosma, Peter, & Siegrist, 2000; Schaufeli & Bakker, 2004), (2) work-family conflicts (Bakker & Demerouti, 2017), and (3) emotional demands (Van Veldhoven & Meijman, 1994; Veldhoven, Jonge, Broersen, Kompier, & Meijman, 2002). These research trends are the result of an acknowledgment of problems – such as work overload, excessive work overtime, and emotional labor due to media relations – within public relations working environments in Korea.

First, “work overload” refers to dealing with numerous tasks and work demands that need to be completed within a limited time (De Jonge et al., 2000; Mauno, Kinnunen, & Ruokolainen, 2007). In particular, work overload is increasing for public relations practitioners in public relations firms due to fierce competition with a growing number of public relations firms (Kim & Lee, 2009; Yoo, 2013a). Second, “work-family conflicts” refers to the incompatibility between job requirements and personal life, such as fulfilling family

duties (Butler, Grzywacz, Bass, & Linney, 2005; Mauno et al., 2007). Third, “emotional demands” refers to being emotionally drained due to one’s work (Schaufeli & Bakker, 2004). Emotional demands are especially required in service-oriented and/or education jobs where employees need to interact with many people (Zapf, Seifert, Schmutte, Mertini, & Holz, 2001). Public relations practitioners have been found to engage in situations where such emotional labor is required to build relationships with various stakeholders, including members of the media (Park, Cho, & Hong, 2001; Jo & Kim, 2004).

The influence of job demands on employees’ job-related outcomes

Prior research has shown that job demands influence employees’ job-related outcomes such as burnout and engagement (Hu, Schaufeli, & Taris, 2011; Schaufeli & Bakker, 2004). For example, Schaufeli and Bakker (2004) demonstrated that various job demands (work overload, emotional demands) for employees cause emotional exhaustion in various industries and organizations including insurance companies, occupational health and safety services, investment companies, and home care institutions. Hu, Schaufeli, and Taris (2011) also showed – through

surveys featuring 625 blue collar workers and 761 health professionals – that emotional demands and work-family conflicts decreased employees' enthusiasm for their jobs and organizational commitment. Through a survey of 219 practitioners in Korean public relations firms, Yoo (2013a) revealed that emotional demands are a major factor driving public relations practitioners to experience burnout. Work-family conflicts were also found to increase burnout (i.e., physical, emotional, and mental exhaustion due to prolonged exposure to excessive stress). She argued that because employees of Korean public relations firms are mainly women, they experience greater difficulties in balancing their roles as family members and workers.

Job Resources

Job resources are “physical, psychological, social, or organizational features of the job that are functional in achieving work goals, reducing job demands and the physical and/or psychological costs” (Bakker & Demerouti, 2017, p. 274) associated with them, as well as stimulating personal growth and development (Bakker, Demerouti, & Schaufeli, 2003; Demerouti et al., 2001; Hobfoll & Shirom, 2001; Hobfoll, 2002). Job resources are positive elements that have a

functional role in achieving task goals and supporting employees' growth and development, thereby contributing to positive job-related outcomes (Maslach, Schaufeli, & Leiter, 2001). Job resources include (1) work feedback, (2) work autonomy, (3) supervisor support, and (4) career development (Schaufli & Bakker, 2004; Crawford, Lepine, & Rich, 2010). According to Bakker and Demerouti (2007), “work feedback” is the degree of information that employees receive on the quality and direction of their work. This variable has been found to predict positive outcomes such as commitment, goal achievement, and job performance (Schaufeli & Salanova, 2007; Bakker, et al., 2003; Bakker, Van Emmerik, & Van Riet, 2008). “Work autonomy” relates to an employee's degree of decision-making initiative regarding his or her own work and the way to perform it. “Supervisor support,” an external motivation, is the degree of satisfaction about the need to connect with and be taken care of by supervisors. “Career development” refers to opportunities to foster growth and development within the organization.

The influence of job resources on employees' job-related outcomes

Prior studies have explored the relationships between job resources and various outcomes.

For example, in their study on Finnish dentists' job demands and resources, Hakanen, Schaufeli, and Ahola (2008) found that a lack of job resources led to workers' job burnout and engagement. On the other hand, scholars (Demerouti et al., 2001; Lewig & Dollard, 2003; Menguc, Auh, Fisher, & Haddad, 2013) showed that when job resources—such as feedback, autonomy, and supervisor support—are abundant, employees' job burnout is decreased and job engagement (i.e., employees' commitment to working in a meaningful, stable, and efficient way) and performance increase, ultimately increasing organizational effectiveness. For example, through a survey of 219 employees in Korean public relations firms, Yoo (2013a) found that career development is the most important variable that influences burnout and job engagement. Specifically, the study revealed that the more career development opportunities are available to public relations practitioners, the greater job engagement and less burnout practitioners felt. Blum and Trenarco (2008), using a survey featuring 13 countries, found that career development opportunities and work-life balance are major factors that affect public relations practitioners' retention and turnover.

Burnout is defined as a “syndrome of chronic exhaustion, a cynical, negative attitude

regarding work, and reduced professional efficacy that could occur in any job” (Bakker & Demerouti, 2017, p. 273). Job engagement refers to a “persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (Schaufeli, Salanova, González-Romá, & Bakker, 2002, p. 74). Job burnout and job engagement are often used as indicators of job related psychological factors and occupational health (Schaufeli & Salanova, 2007).

The Current Study

This study applies the JD-R model to the field of public relations. Public relations practitioners' poor working environments have long been criticized for causing employee burnout and poor performance. Particularly with the emergence of social media, public relations practitioners have been further driven to overwork. As a consequence, public relations practitioners' discontent has been exacerbated (Jo, 2018). The reasons for such problems, however, have not been fully identified. The JD-R model is a useful tool that can help us better understand the environment of public relations practice. One prior study (Yoo, 2013a) applied the model to public relations

firms to help resolve these problems; however, no prior studies have applied the model to in-house public relations practitioners.

Working for an in-house public relations department within an organization is different from working for a public relations firm, which is an independent organization that serves various clients (Dale, 2014; Winchel, 2015). In-house department practitioners may therefore perceive different levels of job demands, resources, and job-related outcomes due to working environments that are different from those in public relations firms. It is important to understand the working environments of in-house practitioners, as this will allow the public relations field to more deeply understand the problems with practitioners' working conditions and actively improve the quality of these working environments. To achieve this, the following hypotheses are proposed.

Hypothesis 1: Job demands (work overload, work-family conflicts, and emotional demands) are positively related to public relations practitioners' burnout.

- H 1-1: Work overload is positively related to burnout.
- H 1-2: Work-family conflicts are positively related to burnout.
- H 1-3: Emotional demands are positively related to burnout.

Hypothesis 2: Job demands (work overload, work-family conflicts, and emotional demands) are negatively related to public relations practitioners' job engagement.

- H 2-1: Work overload is negatively related to job engagement.
- H 2-2: Work-family conflicts are negatively related to job engagement.
- H 2-3: Emotional demands are negatively related to job engagement.

Hypothesis 3: Job resources (feedback, autonomy, supervisor support, and career development) are negatively related to public relations practitioners' burnout.

- H 3-1: Feedback is negatively related to burnout.
- H 3-2: Autonomy is negatively related to burnout.
- H 3-3: Supervisor support is negatively related to burnout.
- H 3-4: Career development is negatively related to burnout.

Hypothesis 4: Job resources (feedback, autonomy, supervisor support, and career development) are positively related to public relations practitioners' job engagement.

- H 4-1: Feedback is positively related to job engagement.
- H 4-2: Autonomy is positively related to job engagement.
- H 4-3: Supervisor support is positively related to job engagement.
- H 4-4: Career development is positively related to job engagement.

The Influence of Burnout and Job Engagement on Job Performance

Job burnout and job engagement have been demonstrated to affect organizational effectiveness including organizational commitment, goal achievement, and job performance (Demerouti & Cropanzano, 2010; Halbesleben & Wheeler, 2008; Salanova, Agut, & Peiró, 2005). In particular, job performance related to employees' behaviors that contribute to organizational effectiveness and overall organizational performance (Campbell, 1990; Bakker et al., 2008) was found to be influenced by job demands and job resources mediated by burnout and job engagement (Schaufeli & Bakker, 2004; Bakker, Demerouti, & Verbeke, 2004; Bakker et al., 2008; Rich, Lepine, & Crawford, 2010; Salanova et al., 2005). Exhaustion, a sub-dimension of burnout, was found to especially mediate the relationship between job demands and performance; this is because employees' energy to perform at work diminishes if they are exhausted by high levels of job demands. Another sub-dimension, cynicism, also mediated the relationship between job resources and performance because when employees are not provided with sufficient resources, it leads to employees' decreased commitment and increased frustration, ultimately resulting

in poorer levels of job performance (Bakker, Schaufeli, Leiter, & Taris, 2008; Stordeur, Dhoore, & Vandenberghe, 2001).

Hypothesis 5: Job demands (work overload, work-family conflicts, and emotional demands) are negatively related to public relations practitioners' job performance.

- **H 5-1:** Work overload is negatively related to job performance.
- **H 5-2:** Work-family conflicts are negatively related to job performance.
- **H 5-3:** Emotional demands are negatively related to job performance.

Hypothesis 6: Job resources (feedback, autonomy, supervisor support, and career development) are positively related to public relations practitioners' job performance.

- **H 6-1:** Feedback is positively related to job performance.
- **H 6-2:** Autonomy is positively related to job performance.
- **H 6-3:** Supervisor support is positively related to job performance.
- **H 6-4:** Career development is positively related to job performance.

Hypothesis 7: Burnout is negatively related to public relations practitioners' job performance.

Hypothesis 8: Job engagement is positively related to public relations practitioners' job performance.

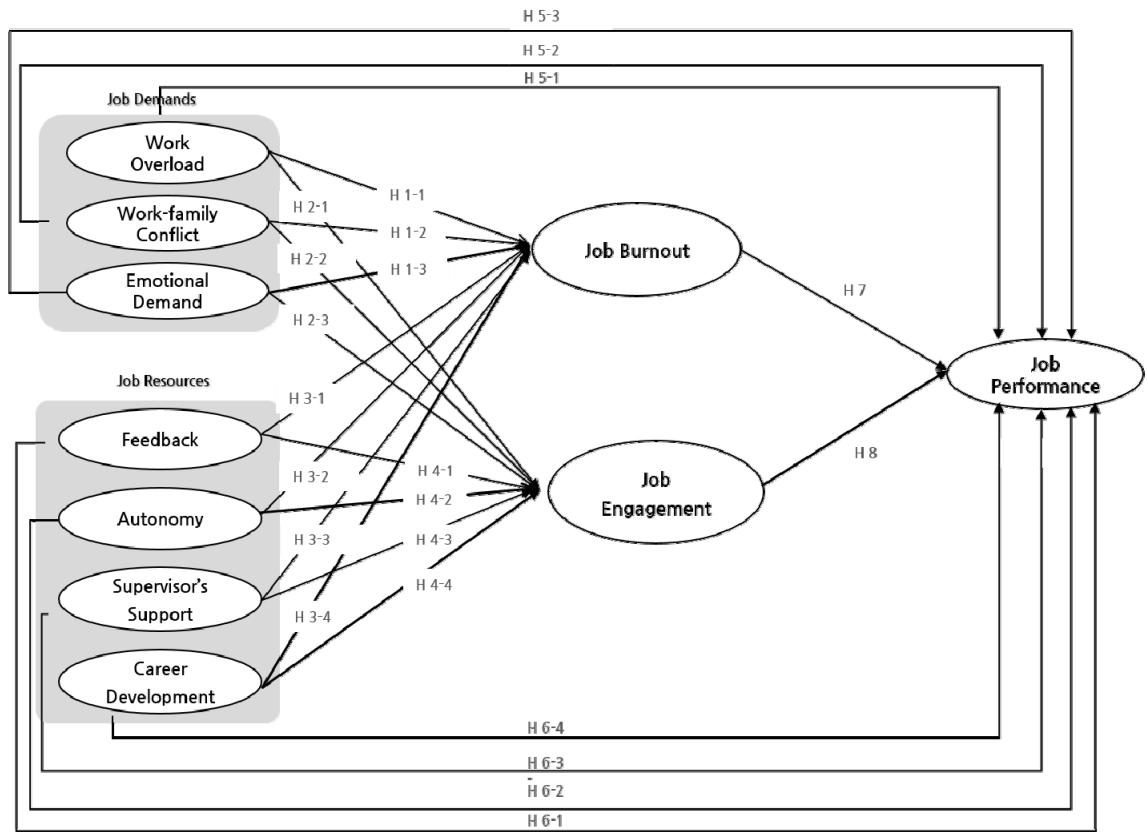


Figure 1. Suggested Model

Method

The study's methodology included mail surveys combined with one-on-one interviews (using snowball sampling), which were conducted in Korea.

Sample

A total of 205 practitioners working for in-house public relations departments from

various industries such as manufacturing and consumer products, distribution, financial service and tech/science participated in the survey. About 40.4 % had 4-10 years of job experience 24.9% had less than 3 years, and 9.3% had 11-20 years, with a mean working public relations experience of 6 years (SD = 9.26). In terms of job positions, 26.3% were managers, 30.2% assistant managers, 28.8% entry-level employees, 10.3% directors or

higher, and 4.3% did not belonging to any of these categories. Where multiple choices were available, practitioners' roles included media relations (21.9%), event and promotion (12.5%), digital communications (10.9%), marketing communications (10.3%), CSR(7.4%), internal communications (7.0%), advertising (6.3%) and CEO reputation (5.2%). Other roles included research, reputation management, crisis communication, community relations, annual report, annual reports and global communications, etc. (18.22%).

Instruments

Survey items were measured on a seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). Job demands were assessed using the Questionnaire on the Experience and Evaluation of Work (QEEW) (Van Veldhoven & Meijman, 1994). Each of the three job demands (work overload, work-family conflicts, and emotional demands) was measured using three specific items (Bakker et al., 2003; Van Veldhoven & Meijman, 1994). Work overload was measured by the following three statements: "I am not given enough time to perform my tasks," "I have too much work to do," and "I don't have enough time to relax and rest during my work" (Cronbach's $\alpha = .820$). Work-family

conflicts were measured by the following three statements: "My work keeps me from spending time with spouses, my family, or friends," "I have so much work to do that I don't commit fully to my home duties," and "Due to all the pressures at work, sometimes when I come home I am too stressed to do things I enjoy" (Cronbach's $\alpha = .956$). Emotional demands were measured by the following three statements: "I feel uncomfortable about the incapability to express my feelings at work," "I distort my emotions, which is caused by my work," and "I sometimes conceal my feelings to perform well at work" (Cronbach's $\alpha = .974$).

Job resources scales were adapted for this study from QEEW (Bakker et al., 2003; Van Veldhoven & Meijman, 1994). Twelve items were used to measure the four job resource constructs of feedback, autonomy, supervisor support, and career development. Responses were measured using three statements: "I receive sufficient information on my work's goals," "My work provides me with direct feedback on how well I am doing my work," and "I receive enough feedback about the quality of my performance" (Cronbach's $\alpha = .865$). Three statements were used to measure autonomy: "I can use my own personal judgment to carry out my job," "I have the

freedom to carry out my work activities,” and “I have the authority to perform my current work” (Cronbach’s $\alpha = .897$).

Supervisor support was assessed with four statements: “My supervisor has affection for and trust in me,” “My supervisor uses his/her power to influence me and to help me solve my problems at work,” “My supervisor is actively trying to solve my problems at work” and “My supervisor gives me sufficient information about my work” (Cronbach’s $\alpha = .911$). Career development was measured using two statements: “My work offers me opportunities to learn new things” and “I have a chance to develop my specialty at work” (Cronbach’s $\alpha = .913$).

Burnout was assessed through two sub-

scales of the Maslach burnout inventory-general survey (MBI-GS; Schaufeli, Leiter, Maslach, & Jackson, 1996): exhaustion (2 items) and cynicism (2 items). The items were “I feel used up at the end of the workday,” “I must rest more than before when I finish my work,” “I have become more cynical about my work and whether my work contributes anything” and “Recently I have been working briefly and mechanically” (Cronbach’s $\alpha = .777$).

Work engagement was assessed using four items from the Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002) (Cronbach’s $\alpha = .822$). The items included “At my work, I feel bursting with energy,” “My job is challenging for me,” “I am enthusiastic about

Table 1. Means, standard deviations, and correlations of the variables ($N = 205$)

	Alpha	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Work Overload	.820	4.580	1.139	1	.649**	.417**	-.083	.011	-.014	.139*	.024	.142*	.083
2. Work Family Conflict	.956	3.864	1.455		1	.539**	-.061	-.042	-.044	-.008	-.082	.025	.057
3. Emotional Demand	.974	4.388	1.322			1	.200**	.180**	.208**	-.143*	.019	-.092	.053
4. Feedback	.865	4.468	1.106				1	.509**	.587**	.500**	-.095	.361**	.055
5. Autonomy	.897	4.777	1.153					1	.543**	.417**	-.096	.456**	.078
6. Supervisor Support	.911	4.653	1.244						1	.493**	.032	.382**	.005
7. Career Development	.913	4.835	1.098							1	-.042	.527**	.148*
8. Job Burnout	.777	4.434	1.278								1	-.229**	-.138*
9. Job Engagement	.822	5.105	.834									1	.211**
10. Job Performance	.767	5.136	.791										1

* $p < .05$. ** $p < .01$. *** $p < .001$.

my job,” and “I am immersed in my work.”

Job performance was measured using three items (Cronbach's $\alpha = .867$): “I achieve my tasks' goals,” “I demonstrate professionalism that distinguishes me from others at work,” and “My supervisor makes positive assessments of my work” (De Cuyper & De Witte, 2006; Podsakoff & MacKenzie, 1989). Descriptive statistics are presented in <Table 1>.

Results

Data Analysis and Model Fit

The hypotheses were tested using Structural

Equation Modeling with the AMOS 16.0 program. As <Table 2> shows, the measurement model fits well with RMSEA ($= .064$) and CFI ($= .922$), therefore satisfying their respective criteria.

Following recommendations from Bollen and Long (1993) and Byrne (2001), the model's fit was evaluated using several goodness-of-fit indices including the Comparative Fit Index (CFI) and the Root Mean Square Error of Approximation (RMSEA), a minimal set of fit indices that should be employed and interpreted when reporting the results of SEM analyses (Kline, 2005).¹⁾ As <Table 3> shows, the SEM model fit reasonably well with the

Table 2. The measurement model's goodness-of-fit index

		<i>d.f.</i>	RMSEA	NFI	IFI	TLI	CFI
Statistic	710.055	389	0.064	0.847	0.924	0.901	0.922

Table 3. The structural equation model's goodness-of-fit index

		<i>d.f.</i>	RMSEA	NFI	IFI	TLI	CFI
Statistic	718.547	390	0.064	0.845	0.923	0.899	0.921

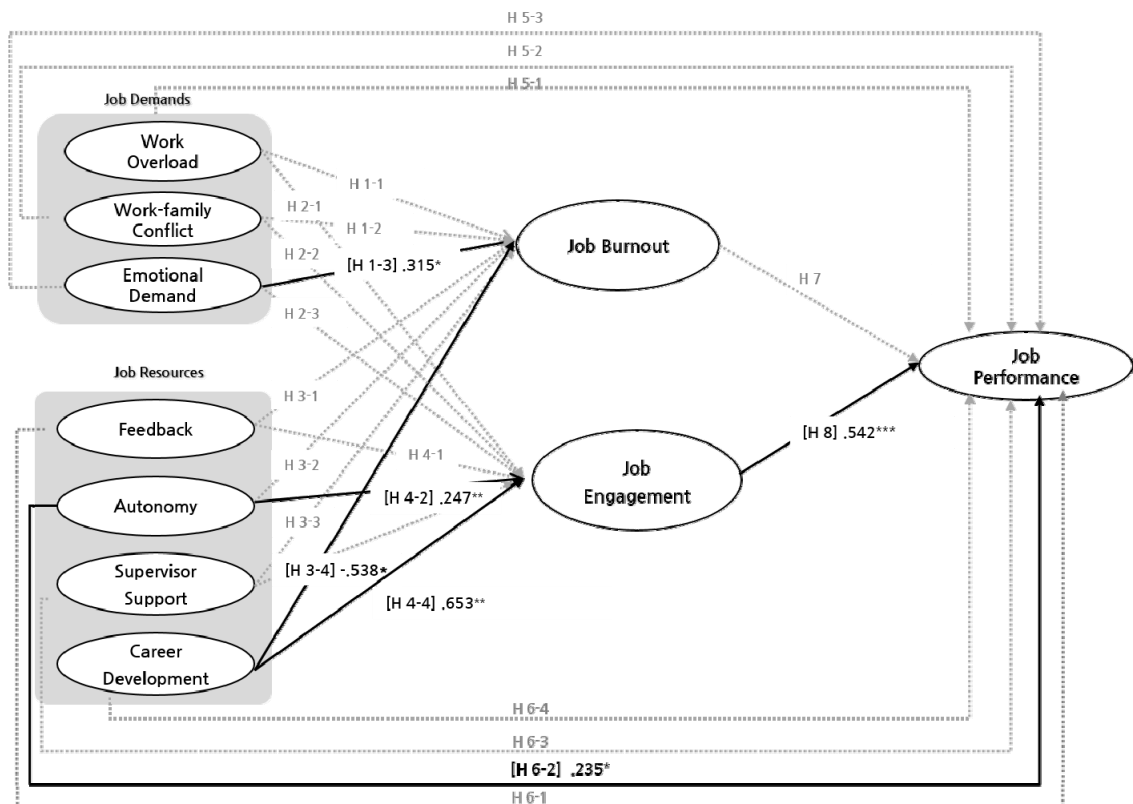
1) The goodness-of-fit of the model was assessed using the following absolute goodness-of-fit indices (Jöreskog & Sörbom, 1986), including the Root Mean Square Error of Approximation (RMSEA). Due to absolute fit indices' sensitivity to sample size, Bentler (1990) recommended the use of relative goodness-of-fit indices. Relative goodness-of-fit indices used included (1) Normed Fit Index (NFI), (2) Tucker-Lewis Index (TLI), and (3) Comparative Fit Index (CFI). For RMSEA, values smaller than .08 indicate an acceptable fit, while values greater than .1 tend to lead to model rejection (Browne & Cudeck, 1993). For the three relative fit indices, as a rule of thumb, values greater than .90 are considered as indicating a good fit (Hoyle, 1995).

data, resulting in RMSEA ($= .064$) meeting the criterion of $.08$ and CFI ($= .921$) approaching $.90$.

Hypothesis Testing (Figure 2 & Table 4)

H1 results showed that emotional demands ($\beta = .315$, $p < 0.01$) positively influenced burnout. Thus, H1-3 are supported. However, work overload and work-family conflicts did not predict burnout, so H1-1 and H1-3 are

rejected. H2 results showed that all three sub-dimensions of job demands did not predict job engagement. H2, including H2-1, H2-2, and H2-3, are rejected. H3 results showed that among the job demands dimensions, career development ($\beta = -.538$, $p < 0.05$) predicted job burnout; thus, only H3-4, is supported. H4 results indicated that autonomy ($\beta = .247$, $p < 0.01$) and career development ($\beta = .653$, $p < 0.01$) predicted



* $p < .05$. ** $p < .01$. *** $p < .001$. Coefficients represent standardized estimates.

Figure 2. Results of structural equation modeling

Table 4. Path Coefficient Analysis of Research Model (in-house public relations practitioners, $n = 205$)

H	Independent variable → Dependent variable	Standardized Estimates	Standardized Error	C. R.	p -value
1-1	Work overload → Job burnout	.267	.080	1.834	.067
1-2	Work-family conflict → Job burnout	-.122	.048	-1.119	.263
1-3	Emotional demand → Job burnout	.315	.072	2.330	.020*
2-1	Work overload → Job engagement	.062	.079	.529	.597
2-2	Work-family conflict → Job engagement	.038	.059	.353	.724
2-3	Emotional demand → Job engagement	-.030	.055	-.358	.721
3-1	Feedback → Job burnout	.090	.076	.897	.370
3-2	Autonomy → Job burnout	-.191	.062	-1.854	.064
3-3	Supervisor's support → Job burnout	-.096	.043	-1.063	.288
3-4	Career development → Job burnout	-.538	.129	-2.490	.013*
4-1	Feedback → Job engagement	-.011	.097	-.110	.913
4-2	Autonomy → Job engagement	.247	.064	2.846	.004**
4-2	Supervisor's support → Job engagement	-.158	.055	-1.709	.088
4-4	Career development → Job engagement	.653	.090	5.368	.000***
5-1	Work overload → Job performance	.116	.084	.776	.438
5-2	Work-family conflict → Job performance	-.181	.060	-1.376	.169
5-3	Emotional demand → Job performance	.144	.060	1.332	.183
6-1	Feedback → Job performance	.133	.097	1.065	.287
6-2	Autonomy → Job performance	.235	.068	2.131	.033*
6-3	Supervisor's support → Job performance	.094	.055	.848	.396
6-4	Career development → Job performance	-.289	.125	-1.422	.155
7	Job burnout → Job performance	.053	.154	.352	.725
8	Job engagement → Job performance	.542	.117	3.871	.000***

* $p < .05$. ** $p < .01$. *** $p < .001$.

job engagement, supporting H4-2 and H4-4. Feedback and supervisor support did not predict job engagement; therefore, H4-1 and H4-3 are rejected. None of the job demands

dimensions predicted job performance, leading to a rejection of H5-1, H5-2, and H5-3. Of the job resources dimensions, only autonomy predicted job performance. Thus, H6-2 is

supported and H6-1, H6-3, and H6-4 are rejected. Job engagement predicted job performance ($\beta = .542, p < 0.001$) while burnout did not. Thus, H7 is rejected and H8 is supported.

Discussion

This study examined the influences of job demands and job resources on in-house public relations practitioners' job-related outcomes including burnout, job engagement, and job performance. Additionally, this study investigated the mediating role of job burnout and job engagement between job performance and job demands and job resources. The results revealed that emotional demands (out of the three job demands sub-divisions) and career development (out of the four job resources) predicted burnout, which supports prior studies on this topic (Yoo, 2013a). Emotional demands are often required at some work places where contacts with various people are important, such as service work or education. Public relations practice, similarly, requires emotional labors due to the needs for relationship building with various stakeholders, including journalists. In addition, in-house public relations

practitioners may feel emotional demands from organization's rigid hierarchies coupled with its hardware-like system as well as politics within an organization.

This study, on the other hand, showed that career development opportunities for employees to promote their growth and development supported by an organization are important, supporting prior studies who found it to reduce employees' turnover rates (Bakker & Demerouti, 2007) and burnout (Yoo, 2013a). Consistent with Yoo's (2013a) findings, the more the career development opportunities practitioners working for public relations firm have, the job burnout rates are reduced. Career development, as the only job resource effective in reducing job burnout levels of public relations practitioners working for both in-house and firms, needs to be carefully planned and developed in the area of public relations practice. Work-family conflicts, however, did not predict burnout; a result that diverges from the findings of the prior study conducted on public relations firms (Yoo, 2013a). One possible explanation for this is that practitioners in public relations firms may have little flexibility for balancing work and family life due to their agencies' client-centered work processes. For example, to meet multiple clients' requirements (e.g.,

time schedules), these practitioners may perceive greater difficulties in balancing work and life. Interestingly, work overload did not predict burnout, which is consistent with prior studies (Yi & Jung, 2018; Yoo, 2013a). This implies that what makes employees feel burned out is not their quantity of work, but rather how they perceive and feel about their jobs.

On the other hand, autonomy and career development were found to influence job engagement. This means that when public relations practitioners are supplied with sufficient job resources such as autonomy or career development opportunities, their job engagement is intensified and they become more enthusiastic. In particular, career development showed the greatest impact on job engagement, implying that public relations practitioners value opportunities to develop their careers and that these opportunities make them enthusiastic and happier at work. This means that career development is perceived to be important for the entry and early-career level employees that made up over half of the respondents, as it is critical for them to build good career in preparation for their future professional career even when they work for their companies. the more they develop their

job-related capabilities, the more enthusiastic and passionate they are toward their work (Bakker & Demerouti, 2007). This finding is consistent with a prior study conducted on public relations firms that found career development to be the most influential predictor of job engagement (Yoo, 2013a). Feedback and supervisor support were not significant factors in enhancing in-house public relations practitioners' engagement. These findings are not consistent with the results of prior studies on public relations firms (Yoo, 2013a).

Regarding supervisor support, a possible explanation could be that public relations firm practitioners may have higher expectations that their supervisors, as seniors leading specific public relations fields, will train and guide them to develop their expertise. In-house practitioners, on the other hand, may feel a lack of this type of supervisor support. However, this feeling of lack does not result in increased burnout and decreased engagement, as they may have the flexibility to move to other departments (e.g., marketing, human resources, etc.). In addition, agency practitioners may simply need more support from supervisors as they deal with various issues in their client relations (Doby & Caplan, 1995; Kim, Yoon, & Seo, 2010; Yoo, 2013a). In terms of feedback, it is possible that for

practitioners working in public relations firms, feedback from others may be considered to enhance motivation and their positive mind. However, for practitioners in public relations departments, feedback may not be regarded as something to motivate them or lessen exhaustion and cynicism. Usually, public relations departments are composed of a handful of employees who may receive feedback from workers in other departments. Due to a hierarchical decision-making process and/or priority given to other departments (e.g., marketing, production), the roles of public relations departments may be disregarded, ultimately wasting practitioners' enthusiasm and work efforts. In this sense, feedback may not accurately predict job engagement for department practitioners.

This study showed that job performance is directly predicted by autonomy—out of the seven job demands and resources variables—and by job engagement. Job engagement was found to mediate the relationship between job performance and autonomy and career development. This implies that public relations practitioners' job performance can be enhanced when their engagement increases through sufficient job resources such as guaranteed autonomy and career development opportunities. Grunig & Dozier (2003) similarly

suggested that various job resources—such as feedback, participation, balanced communication, supervisor leadership and care, and learning and training for self-development—increase an organization's effectiveness. This study, by uncovering that autonomy affects job performance, which is an indicator of organizational effectiveness, supports such an argument.

Regarding the mediating roles of job burnout and engagement, only job engagement was found to be a mediator between job resources and job performance, unlike prior studies that found job burnout to be a predictor of job performance (Bakker et al., 2008; Taris, 2006). In particular, prior studies (Demerouti, Bakker & Leiter, 2014; Taris, 2006) have shown job burnout—a state of energy depletion—to negatively impact job performance by lowering its efficiency; however, the present study's findings deviate from those results.

Practical Implications

This study's research findings provide a number of practical implications for public relations practice, especially in promoting employees' occupational well-being through increased job engagement and fostering organizational effectiveness through employees'

increased job performance. First, the study's findings imply that helping practitioners effectively manage their emotional demands and providing opportunities for their career development are important to decrease potential burnout. For public relations practitioners in particular, such emotional labor could be caused by an organization's hierarchical structure or the relationships with major stakeholders including journalists. Therefore, organizations need to make efforts to reduce practitioners' levels of emotional demands. At the same time, organizations must expand employees' opportunities to participate in career development in order to reduce burnout levels.

Second, the study's results suggest that public relations practitioners need to be given increased autonomy and career development opportunities in order to improve job performance via job engagement. More specifically, practitioners' autonomy was found to directly contribute to enhanced job performance. Career development also deserves attention as it not only reduces job burnout but also improves job engagement. Therefore, organizations need to develop programs that can expand autonomy and career development, which ultimately impact organizational effectiveness.

Third, this study suggests that organizations must focus on enhancing job engagement since engagement, not job burnout, was found to be the mediator that affects job performance. In simple terms, if employees are positively motivated and become more engaged in their jobs, such positive aspects can override any potential negative aspects of their work (e.g., burnout).

Lastly, this study revealed that what leads employees to feel burned out is not the quantity of assigned work, but rather how employees perceive and feel about their jobs. Organizations, therefore, need to make efforts to attend to and foster employees' positive psychological status in order to increase their effectiveness.

Limitations and Suggestions for Future Research

This study is limited by its in-house practitioner sample, which was made up of 205 total participants. Although this sample size is not large enough, the number of in-house practitioners in each of the study's real-life companies is limited. Therefore, the current study has taken the first step to expand the research on this topic. Future studies must adopt larger samples across a wider range of industries. In addition, this

study included only three sub-dimensions for job demands and four for job resources. Various additional dimensions may exist. In order to better understand public relations practitioners' job-related perceptions, future research needs to consider additional dimensions such as employee compensation, benefits, and/or personnel management system. Lastly, the fit of the tested model was acceptable, but it was near the borderline cut-off point in other criteria. Future research may need to develop more concrete models with better fits.

This study employed the JD-R model to explore the variables that affect burnout, job engagement, and job performance among practitioners working within in-house public relations departments. The findings presented herein suggest that providing a healthy working environment with ample work resources (e.g., career development, autonomy) – which affects job engagement and also job performance – is required to increase the effectiveness of in-house public relations departments.

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무엇이 PR 실무자의 직무 성과에 영향을 미치는가?

인하우스 PR 실무자의 직무 특성과 직업적 건강 상태가 업무 성과에 미치는 영향력 탐구에 대한 연구

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배경 및 목적

본 연구는 직무 요구-자원 모델(Job Demands-Resources model: JD-R model)을 적용하여 조직(in-house)의 PR팀에 종사하는 한국의 PR 실무자들의 직업적 특성(직무 요구와 직무 자원)이 직업적 건강 상태(occupational health)와 직무 성과에 미치는 영향력 탐구하고, 직업적 건강 상태 요인인 직무 소진과 직무 열의의 매개적 역할을 규명하였다.

방법

총 205명의 기업의 PR 실무자를 대상으로 설문 조사를 실시하여, 직무 요구와 직무 자원, 직무 열의, 직무 소진, 직무 성과에 대한 데이터를 수집하고, 구조방정식 모델을 통해 연구가설을 검증하였다.

결과

PR 실무자의 업무 성과에 영향을 미치는 직업적 심리적 웰빙 요인은 직무 열의인 것으로 나타났다. 직무 소진에 영향력을 미치는 직무 요구적 특성들은 감정 요구(emotional demand)인 것으로 나타났고, 자원적 요인에서는 커리어 개발 기회(career development)인 것으로 나타났다. 직무 열의에는 직무 자원적 요인 중 자율성과 커리어 개발 기회가 영향을 미쳤다. 직무 자원 중 자율성(autonomy) 요인만이 업무 성과에 직접적인 영향력을 미치는 것으로 나타났다.

논의 및 결론

본 연구는 PR 산업에 종사하는 PR 실무자의 업무 환경과 조직의 특성에 따라 다르게 나타나는 직무 요구, 자원적 특성들이 이들의 직업적 웰빙 상태- 직무 소진과 직무 열의-와 직무 성과에 각각에 어떠한 영향을 미치는지를 실증적으로 밝히고, PR 실무자가 보다 심리적으로 건강한 상태에서 PR 업무를 하고, PR을 전문적 직업과 지속 가능한 업으로 가꾸어 나가기 위해서는 어떠한 노력들이 있어야 하는지에 대한 이론적, 실무적 시사점을 제시하였다.

KEYWORDS PR 실무자, 홍보 실무자, 직무 요구-자원 모델, 직무 소진, 직무 열의, 직무 성과

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