

IMPACT OF JOB DEMANDS ATTRIBUTES ON EMPLOYEES' BURNOUT WITH REFERENCE TO MANUFACTURING COMPANIES IN SOUTH INDIA

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Abstract

It is crucial to look into how job demands effect employees' burnout in order to completely comprehend the relationship between burnout and evolving job expectations in todays fast-paced and competitive work environments. This information is crucial for developing a productive workplace culture, raising output, and enhancing employee wellbeing. This study aims to investigate how burnout and wellbeing are affected by the job demands-resources (JD-R) paradigm. Data was collected using a structured questionnaire from 360 respondents working in manufacturing companies situated in southern India. The data thus collected were analysed using SPSS AMOS 23 SEM model to relatively examine the model fits and to do hypothesis testing in this study, the JD-R model, which contains the constructs like workload, autonomy, work-life imbalance, and time pressure, is used. The findings of the study demonstrate that all the four JD-R variables (workload, autonomy, time pressure, and work-life imbalance) have a considerable impact on employees' burnout, which has a significantly negative impact on employee well-being. The results also demonstrate that each construct significantly impacted the wellbeing of the workforce. By experimentally evaluating the application of the JD-R model, particularly in the context of manufacturing enterprises in south India, this study contributes to the body of knowledge.

Keywords: Autonomy, Compensation, Work Life Balance, Job Satisfaction, Employee Retention.

INTRODUCTION

A comprehensive study about the significant impact of employee's demands with respect to their nature of job on employee burnout behaviour within the manufacturing sector is imperative due to several compelling reasons. The manufacturing sector is known for its rigorous and demanding work environments, characterized by high production targets, intense physical labour, and often limited autonomy. Such conditions can significantly contribute to employee burnout, causing not only personal distress but also adversely affecting organizational productivity and efficiency. Understanding the specific stressors and mechanisms through which job demands lead to burnout in this sector is crucial for designing tailored interventions that enhance both employee well-being and overall operational performance. Furthermore, the manufacturing industry's pivotal role in economies worldwide underscores the need for a healthy and engaged workforce to ensure sustained growth. By investigating this relationship, the study can shed light on potential mediators or moderators that could mitigate the impact of job demands, as well as highlight successful strategies that

certain manufacturing units might have adopted to counteract burnout. Ultimately, the findings from such research can inform targeted policies, practices, and training programs, fostering a healthier work environment, retaining skilled workers, and bolstering the manufacturing sector's long-term success According to Anesia et al. (2020), job expectations have a favourable impact on employee burnout. Burnout and job expectations have a complicated and varied relationship. (2020) Anjali et al. According to Vadim et al. (2014), the demands of the profession may cause fatigue and exhaustion, which in turn may cause burnout. According to Reena et al. (2020), various job needs, such as challenge demands and hindrance demands, can affect burnout in different ways. According to Wilmar et al. (2020), challenge demands have been found to be positively correlated with burnout, whereas hindrance demands are both favourably and negatively correlated with work engagement. Work engagement and psychological capital are two examples of variables that can mitigate the effect of job demands on burnout. Organizations must successfully manage and minimize the negative consequences of job expectations on employee well-being and performance, so it is critical to comprehend the link between job demands and employee burnout.

Moreover, Employee well-being, according to Zheng et al. (2015), is a significant component in determining how employees behave and perform at work. This component is equally critical to the global growth of enterprises. The competitive nature of working life creates an imbalance between job demands and job resources. This mismatch may have an impact on how attached a person is to their career. The imbalance that might result from multiple sources of demands and resources in work life is the fundamental cause of occupational stress. Additionally, Employee well-being is harmed by work-related factors like workload, working hours, social support and care from managers and co-workers, or unequal financial distribution. High workloads and a lack of certain resources can also cause employees' connection levels to decline, which can lead to burnout syndrome. Work plays a big role in the lives of the majority of individuals. On the one hand, work offers structure, direction, and purpose. Through their employment, people have the potential to positively impact their clients, customers, or co-workers. Every day, teachers inspire pupils, private equity investors boost the value of businesses, and surgeons save the lives of patients. These high-performance work habits can be quite fulfilling and fascinating. The same work, however, may also be quite draining and a significant source of psychological stress. How does a meaningful and gratifying profession become one that is hard and stressful? Role conflicts, bureaucracy, repetitive tasks, and pressure at work can all lead to job stress (LePine et al., 2005). Employees expressed greater burnout complaints during the weeks when job expectations were comparatively high, according to Bakker et al. (2019). As a result, during those weeks, employees exhibited more self-defeating behaviours. Employees who scored highly on enduring work burnout were already in difficulties, thus these impacts were significantly more pronounced for them. Apparently, managing a person's weekly work life gets more stressful and has more detrimental effects after people achieve high levels of chronic tiredness and cynicism. Raising challenges and providing job resources are two ways that transformational leadership encourages employee job crafting, according to Wang et al. (2017). This indicates that when leaders employ more intellectual stimulation and individualized attention, followers experience the

trust and self-efficacy needed to engage in proactive work behaviours like job planning. It has been hypothesized that the emotionally draining nature of the mental health workforce increases the risk of burnout, which is connected to reduced employee satisfaction and higher rates of turnover intention (the desire to leave one's job).

Conceptual Framework

The sustainability of manufacturing organizations has been evaluated using a hierarchical structure. In order to evaluate corporate policies, people, products, and processes from a triple bottom line perspective, this framework contains components and performance measurements. It also takes into account the organization's whole supply chain, including product end-of-life plans. However, there aren't many organized methodological frameworks that are exclusively devoted to the industrial industry's conceptualization of employee burnout. The existing burnout study mostly focuses on how it relates to stressful working situations, lack of existential fulfilment, and existential meaninglessness. To create a thorough conceptual framework that especially addresses worker burnout in the industrial industry, more research is required.

The Job Demands-Resources (JD-R) Model

The foundation of the JD-R model is two psychological processes that contribute to the growth of job strain and motivation. The first one entails a process known as health impairment, in which excessive job expectations exhaust workers' physical and mental resources, which can then result in exhaustion, health issues, and eventually an early departure from their line of work. The second underlying mechanism is motivational in nature and assumes that workplace resources have the potential for intrinsic or extrinsic motivation and result in favourable work outcomes, such excellent job performance and work engagement. Because they satiate fundamental human desires like the desire for competence and belongingness, job resources are required to handle job demands but they are also satisfying in and of themselves. As a result, both the demands of the job and the rewards of the job are satisfied by job resources. Afshari et al. (2022) state that the burden or demands of the job may lead to burnout in employees. Employees that are burnt out may get worn out from the same job they were once so enthused about. It might have a detrimental impact on their dedication and performance. Therefore, it is imperative to find a solution to reduce burnout and maintain employees' commitment to the company. Self-undermining, according to Roczniowska and Bakker (2021), can take the shape of poor communication, negligence, or interpersonal disputes. Employees often act in ways that cause further barriers when the demands of their jobs reach a point where they are challenging to handle. Consequently, it may be assumed that employment demands have a favourable impact on self-defeating. The definition of job demand given by Gibson et al. (2003) is excessive work. There are two main categories of excessive work: quantitative and qualitative. A quantitative overload is when there is either too much to accomplish or not enough time to finish a task. On the other hand, qualitative overload happens when people believe they lack the necessary abilities to finish their work or that the expected level of performance is too high. Work engagement & burnout are thought to be mediators by Brauchli et al. (2015), who studied various organisational (e.g., organisational commitment, turnover

intention) or individual outcomes. A full study of the direct effects of occupational characteristics on health outcomes is still lacking. Job expectations and emotional tiredness, the primary cause of burnout, are also taken into account, according to Sonnentag's (2015) review. The goal is to discover the unique function of job resources in the wellbeing of police officers within the JD-R framework by modelling the dual process model inherent in that framework. As mental well-being in general is used to operational wellbeing in our study, it indicates a direct health result rather than work-related wellbeing in terms of work engagement.

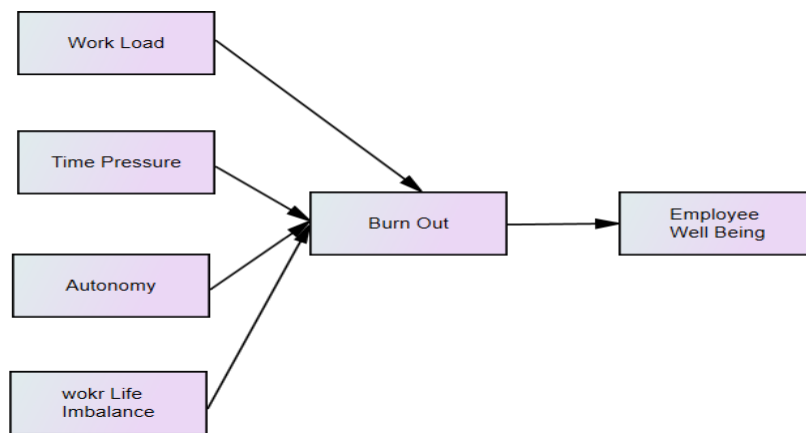


Figure 1: Conceptual Framework

Work Load

The two primary elements of burnout, according to Demerouti E et al.'s Job Demands-Resources (JD-R) model of burnout (2001), are fatigue and disengagement. A lack of energy that characterizes exhaustion is caused by ongoing physical, emotional, or mental stress. A person is deemed to be disconnected from their work if they have negative attitudes about their coworkers, clients, or work in general. According to the JD-R, there are two categories of job characteristics: job needs and job resources. Workplace demands are among the things that can cause stress. Job resources are aspects of the workplace that help employees and could enhance wellbeing. O'Connor K. (2018) was able to conduct a more in-depth examination of the numerous job needs and job resources that may be related to burnout, turnover intention, and job satisfaction in the context of the mental health workforce by using the JD-R as a framework.

H1: There is a positive relationship between work load and employee burnout behaviour.

Time Pressure

The mental health workforce has not yet looked into this. Despite the fact that there is a significant corpus of published research on burnout in the mental health workforce. Aronsson et al. (2017) identified inadequate job control, workplace and coworker support, and other factors as factors that contribute to the unfavorable long-term development of fatigue and cynicism.

Despite the fact that these meta-analyses revealed that inadequate job resources are nearly equally correlated with fatigue and cynicism, it was discovered that poor job resources are specifically related to high cynicism in the research that jointly models the variables. It is predicted that things would get worse within the next 20 years due to population changes.

The primary factors causing the shortfall are a drop in the proportion of young individuals entering the workforce, an increase in the proportion of older workers, and an increase in the proportion of those over 64 in the general population. The elderly have the largest care demands, hence the demand for health care services will rapidly expand.

H2: There is a positive relationship between time pressure and employee burnout behaviour.

Burnout

Until now, no study has examined a model in which perceived effort (or stress) is predicted by job demands, meaning of work is predicted by job resources, and both simultaneously impact burnout, with burnout acting as a mediator between their relationship and nurses' desire to leave their current job.

The purpose of this study is to determine whether job resources can offset or compensate for the effects of job demands by altering the meaning of work. The latter are thought to be positively associated with burnout through their impact on effort/strain that is seen as a determinant of nurses' choice to leave the field.

The majority of research conducted to date have focused more on organizational than on individual turnover. According to Rhoades and Eisenberger, perceptions of supportive HR practices like organizational rewards (e.g., recognition, opportunities for advancement), procedural fairness (e.g., communication, decision-making), and supervisory support (e.g., worried about employees' well-being) caused to perceived organizational support (e.g., organisational concern), which in consequently led to affective organizational commitment (e.g., a sense of belonging to the organization or integration).

Staff integration is intended to take place through both formal and informal techniques. While formal experiences are purposefully planned interactive activities (such meetings, official communication channels, and policies), informal encounters often offer more unplanned opportunities for engagement.

H3: There is a Positive Relationship between Autonomy and Employee Burnout Behaviour.

Autonomy

According to Lucy et al. (2017), autonomy is frequently viewed as a desirable component of an employee's psychological environment that has the ability to lessen salesperson burnout. According to the current study, burnout is inversely correlated with autonomy; the more autonomy, the greater the likelihood of burnout, according to Min et al. (2013). Rajab et al. (2016) did not find any correlation between teacher autonomy and exhaustion. According to

W., H., Chang et al. (2019), perceived coach autonomy support is adversely correlated with athlete burnout, and this correlation is stronger when experiential avoidance is low. Employee burnout is affected by empowering direction, and emotional intelligence moderates this link. January et al.

H4: There is a positive relationship between work life balance and employee burnout behaviour.

METHODOLOGY

Due to limited resources and inescapable time constraints, it is challenging to collect data for the entire population. In order to acquire data, a purposive sampling technique was used. The information was gathered from technicians working for five South Indian manufacturing firms. The study is cross-sectional because the data were collected all at once. 360 people who received one of the 400 surveys and completed it sent it back with a list of questions. The common method variance is calculated using Harman's single factor test after data collection. There is no common technique bias in the data, as shown by the extraction sums of squared loading, which produce a variation of 25.68%—less than 50%—in the results. Measures of the study: The information was gathered using questionnaires that were collected and used in earlier investigations. A 5point level Likert scale was used to register the responses of the sample respondents. To evaluate the latent variables' dependability, Cronbach alpha was used. All of the variables' Cronbach alpha values above 0.70, which denotes good reliability, according to Taber (2018). The main objective of this particular study is to examine how factors affecting job demand affect employees' burnout behaviors. The quantitative investigation involved 360 respondents in total. The study's sample was made up of people who had worked in the industrial sector in the past. The demographic information revealed that the sample comprised of 210 males and 150 females (58.30%, 41.70% respectively). 115 (31.90%) of the employees were in the age of below 30 years, 115 (31.90%) were between 31 and 40 years, 70 (19.50%) were between 41-50, and 60 (12.5%) were of age (Above 50).

Data Analysis

To test our hypothesis, we used structural equation modeling (SEM) with SPSS AMOS version 23. Since there were 360 research variables, robust maximum likelihood estimation (MLR) was carried out for all model estimations. According to Hu and Bentler's (1998) advice, the models' goodness of fit was assessed using the Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), Standardised Root Mean Square Residual (SRMR), and Chi-Square Test Statistics. A low chi-square value indicates that the model accurately represents the data. We also evaluated fit indices, which are less sensitive to the number of observations than chi-square, which is sensitive to sample size. An RMSEA value of less than 0.06 and an SRMR value of 0.08 or below are considered to be indicators of good model fit (Hu and Bentler 1999). A decent model and a sufficient fit are regarded as having TLI and CFI values of 0.95 and 0.97, respectively.

Table 1: Demographic Profile of the Respondents

		Male	Female
Age Group in years	Up to 30	65	50
	31-40	70	45
	41-50	40	30
	Above 50	35	25

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CONFIRMATORY FACTOR ANALYSIS USING SPSS

A method called factor analysis is used to condense a huge number of variables into a manageable set. The highest common variances of all potential components are added together in this manner to produce a common score. To do additional analysis, this score can be utilized as an index of all elements.

Table 2: Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	2634.448
	df	136
	Sig.	.000

Table 3: Rotated Component Matrix

	Component					
	1	2	3	4	5	6
WLD1	.813					
WLD2	.836					
WLD3	.851					
TP1				.882		
TP2				.687		
TP3				.714		
AUT1			.833			
AUT2			.810			
AUT3			.794			
WIM1		.853				
WIM2		.858				
WIM3		.796				
EWB1						.862
EWB2						.859
BO1					.576	
BO2					.826	
BO3					.860	

As a method of data reduction, exploratory component analysis was used to identify seven constructs that might guarantee convergent, construct, and discriminant validity. The primary component method of factoring was employed to accomplish this goal. Since the number of samples was sufficient to run the Kaiser-Meyer-Olkin (KMO) test with a value of 0.802 and a threshold limit of 0.70, the sample's sufficiency was valid.

Measurement Model

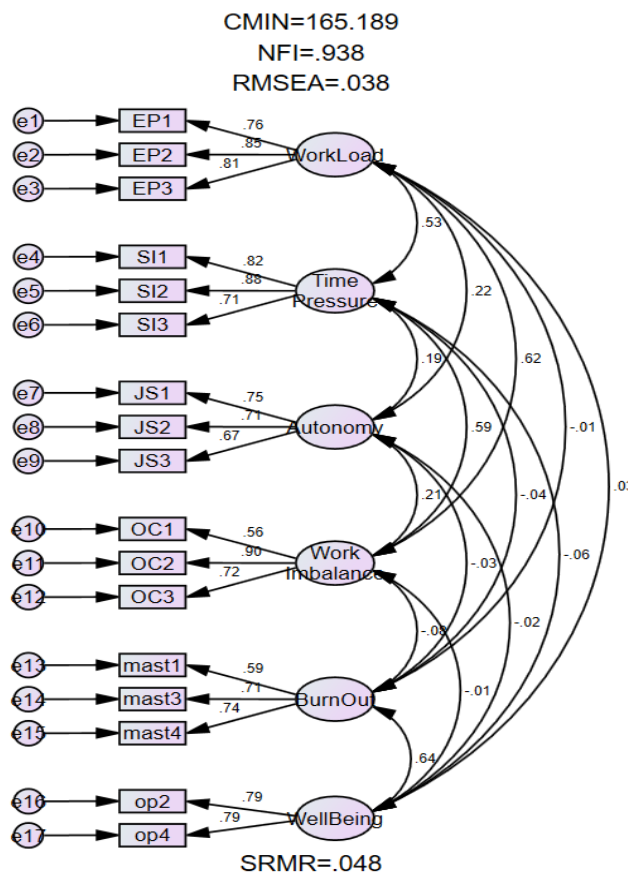


Figure 2: Measurement Model

Five additional widely used goodness-of-fit (GOF) tests were used in addition to the traditional Chi-square (minimum value of discrepancy, or CMIN) test. There are several of them, including the Tucker-Lewis index (TLI), comparative fit index (CFI), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), and root mean square error of approximation (RMSEA). The measurement model's CMIN to degree of freedom ratio was 1.389 (p.000), which is less than the recommended value of 3 (Byrne, 2010), according to Byrne (2010) and Kline (2011) Table 5. Additionally, it was established that the remaining five GOF indices (including GFI = 0.942 AGFI = 0.93, TLI = 0.975, CFI = 0.983, and RMSEA = 0.037) were noticeably higher than the necessary value.

Table 4: Master Validity Measures: Convergent and Discriminant Validity

	CR	AVE	MSV	MaxR(H)	WL	TP	AU	WI	BO	WB
WL	0.868	0.718	0.429	0.896	0.841					
TP	0.812	0.606	0.434	0.822	0.662***	0.778				
AU	0.774	0.548	0.162	0.792	0.364**	0.403	0.741			
WI	0.786	0.569	0.120	0.822	0.305	0.130	0.346	0.754		
BO	0.824	0.623	0.234	0.850	0.376	0.402	0.246	0.248	0.812	
WB	0.788	0.598	0.250	0.812	0.238	0.126	.312	0.222	.348	0.765

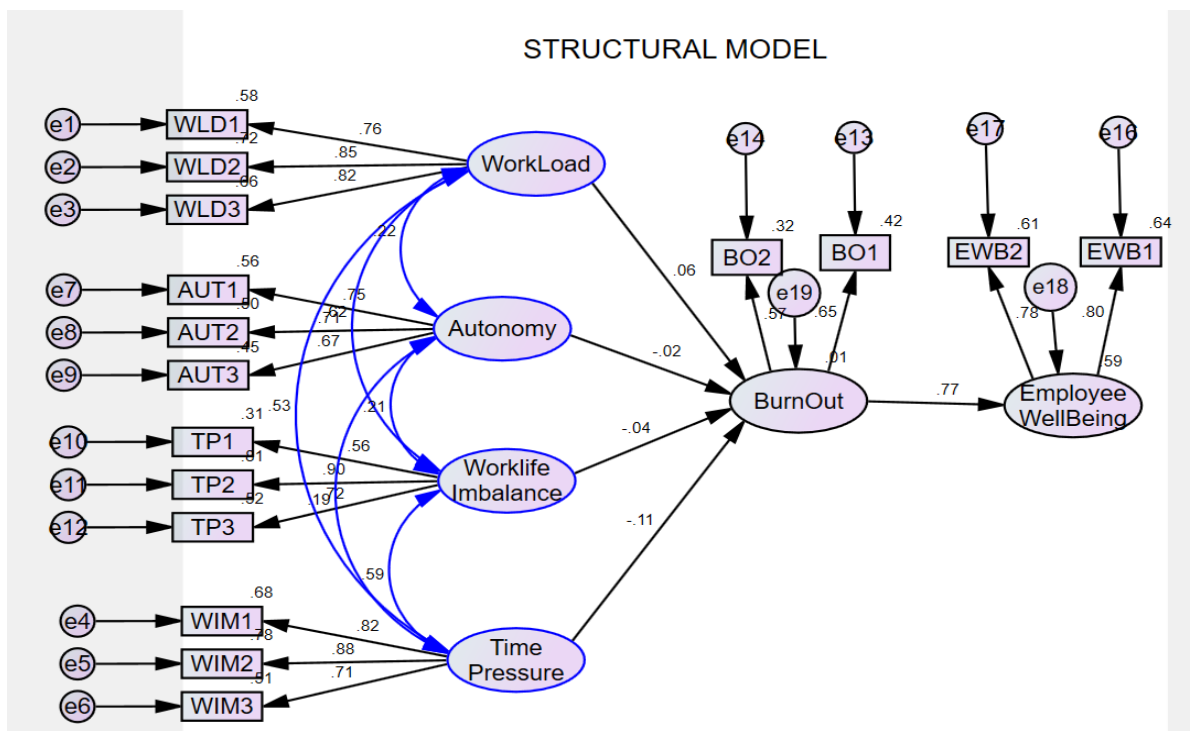
The study's constructs had Cronbach's alpha values that exceeded the 0.7 cutoff threshold established in the literature (Fornell & Larcker, 1981). Due to the components, the scale seems to have a high level of internal consistency and reproducibility. (Fornell & Larcker, 1981).

Due to the components, the scale seems to have a high level of internal consistency and reproducibility. According to the AVE result (see Table 4), values ranged from 0.598 to 0.718. By contrasting the squared root values of AVE with the correlations between the inter-constructs, we were able to evaluate the discriminant validity of the model using the Fornell and Larcker Criteria (1981).

Square root values that are bolded in Table 4 denote higher values than those for the inter-construct correlation. Thus, it can be concluded that the measuring model employed has discriminant validity and that the constructs examined in the study are distinct from those employed in previous studies. The discriminant validity of the measurement model was further examined using the Heterotrait and Monotrait ratio of correlations (HTMT) method (Henseler et al., 2015). The HTMT method, which assesses the discriminant validity of the variables, is a more recent breakthrough in SEM.

The outcomes for all four constructions satisfied the threshold requirements. Square root values that are bolded in Table 4 denote higher values than those for the inter-construct correlation. Thus, it can be concluded that the measuring model employed has discriminant validity and that the constructs examined in the study are distinct from those employed in previous studies.

The discriminant validity of the measurement model was further examined using the Heterotrait and Monotrait ratio of correlations (HTMT) method (Henseler et al., 2015). The HTMT method, which assesses the discriminant validity of the variables, is a more recent breakthrough in SEM. The outcomes for all four constructions satisfied the threshold requirements.



The structural model of wellbeing then provided a satisfactory match to the data, with the following values: CMIN = 145.132, p 0.003, RMSEA = 0.034, SRMR = 0.023, TLI = 0.957, and CFI = 0.951. A structural model in AMOS with SEM analysis was created based on the CFA measurement model to demonstrate the multivariate relationship between the five JD-R model variables, burnout, and employee well-being. All of the hypothesized associations H1, H2, H3, and H4 are supported, as seen in Table 4. On the other side, it has been discovered that employee burnout has a statistically significant effect on predicting employee well-being.

Path Analysis

Table 4: Hypothesis Testing

Hypothesis			Estimate	S.E.	C.R.	P
BO	<---	WLD	0.209	.095	2.198	.003
BO	<---	TP	0.154	.073	2.099	.000
BO	<---	AUT	0.238	.073	3.266	.001
BO	<---	WIM	0.256	0.40	.634	.000

RESULTS

The statistical findings demonstrate that workload significantly affects burnout (= 0.209; p = .003), supporting the hypothesis (H1). It suggests that a rise in workload will always lead to a rise in burnout. Likely supporting the hypothesis (H2) is Time pressure has a significant impact on burnout = -0.1549; p = .000. It means that working under deadlines will cause more burnout. In the same way, autonomy has a significant impact on burnout (-0.238; p = .000),

supporting the hypothesis (H3) as well. It means that greater autonomy will lead to more burnout. Last but not least, (H4) Work life imbalance has a significant impact on burnout = - 0.254; $p = .000$), supporting the hypothesis (H4). It suggests that a balance between work and life will increase burnout. According to SEM research, employee burnout and wellbeing are significantly impacted by job demand and resource availability. South Indian manufacturing companies should lessen the strain on their staff and provide them some autonomy within set parameters. It would help people maintain a healthy balance between their personal and professional life, preventing burnout. Thus, if they were in a good mood, they would perform better.

DISCUSSION

A balanced workload can surprisingly have a positive impact on employee burnout behavior. When tasks are well-distributed and achievable, employees often feel a sense of accomplishment and engagement. Challenging yet manageable workloads can enhance skill development, job satisfaction, and overall motivation. Employees are less likely to experience burnout as they find purpose and fulfilment in their responsibilities. This positive work environment encourages a healthier work-life balance and helps prevent the physical and emotional exhaustion associated with burnout, ultimately leading to higher job retention rates and improved overall well-being. Also, Moderate time pressure can surprisingly yield a positive impact on employee burnout behavior. It can stimulate focus and efficiency, preventing prolonged periods of monotony.

Time-sensitive tasks can enhance problem-solving skills and prioritization, boosting confidence and reducing the likelihood of burnout. However, excessive time pressure can lead to stress and decreased job satisfaction, increasing the risk of burnout. Striking a balance where time constraints challenge without overwhelming employees can create a motivating environment that cultivates a sense of achievement and mastery, counteracting burnout tendencies. Additionally, Autonomy can significantly positively influence employee burnout behavior. Granting employees a degree of control over their tasks and decisions fosters a sense of ownership and responsibility.

This empowerment reduces micromanagement-related stress and enhances job satisfaction. Autonomy encourages creative problem-solving, skill development, and a sense of accomplishment, all of which mitigate burnout risk. When individuals have the freedom to align their work with personal strengths and preferences, they experience greater engagement and motivation. However, excessive autonomy without proper support or guidance can lead to isolation and pressure. Balancing autonomy with collaboration creates an environment where employees thrive, preventing burnout and promoting overall well-being. Moreover, maintaining a healthy work-life balance significantly bolsters employee burnout behavior.

When individuals can allocate time for personal pursuits, relaxation, and family, they recharge and reduce stress. A balanced life prevents prolonged periods of overwork, exhaustion, and emotional strain, common contributors to burnout. Employees who feel they have time for hobbies and loved ones are more likely to experience job satisfaction and improved mental

well-being. An organization that promotes work-life balance demonstrates care for its employees, fostering loyalty and productivity. Striking this equilibrium lessens burnout's physical and emotional toll, ensuring a motivated and fulfilled workforce

CONCLUSION

This study highlighted the unique importance of occupational resources in terms of their influence on lowering emotional exhaustion while also boosting wellbeing. As a result, it seems more crucial than ever to adopt a resource-oriented strategy, minimize job expectations, and whenever possible, concentrate on the promotion of job resources. Workplace interventions in manufacturing contexts should concentrate on lowering job demands and boosting employment resources in order to increase employee well-being. Particularly, a fair and encouraging workplace culture built on shared values could help to promote health and well-being while reducing emotional exhaustion.

The general and promotion-related management transparency are important elements of organizational fairness. In conclusion, it is critical for managers to recognize the connection between work expectations and employee burnout. Managers may effectively lower the risk of burnout, increase employee engagement, and develop a resilient and high-performing staff by putting measures into place that address workload, resource availability, work environment, and work-life balance.

Theoretical Implications

Studying the theoretical implications of the impact of job demands on employee burnout behavior holds significant academic importance. This research can contribute to advancing existing theories related to stress, burnout, and organizational behavior. By empirically examining the relationship between job demands and burnout in various contexts, researchers can refine and validate theoretical models, enhancing our understanding of the underlying mechanisms and causal pathways involved.

This could lead to the development of more nuanced and comprehensive frameworks that incorporate moderating and mediating factors, shedding light on the complexities of how job demands directly and indirectly influence burnout outcomes. Additionally, the study could enrich theories related to job design, work motivation, and employee engagement by exploring how specific job demands impact different facets of employee well-being and performance. The findings have the potential to question or extend current theoretical assumptions and paradigms, sparking further research and discussion within the academic community.

Furthermore, by providing insights into the development of evidence-based interventions that companies may use to manage job demands and alleviate burnout, this research can assist bridge the gap between theoretical models and practical applications. To summarize, the theoretical implications of this study go beyond the immediate setting to contribute to a larger body of knowledge in organizational psychology, human resources, and management sciences.

Managerial Implications

Understanding how employee burnout is influenced by job demands has significant managerial consequences for establishing a long-lasting and effective work environment. Excessive job demands, such as heavy workloads, unreasonable deadlines, and continual multitasking, can result in emotional tiredness, poor performance, and increased burnout among employees. Managers should focus on many measures to mitigate these harmful effects.

First and foremost, it's crucial to distribute the workload and set reasonable goals. Managers must make sure that tasks are distributed properly while taking into account each employee's abilities and skills. Effective workload management can be facilitated by regular check-ins and clear expectations communication. Second, it's critical to offer sufficient training and resources. Giving workers the resources and know-how, they require to complete their work might make them feel less frustrated and helpless, which reduces burnout.

The importance of creating a positive work atmosphere cannot be overstated. The danger of burnout can be decreased by fostering open communication, appreciating and rewarding efforts, and providing flexible work schedules to staff. Promoting healthier employee work-life balance is another crucial factor. Chronic stress accumulation can be avoided by promoting breaks throughout the day and allowing people to disconnect after work hours.

Scope for Further Research

Our understanding can be deepened and more nuanced insights can be gleaned by conducting additional study on the relationship between job demands and employee burnout behavior. Examining potential mediating elements including coping strategies, social support, and personality features may help us gain a more complete understanding of how job demands affect burnout outcomes. Another interesting angle is the cultural context, which looks at how various cultural viewpoints affect how people perceive and react to job expectations.

Investigations investigating how digital communication and constant connectivity interact with work demands and cause burnout are necessary given the changing nature of technology and remote employment. Longitudinal research can shed light on how this relationship changes over time and how it is dynamic. Comparative studies between professional groups can reveal particular pressures and coping processes.

Evidence-based workplace solutions can be directed by evaluating the effectiveness of treatments and the contribution of organizational factors in reducing the effect of job demands on burnout. Such study has the ability to guide targeted initiatives, regulations, and procedures that support organizational success and employee well-being in the face of changing workplace dynamics.

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