



Antecedents and Consequences of Job Burnout among Human Resources Employee in Saudi Arabia

Prof. Abdulmohsen A. Naasani

nassani@ksu.edu.sa

Fatimah Faez AlDawsari

fatimaaldosry.98@gmail.com

Department of Management
College of Business Administration
King Saud University, Saudi Arabia

Abstract

Burnout has a negative impact not only on individuals but also on organizational outcomes' efficiency and effectiveness, hence harming and threatening its survival. The study is conducted with the aim of investigating antecedents and consequences of job burnout among human resources employee in Saudi Arabia. Variables are job burnout workaholism, followed by job stress, emotional exhaustion, and turnover intention. Participants in this research were 206 employees working in Saudi Arabia. The data were collected by using an online questionnaire consisting of six sections and analyzed by SPSS. The results of the study show that job stress has a positive relation to job burnout and emotional exhaustion. Job burnout has positive impact to emotional exhaustion. Emotional exhaustion positively related to turnover intention. On the other hand, workaholism shows a negative relation with job burnout. 5 Hypothesis were developed to test the variables relation. moreover, implications would prove helpful to managers and HR professionals to understand the burnout behaviors of the HR employees in the workplace and adopt approaches and strategies to overcome burnout presently and for new era.

Keywords: *Job Burnout, Workaholism, Job Stress, Emotional Exhaustion, Turnover, Human Resources, Saudi Arabia.*

Introduction

Job burnout, a phenomenon that has become widespread and critical in the rapidly changing workplace, is now a significant problem for employees from different professional and industrial backgrounds. Job burnout causes emotional exhaustion and depersonalization and might also develop a sense of not accomplishing anything positive despite attending work every day (Ogboenyi, 2019). This may, however, lead to a person's mental health that is deeper than an individual's and affects the progress of the whole organization and its overall performance. Job burnout is a complex concept that numerous researchers and practitioners have lately debated. Ogboenyi (2019), who studied the correlations between burnout in neonatal intensive care unit nurses, missed nursing care, turnover status, and job satisfaction, found a high burnout rate among nurses. The study has shown that the poor quality of care and the rate of unplanned employee departure are the devastating effects of fatigue in the healthcare industry. First, based on these connections, (Mcgoey 2022) studied burnout as an intermediate factor in a workaholic-intention of turnover relationship. The research demonstrated that employees whose names are mentioned by the term workaholic, defined as an obsessive and compulsive tendency to work more, would be more at risk of burnout, leading them to resign if they feel that they didn't get recognition for their efforts.

* This article was submitted in May 2024, and accepted for publishing in August 2024.

DOI: 10.21608/aja.2024.291032.1650

Burnout playing a role in the service quality and goods an organization offers to their clients, causing its name to be damaged and its customers' ire to rise. Therefore, comprehension of complex interactions between different components of workaholism, job stress, job burnout, emotional exhaustion and turnover intentions will play an essential role in preventing work stress. As the strands of causality are undone, companies can shape integrated and productive directions to manage the hazards that accompany burn-out. Such tactics can feature the provision of work-life balance programs, the promotion of a supportive workplace culture, the use of stress management resources and tools, and strategies to manage stress. In short, it is important to mention that job burnout is an issue full of complexity and deserves the attention and interest of organizations and employees. In addition to workaholism, followed by job stress, emotional exhaustion, and turnover intention, There is a need to understand the interplay among the factors and implement strategies to address and alleviate the dangers of these factors. Organizations must build empathy, a caring culture, and self-care practices to get a better and more engaged workforce, creating a sustainable workplace culture where all the stakeholders benefit.

This study mainly discusses the antecedents and consequences of job burnout among HR employee the Kingdom of Saudi Arabia. In this study, I examined two variables (Job stress and Workaholism) and how each variable plays a significant impact leading to job burnout emotional exhaustion, and turnover intention. All are serious, sometimes interconnected elements that require the attention of stakeholders. Consequently, emotional exhaustion and turnover rate have a sequential relation related to job burnout. Certainly, it has been proven that HR employees are struggling from job burnout throughout their career. The study shows how each variable impacts employee satisfaction, emotions, and employment relationships as below theoretical model showing:

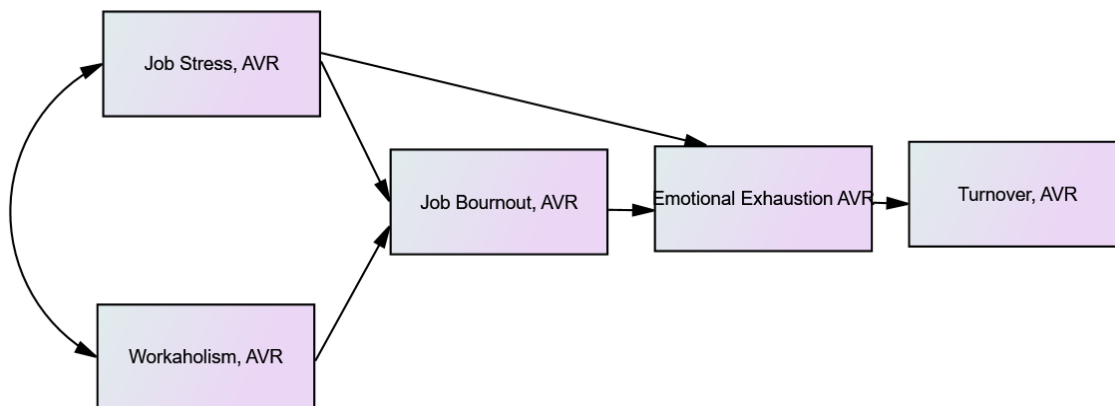


Figure 1: Theoretical Model

Theoretical Background and Hypothesis Development:

The Relationship between Job Stress and Job Burnout

Job stress is another critical concept to be considered as it relates to ‘a physiological and psychological strain on the feelings of an individual that is provoked by specific stimuli in the work environment’(Mehta, 2010). More specifically, it appears when there is a perceived gap between “the scope of an individual’s work combination and their active or passive efforts to meet those demands”. Sources of job stress include but are not limited to, demanding workloads, time pressure, oppressive role conflicts, lack of peer support, and organizational constraints. As mentioned before, job burnout implies “a psychological syndrome exemplified by emotive tiredness, depersonalization, and low-personally scheduled perceptions ensuing from ageing vulnerability to job stressors”(Ogboenyiya, 2019). It is often seen as the outcome of needs prolonged exposure to job stress and failure to recover from the debilitating effects of continuous work-related stress.

Numerous studies have established a strong positive relationship between job stress and burnout (Mehta, 2010; Ogboenyiya, 2019). When individuals experience high levels of job stress over an extended period, they are more likely to develop burnout symptoms, such as emotional exhaustion, detachment from their work and colleagues, and a diminished sense of efficacy and accomplishment. The chronic strain associated with job stress can deplete an individual's emotional resources, leaving them feeling emotionally drained and unable to cope effectively with the demands of their work. Additionally, prolonged exposure to stressful work conditions can lead to cynicism and detachment as individuals attempt to distance themselves from the sources of stress as a coping mechanism (Ogboenyiya, 2019). Furthermore, job stress can undermine an individual's sense of personal accomplishment by creating a perception of inadequacy or lack of control over their work environment. When individuals feel overwhelmed by job demands and unable to meet them effectively, they may experience a reduced sense of achievement and competence in their work (Mehta, 2010). Based on the theoretical results, the first hypothesis of this study was developed as the following:

H 1: Job Stress positively relates to job burnout.

The Relationship between Workaholism and Job Burnout

In today's fast-paced, high-pressure work environments, burnout has become a silent epidemic, impacting employees across industries and levels. Workaholism is characterized by an excessive and compulsive preoccupation with work, often leading to neglecting other important life domains (Bonebright, 2001). It involves a strong inner drive and motivation to work excessively hard without external pressures or rewards. Workaholics tend to have difficulty disengaging from work and often sacrifice personal relationships, leisure activities, and self-care to pursue their work goals. On the other hand, job burnout is a psychological condition in which a person experiences emotional exhaustion and depersonalization and might also develop a sense of not accomplishing anything positive despite attending work every day (Ogboenyiya, 2019). Job burnout is a psychological syndrome that arises from prolonged exposure to chronic job stressors (Ogboenyiya, 2019). It is characterized by three key dimensions: emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment. Emotional exhaustion refers to the depletion of emotional resources and a feeling of being emotionally drained by the demands of work. Depersonalization involves a detached and cynical attitude towards one's work and the people associated with it. At the same time, a reduced sense of personal accomplishment reflects a lack of feelings of achievement and competence in one's job. Previous research has consistently demonstrated a strong positive relationship between workaholism and job burnout (Bonebright, 2001; McGoey, 2022). Workaholics are more susceptible to experiencing the emotional exhaustion and depersonalization that characterize burnout. Their compulsive need to work and unrealistic expectations can lead to constant stress and emotional depletion, increasing their risk of burnout. Furthermore, workaholics often neglect other important aspects of their lives, such as social relationships and leisure activities, which can protect against burnout. This lack of balance and support can exacerbate the negative effects of their excessive work engagement, further contributing to burnout symptoms. Based on the theoretical results, the second hypothesis of this study was developed as the following:

H2: Workaholism positively relates to job burnout.

The Relationship between Job Burnout and Emotional Exhaustion

Emotional exhaustion is a central and defining component of job burnout, depersonalization (or cynicism) and a diminished sense of personal accomplishment (Ogboenyiya, 2019; McGoey, 2022). Emotional exhaustion is often the first and most prominent symptom of job burnout, as it reflects the depletion of emotional resources resulting from chronic job stressors. When individuals feel emotionally overextended and unable to replenish their emotional reserves, they may develop a detached and cynical attitude towards their work and the people associated with it (depersonalization), as well as a diminished sense of personal

accomplishment and efficacy in their job roles. The emotional exhaustion component of job burnout can significantly affect an individual's well-being and job performance. Individuals experiencing emotional exhaustion may feel physically and emotionally drained, leading to decreased motivation, increased absenteeism, and a reduced capacity to perform their duties effectively. They may also experience negative emotions such as irritability, anxiety, and depression, further compounding the negative effects of emotional exhaustion (McGoey, 2022). Furthermore, emotional exhaustion can be a self-perpetuating cycle, as emotionally drained individuals may struggle to effectively manage their job demands and cope with additional stressors, further exacerbating their feelings of exhaustion and burnout (Ogboenyi, 2019). Individuals experiencing job burnout will also experience higher levels of emotional exhaustion, as emotional exhaustion is a core component and defining feature of burnout syndrome. Addressing emotional exhaustion may be crucial in mitigating the negative effects of job burnout and promoting employee well-being and job performance (Matofari et al., 2014). Based on the theoretical results, the fifth hypothesis of this study was developed as the following:

H 3: Job Burnout positively relates to Emotional Exhaustion.

The Relationship between Job Stress and Emotional Exhaustion

Emotional exhaustion, a core component of job burnout, refers to the depletion of emotional resources and a lack of energy resulting from prolonged exposure to job stress (Ogboenyi, 2019; Mehta, 2010). When individuals experience high levels of job stress over an extended period, their emotional reserves become depleted, leaving them feeling emotionally drained and unable to cope effectively with the demands of their work. Cox (2010), defined stress as a "perceptual phenomenon arising from a comparison between the level of demand put on a person versus his ability to cope. Job stress can arise from various sources, such as heavy workloads, time pressures, role conflicts, lack of support, and organizational constraints. Prolonged exposure to these stressors can tax an individual's emotional resources, gradually eroding their capacity to manage the emotional demands of their work. As a result, individuals may experience a sense of emotional exhaustion, characterized by feelings of being overextended, drained, and unable to replenish their emotional reserves. Furthermore, job stress can lead to emotional exhaustion by activating physiological stress responses, such as increased cortisol levels and other stress hormones. Chronic activation of these stress responses can harm an individual's physical and emotional well-being, contributing to fatigue, irritability, and a general lack of energy (Mehta, 2010). Additionally, job stress can contribute to emotional exhaustion by undermining an individual's ability to manage and cope with work-related demands effectively. When individuals perceive a mismatch between the demands placed upon them and their available resources, they may experience a sense of helplessness and emotional depletion, further exacerbating the feelings of emotional exhaustion (Ogboenyi, 2019). Based on the theoretical results, the fourth hypothesis of this study was developed as the following:

H 4: Job Stress positively relates to Emotional Exhaustion.

The Relationship between Emotional Exhaustion and Turnover Intentions:

Emotional exhaustion, a key dimension of job burnout, has been consistently linked to increased turnover intentions and actual employee turnover behavior (McGoey, 2022; Ogboenyi, 2019). When individuals experience emotional exhaustion, they lack the emotional resources to cope with job demands effectively and may develop a desire to leave their current employment situation. Emotional exhaustion can contribute to turnover intentions through several mechanisms. First, emotionally exhausted individuals may perceive their jobs as increasingly demanding and overwhelming, leading to disengagement and a desire to escape the source of their emotional depletion (Ogboenyi, 2019). Additionally, emotional exhaustion can impair job performance and productivity, potentially leading to negative evaluations or consequences that further exacerbate feelings of inadequacy and a desire to leave the organization. Moreover, emotional exhaustion can negatively impact an individual's job satisfaction and organizational commitment, factors

consistently linked to increased turnover intentions (McGoey, 2022). When individuals feel emotionally drained and unable to perform their duties effectively, they may experience diminished job satisfaction and a weakened sense of attachment to their organization, increasing the likelihood of seeking alternative employment opportunities. Furthermore, emotional exhaustion can harm an individual's physical and mental well-being, contributing to burnout and potentially leading to absenteeism or the decision to leave the organization to prioritize their health and well-being (Ogboenyi, 2019). Based on the theoretical results, the fifth hypothesis of this study was developed as the following:

H5: Emotional Exhaustion positively relates to Turnover Intentions.

Methodology

Sample and Data Collection:

This study examined a theoretical model on antecedents and consequences of job burnout among human resource employee in the Kingdom of Saudi Arabia. Data was collected via an online questionnaire. It consisted of 3 demographic questions, in addition to 41 items to measure the study's variables, 10 items to measure job burnout, 13 items to measure Workaholism, 6 items to measure job stress, 8 items to measure emotional exhaustion, and 4 items to measure turnover intention. The sample of this study consisted of 206 participants working as human resource employee in Saudi Arabia.

Measures

A Five-point Likert scale was used for the sample's responses in all items, the scale ranking from 1-Strongly Disagree to 5-Strongly Agree to measures the study's variable as follows:

- 1- **Job Burnout:** Job burnout was measured by using a total of 10 statements from a path analysis study of the influence of teaching perspectives and perceptions of job burnout on instructor turnover intentions developed by Matofari, F. N. (2014). An example is "I have difficulty thinking about complex things."
- 2- **Job Stress:** Job stress was measured by using a total of 6 statements from an examination of job stress and its effects on burnout, job satisfaction and job turnover intentions among regulatory affairs professionals in new jersey developed by Mehta, D. (2010). An example is "Working here leaves little time for other activities."
- 3- **Workaholism:** Workaholism was measured by using a total of 13 statements from Burnout as a mediator in the workaholism-turnover intentions relationship developed by McGoey, K. M. (2022). An example is "I feel upset if I have to miss a day of work for any reason."
- 4- **Emotional Exhaustion:** Emotional exhaustion was measured by using a total of 8 statements from an examination of job stress and its effects on burnout, job satisfaction and job turnover intentions among regulatory affairs professionals in new jersey developed by Mehta, D. (2010). An example is "I feel emotionally drained from my work."
- 5- **Turnover Intention:** Turnover intention was measured by using a total of (6) statements from Siti, N., Abdul, H., Muhammad, S., Waseem, H., Muhammad, A. & Shahid, M. (2020). Antecedents of Job Stress and Its Impact on Nurse's Job Satisfaction and Turnover Intention in Public and Private Hospitals of Punjab Pakistan. 8. 129-137. An example is "I often think about quitting my job."

Statistical Methods:

- 1- Demographic Statistics.
- 2- Descriptive statistics (Percentage, Mean, Standard deviation , Figure)
- 3- Person correlation coefficients for validity internal consistency.
- 4- Testing Research Model using path analysis method.
- 5- Coefficients of Cronbach' alpha for reliability.

Results

Demographic Statistics

In this study, Software Package for Social Sciences (SPSS) and Analysis of Moment Structures (AMOS) were used to analyze descriptive statistics and Cronbach' alpha for reliability for all variables. The questionnaire of this study included 3 demographic questions: Gender of the participant, age, and years of experience. The result as shown in table 1 as following :

- 1- Gender of the participants male are 28.6% of the sample and 71.4% are female.
- 2- Participants whom their age less than 20 years are 1.0%, 37.4% are "20-29", 29.1% are "30-39", 20.9% are "40-49", and 11.7% are "50 and above".
- 3- Participants whom their years of experience from "1-4" are 39.8%, 17.0% are from " 5-9",12.6% are from "10-14" , 8.3% are from "20-24", 16.0% are from "25- above."

Table 1: Demographic Statistics(N=206)

Variable	Frequency	Percentage %
Gender	Male	59 28.6%
	Female	147 71.4%
Age	Less than 20	2 1.0%
	20-29	77 37.4%
	30-39	60 29.1%
	40-49	43 20.9%
	50 – above	24 11.7%
Years of Experience	1-4	82 39.8%
	5-9	35 17.0%
	10-14	26 12.6%
	15-19	13 6.3%
	20-24	17 8.3%
	25 – above	33 16.0%

Reliability Analysis

Table 2 shows reliability analysis. Cronbach's alpha was used to measure the internal consistency between the scales' items. Table 2 shows the findings of Cronbach's alpha measurement for all variables.

presents Cronbach's Alpha values for each construct of the questionnaire as well as for the questionnaire as a whole . Cronbach's Alpha values for the individual constructs range from 0.922 to 0. 804 , with Job Burnout at 0.922 (10 items) . Workaholism at 0. 873 (13 items) . Job Stress at 0.804 (6 items) , Emotional Exhaustion at 0.882 (8 items) and Turnover at 896(4 items) . All the variables have an alpha correlation higher than .80, suggesting the relatively high internal consistency in the variables' items. These values fall within the high range , indicating a strong reliability for each construct within the questionnaire . Furthermore , the overall Cronbach's Alpha for the entire questionnaire is 0.815 , calculated across 16 items . This high value demonstrates excellent reliability for the questionnaire in its entirety . As a result , the questionnaire is considered reliable for distribution to the target population sample .

Table 2:Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Burnout	.922	.923	10
Workaholism	.873	.873	13
Job Stress	.804	.808	6
Emotional Exhaustion	.882	.877	8
Turnover	.895	.896	4

Descriptive Statistics

Table 3 shows the descriptive statistics mean and standard deviation of study's variables: job burnout ,workaholism, job stress , emotional exhaustion, turnover intention. The emotional exhaustion variable has the highest mean score with (3.543), while job burnout had a mean score with (3.205). Turnover was rated score with (3.4163), where job stress was rated score with (3.3422) and workaholism was rated score with(3.2845). Correlation coefficient test was conducted to examine the relationship between the study's variables.

Table 3:Descriptive Statistics

Variable	Mean	Std. Deviation	N
Job Burnout	3.205	.9262	206
Workaholism	3.2845	.737455	206
Job Stress	3.3422	.87361292	206
Emotional Exhaustion	3.54308	.870526	206
Turnover	3.4163	1.18757	206

Pearson Correlations

Correlation coefficient test was conducted to examine the relationship between the study's variables. The correlation test shows that there is a positive relationship between job burnout and other variables. Correlation test finding aligned with the pervious literature review.

Table 4: Correlations

Variables	Job Burnout	Workaholism	Job Stress	Emotional Exhaustion	Turn-over
Job Burnout Pearson Correlation	1				
Workaholism Pearson Correlation	.253**	1			
Job Stress Pearson Correlation	.628**	.540**	1		
Emotional Exhaustion Pearson Correlation	.725**	.327**	.789**	1	
Turnover, Pearson Correlation	.513**	.189**	.516**	.613**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Path Coefficient

Table 5 shows path coefficients analysis used to evaluate the relationship between study's variables. It shows that the path from Job Stress to Job Burnout has a significant positive coefficient of .736, with a high level of statistical significance (C.R. = 10.843 , $p < .068$), supporting the hypothesis that Job Stress positively influences Job Burnout. On the other hand , as per table 5 the finding of the second hypothesis shown that there is no significant relationship between the workaholism and job burnout. Therefore, there is no statistical relationship. The path from Job Burnout to Emotional Exhaustion has a significant positive coefficient of .356, with a high level of statistical significance (C.R. = 7.832 , $p < .068$), supporting the hypothesis that Job Burnout positively influences Emotional Exhaustion. Similarly, analysis of Job Stress to Emotional Exhaustion substantiated by a ratio of .549 and a highly significant (C.R. = 11.383 , $p < .068$), which strongly implicate Job Stress on Emotional Exhaustion . The last analysis shows that, the path relationship between Emotional Exhaustion and Turnover is also significant , evaluated by a coefficient of .837 , with a (C.R. = 11.115 , $p < .068$), confirming the positive influence of Emotional Exhaustion Turnover .

Table 5: Path Coefficient

Path	Coefficient	Estimate	S.E.	C.R.	P	Result
Job Burnout <--- Job Stress	.736	.068	10.843	***	Supported	
Job Burnout <--- Workaholism	-.152	.080	-1.895	.058	Not Supported	
Emotional Exhaustion <--- Job Burnout	.356	.045	7.832	***	Supported	
Emotional Exhaustion <--- Job Stress	.549	.048	11.383	***	Supported	
Turnover <--- Emotional Exhaustion	.837	.075	11.115	***	Supported	

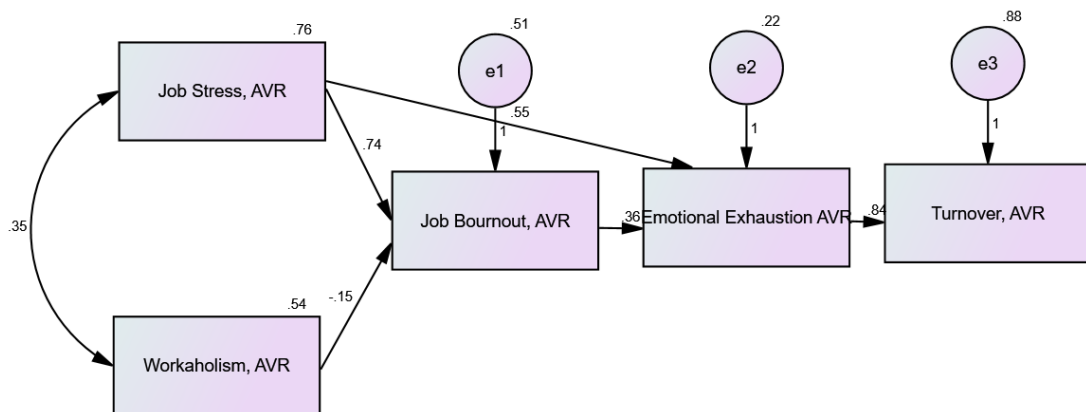


Figure 2: Standard Estimation Conducted by AMOS

Model Fit Result

Table 6 indicate the values for the model from the statistical analysis conducted on the questionnaire data . The model shows a good fit to the data. The (CMIN / DF) is .2.189 , which is an excellent model fit as it is below the commonly accepted threshold of 3 .The Goodness of Fit Index (GFI) is .984 and (CFI)is .991, both representing the good fit of data. The (AGFI) is .940 , also indicating a strong fit. The (RMSEA), is at .076.

Table 6: Model Fit Indices

Statistics	Results
CMIN/DF	2.189
GFI	.984
CFI	.991
AGFI	.940
RMSEA	.076

Discussion

Findings provide strong theoretical implications for antecedents and consequences of job burnout among human resources employee in Saudi Arabia , highlighting the significant relationships and impact. Job stress has absorbed the focus of specialists everywhere and is considered a crucial risk factor for job burnout (Mehta, 2010). The purpose of the study by Mehta (2010) is to contribute to environmental analysis. The research investigates job stress and its effects on mental disorders, job satisfaction, and job turnover intentions of regulatory affairs officers in New Jersey. His study support the findings of the first hypothesis that individuals experiencing higher levels of job stress will be more likely to develop job burnout, as prolonged exposure to job stress can lead to emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment .As mentioned before , job burnout implies “a psychological syndrome exemplified by emotive tiredness, depersonalization, and low-personally scheduled perceptions ensuing from ageing vulnerability to job stressors”(Ogboenyi, 2019). It is often seen as the outcome of needs prolonged exposure to job stress and failure to recover from the debilitating effects of continuous work-related stress. A workplace that has severe stress conditions, overwhelming duties, and even shortages of funds such environment can be devastating for employees’ mental and physical health.

The case studies projected that stress is a natural and serious concern, as it affects not only the health and wellness of employees but also the organizational success, which is why appropriate stress management techniques should be implemented. The Second hypothesis imposed that individuals with higher levels of workaholism will be more likely to experience job burnout, as their excessive work involvement and inability to maintain a healthy work-life balance increase their vulnerability to emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment. The finding of the second hypothesis shown that there is no significant relationship between the workaholism and job burnout .likelihood that the finding is not consistent with previous study due to a deficiency in the measure or small sample size. Further researches are advise to be conducted to test the relationship between the workaholism and job burnout in Saudi Arabia society.

The effects of job burnout and emotional exhaustion as they relate to one another are also critical. Emotional exhaustion is a signature element of burnout, defined as the deprivation of emotional resources and a decreased energy level (Ogboenyi, 2019). Inadequate sleep can affect an employee as negatively as they will not be able to react to work duties responsibly, manage stress effectively and keep a positive attitude towards their everyday job. This leads to emotional depletion, resulting in workers’ detachment and sarcasm; thus, darkness shades the work setting even more.

These finding support the third hypothesis that individuals experiencing job burnout will also experience higher levels of emotional exhaustion, as emotional exhaustion is a core component and defining feature of burnout syndrome. Addressing emotional exhaustion may be crucial in mitigating the negative effects of job burnout and promoting employee well-being and job performance (Matofari et al.,2014). Job stress can cause emotional exhaustion, as prolonged exposure to job stressors can deplete their emotional resources, activate physiological stress responses, and undermine their ability to cope with work-related demands effectively as mentioned in the furth hypothesis. In addition, job burnout accordingly cause

emotional exhaustion. based on a study conducted by (Maslach's & Leiter's ,1997) findings relating to physical exhaustion were referenced as it is common to both conceptualizations of job burnout . Although the words job stress may be used in the original works cited for study , they use job burnout was inferred by the researcher .In addition to that (Maslach and Jackson 1981) emotional exhaustion has the highest correlation with job burnout and they defined the concept of burnout as emotional exhaustion that is negatively related to one's occupation, which may ultimately reduce professional efficacy. This support the furth hypothesis implicated that individuals experiencing job burnout and job stress will also experience higher levels of emotional exhaustion, as emotional exhaustion is a core component and defining feature of burnout syndrome.

Hence, emotional exhaustion was found to be one of the critical turnover intentions, which is vital to organizations as they seek to retain competent employees (McGoey, 2022).This is support the fifth hypothesis of this study that individuals experiencing higher levels of emotional exhaustion will be more likely to develop intentions to leave their current employment, as emotional exhaustion can contribute to decreased job satisfaction, impaired job performance, diminished organizational commitment, and negative impacts on overall well-being. Employees can become indifferent and apathetic towards their jobs when they are burnt out and emotionally exhausted simply because they no longer identify and connect with both their tasks and company goals. Such employees will eventually decide to pursue a more fulfilling job.

According to (Porter & Steers, 1973) their research on turnover, individuals set certain expectations for their work, organization, coworkers, environment, and so on. When there is incongruence between potential rewards and desired expectations, feelings of withdrawal can become relevant and increasingly more prominent for the employee it may create direct or indirect side effects that affect organizations' efficiency, predictability, and survival. It should be understood that job burnout is not just a problem at the individual level but signifies a wider organizational impact. Those companies that ignore the correlation between burnout and their employees might have more absenteeism, decreased productivity, and increased turnover rates (Bonebright, 2001; Mehta, 2010).

Implication

The current study has provided important information on which job burnout led to certain negative individual outcomes like emotional exhaustion and turnover intentions. Stakeholders must as the demands of the modern workplace continue to intensify, the issue of burnout has taken on a new level of urgency. Employees who experience burnout are more prone to physical and mental health issues, decreased productivity, and higher rates of absenteeism and turnover. This, in turn, can lead to significant financial and operational costs for employees. Addressing the growing crisis of burnout requires a multi-faceted, proactive approach. By understanding the root causes, recognizing the warning signs, and implementing evidence-based strategies, organizations can take concrete steps to create a more sustainable, supportive work culture that empowers employees to thrive. In this article, we will explore job stress and workaholism as key drivers of burnout and outline practical solutions that organizations can implement to confront this critical challenge head-on. Organization shall follow a holistic, employee-centric approach to combat burnout and foster more resilient, engaged, and fulfilled workforces. Implications from this study can be as follow:

- 1- Encourage work-life balance: Organizations shall promote reasonable work hours and time off, discourage long overtime or working during personal time and offer flexible schedules or remote work options.
- 2- Reduce workload and demands: Organizations can assess workflows and redistribute tasks and prioritize critical tasks and eliminate unnecessary work. Also, implement project management tools to track deadlines and workloads. Redistribute work evenly among the team to avoid overloading individuals.

- 3- Foster a healthy work culture : Manager shall promote open communication and emotional support. Recognize and reward employee contributions, encourage breaks, social activities, and wellness programs and promote a culture of empathy, trust, and psychological safety. Also. encourage open dialogue about workloads, challenges, and concerns.
- 4- Provide mental health resources: Organizations can offer counseling, stress management training, and mental health benefits. In addition, train managers to identify and address burnout symptoms. create an environment where employees feel comfortable and organize workshops on stress management, mindfulness, or work-life balance. The employee is advised to seek professional help when necessary and stakeholders hold the responsibility to overcome and response to employee needs.
- 5- Develop career growth opportunities: Organizations must provide clear paths for advancement and skill development. Also , aligning employee interests and strengths with their work, offer training, mentorship, and learning opportunities.
- 6- Build a resilient team culture: Promoting collaboration, camaraderie, and social connections. Encouraging peer support and knowledge sharing. Celebrating small wins and accomplishments as a team.
- 7- Recognition and reward contributions: Implementing an employee recognition program to highlight achievements. Offering bonuses, promotions, or other incentives for exceptional work. Publicly acknowledge and celebrate team members' successes.
- 8- Monitor and address burnout indicators: Regularly providing survey employees to identify burnout risk factors. Analyzing metrics like turnover, absenteeism, and productivity. Responding promptly to any signs of burnout and address the root causes.

Addressing burnout requires a multi-faceted, collaborative approach involving both employee-centric initiatives and organizational changes. By implementing these strategies, organizations can help create a more supportive, sustainable, and fulfilling work environment for employees.

Limitation

All efforts spend in investigating antecedents and consequences of job burnout among human resources employee in Saudi Arbia ensure the study objectivity and reliability, it has several limitations. Firstly , the sample size was small comparing to HR employee marketplace in Saudi Arabia. Secondly, the majority of the participates are female indicating that they tend to experience higher levels of job burnout which might lead to obscurity regarding the generalization. Thirdly , the study variables are limited , adding more variables(workload, depression) might produce more meaningful impacts and relation for this study.

References:

- Aziz, S. & Zickar, M. J. (2006). A cluster analysis investigation of workaholism as a syndrome. *Journal of Occupational Health Psychology*, 11(1), 52–62. doi:10.1037/1076-8998.11.1.52 PMID:16551174
- Bonebright, C. A. (2001). *The relationship of workaholism with stress, burnout, and productivity*. The University of Iowa.
- Chen, T. Y., Chang, P. L. & Ching, W. Y. (2004). A study of career needs, career development programs, job satisfaction and the turnover intentions of R&D personnel. *Career Development International*, 9 (4), 424-437. doi:10.1108/13620430410544364
- Cox, T. (2010). *The nature and measurement of stress*. Ergonomics, 28, No. 81985, 1155-1153.
- Matofari, F. N. (2014). *A path analysis study of the influence of teaching perspectives and perceptions of job burnout on instructor turnover intentions at oklahoma state university*, Phd., Submitted to the Faculty of the Graduate College of the Oklahoma State University.
- McGoey, K. M. (2022). *Burnout as a mediator in the workaholism-turnover intentions relationship*, A master thesis submitted to the Graduate Faculty of Auburn University, Available from ProQuest Dissertations & Theses Global (2827703666).
- Mehta, D. (2010). *An examination of job stress and its effects on burnout, job satisfaction and job turnover intentions among regulatory affairs professionals in new jersey*, (Order No. 1487651).
- Morley, S. M. (2013). *Exploring the marital conflict of police officers: The roles of job stress, job burnout, and work-to-family conflict*. The University of North Dakota.
- Maslach, C. & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. San Francisco, CA: Josey-Bass Publishers.
- Schaufeli, W. B., Taris, T. W. & Van Rhenen, W. (2008). Workaholism, burnout, and work engagement: Three of a kind or three different kinds of employee well-being?, *Applied Psychology: An International Review*, Vol. 57, (2) 173-203.
- Porter, L. W. & Steers, R. M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin*, Vol. 80, (2) 151-176.
- Pandey, S. & Sharma, V. (2014). An exploratory study on organisational crisis in information technology industry, *International Journal of Research in Computer Application & Management*, 4, (9), 22-34.
- Pandey, S. & Sharma, V. (2016). Understanding work-related stress, job conditions, work culture and workaholism phenomenon as predictors of HR crisis: An empirical study of the indian IT sector, *International Journal of Human Capital and Information Technology Professionals*, 7 (2), 68-80.
- Siti, N., Abdul, H. M., Muhammad, S., Waseem, H., Muhammad, A. & Shahid, M. (2020). *Antecedents of job stress and its impact on nurse's job satisfaction and turnover intention in public and private hospitals of Punjab Pakistan*. 8. 129-137.
- Ogboenyi, A. A. (2019). *Exploring the associations of burnout, missed nursing care, turnover status, and job satisfaction among neonatal intensive care nurses*, Doctoral dissertation, University of Cincinnati.

