

Job Burnout: New Insights into Influencing Factors and Solutions

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ABSTRACT

By reviewing a variety of literature on job burnout in recent years, this paper discusses the causes of job burnout and how to alleviate its influence. When exploring the causes, both the internal and external causes of formation are considered. Among them, internal causes include job engagement, self-efficacy, core self-evaluation, and personality. External causes use the Job Demands-Resources theory including job demands, job resources, and other factors like working hours and structural resources. Job burnout will affect the emotional and psychological state of employees and may harm their both physical and mental health. Therefore, after understanding the influencing factors of job burnout, in order to study further in how to reduce the impact of job burnout, this article also puts forward specific solutions from both internal and external perspectives, including self-regulation, relieving work pressure, improving the work environment, flexible mechanisms of work, and psychological treatment, to help the individuals better cope with the emergence of job burnout.

Keywords: job burnout, influencing factors, job demands and resources, solutions for stress

1. INTRODUCTION

Job burnout is a significant social problem. Long-term weariness and low self-efficacy are all factors that contribute to burnout [1]. It has an impact on an employee's psychological and physical well-being. It also negates an individual's work attitude, reduces job performance, affects relationships with family and friends, and negatively influences the organization and society.

There are many causes of job burnout. In previous papers and research, the authors generally used the Job Demand-Resources (JDR) theory [2] to analyse the reasons for job burnout, which can be wholly summarized into two aspects: job demands and job resources. Thus, these two aspects mainly support the external causes of job burnout. In this paper, it is easier to understand that the reasons for job burnout are separately divided into internal and external and combined with JDR theory. At the same time, the corresponding treatment is given to make this article a better application.

To alleviate the problems of job burnout among corporate employees, this article will describe the reasons for job burnout and how to tackle the problem of job burnout effectively. Firstly, this paper will briefly explain the causes of job burnout through internal and external directions. At the same time, this paper will also put forward feasible solutions by understanding the reasons, such as finding goals, improving the sense of achievement, reducing stress, and the company's changes in the working environment. Then the working system can reduce employees' job burnout, and the treatment methods that should be used after job burnout impact mental health.

2. THE DEFINITION AND INFLUENCE OF JOB BURNOUT

2.1. Definition

According to the research done by Maslach et al. [1], burnout is a term used to describe work-related problems or syndromes caused by long-term exhaustion, co-

workers, and reduced self-efficacy. Exhaustion refers to tiredness or a reduction in willingness to commit to work. The constant repetition of a single task or a tough one can cause job burnout [3]. If an employee develops a negative feeling toward the people they work with, they will be burned out.

2.2. Influence

Burnout at work hurts an individual's mental and physical health, society and the organization. From the perspective of the economy, job burnout causes countries to lose tens of billions of dollars each year due to absenteeism, resignation and reduced productivity. Overall, job burnout will have various adverse effects on people's daily lives and the development of countries.

3. THE CAUSES OF JOB BURNOUT

3.1. Internal causes

3.1.1. Job engagement

Job burnout is a state of fatigue and cynicism about work [2]. The psychological enjoyment of work, or the responsibility that comes to an individual's thinking, is called "job engagement" [4]. According to previous studies, good job engagement enhances job performance. However, putting too much effort into one's profession might lead to employment burnout [5].

3.1.2. Self-efficacy

Self-efficacy shows someone is confident in using specific skills to solve any problem [6], which reflects the power of positive thinking. Although there are differences in the intensity of correlation among occupation, age and burnout, self-efficacy is theoretically considered to be closely related to burnout, and it has a moderating effect on job burnout [7]. Self-efficacy is effective feedback when employees face stress, the correlation coefficient with job burnout was negative. Employees that have a strong feeling of self-efficacy are more proactive and operable in the workplace and more confident in employing particular talents to solve particular tasks and obstacles. On the contrary, employees who lack self-efficacy are less confident about the skills they possess, which leads to a negative work state, and a negative work state is more likely to lead to job burnout [8].

3.1.3. Core self-evaluations

The core self-evaluation scale (CSES) can be used to predict the degree of individual job burnout [9-11]. In addition, a large number of studies show that CSE can effectively measure individual, organizational commitment and job satisfaction levels [12].

3.1.3.1. Job satisfaction

According to previous studies, job satisfaction is inversely connected with all dimensions of job burnout [13,14]. That is to say, when the employee's job satisfaction is lower, they are more likely to have job burnout. Furthermore, high job satisfaction will have a great impact on the work efficiency and overall well-being of employees, thus reducing job burnout. Also, Judge et al. [15] proposed that CSE could directly measure job satisfaction by taking self-consistency, achievement and trait perception as objective variables.

3.1.3.2. Organizational commitment

Organizational commitment acts as a mental linkage that determines whether more people identify with and appreciate the organization's aims [16]. Furthermore, there was a significant correlation between CSE and organizational commitment [17,18].

3.1.4. Personality

Personality is a stable structural component formed gradually in the individual, formed gradually by the "internalization" of objective reality in the interaction between man and the external world. Individual differences reflect the unique internal structure of individuals, which causes different individuals to have different degrees of job burnout under the same external factors [19].

Alarcon and colleagues [20] meta-analysis proved three factors in the Five-Factor Model (FFM) of personality trait theory: emotional stability, extraversion, and the JDR approach, all closely related to job burnout. People with low emotional stability feel threatened by high work intensity or complex tasks, those with strong emotional stability, find the same job demands challenging [2]. In addition, those who are emotionally stable and extroverted may choose to enter a rich work environment due to their adaptability. Neurotic or introverted employees may find challenging work stressful and settle for a steady job [20]. Some personality qualities are better equipped to cope with job demands than others in terms of personality traits. For example, extroverts may be better equipped to deal with emotional problems since they are looking for social stimulation and engagement with others.

3.2. External causes

Multiple factors contribute to burnout, such as the environment and organizational model of the workplace and pressure from other factors. Using the Job Demands-Resources theory from Bakker [21] can explore reasons for burnout. It is a well-being model to anticipate staff engagement and burnout levels. According to it, there are two types of external conditions, one is job demands and

the other is job resources. The components of a profession that require a lot of physical and psychological effort are known as job demands. As a result, the job resources of a valuable work can help employees to achieve their work while reducing their demands [22,23]. This model proves that job resources and needs are in a concomitant relationship instead of a casual relationship, so the two must come together when exploring job engagement and burnout.

3.2.1. Job demands

One of the external factors of job burnout is job demands. Research has shown that workers will quickly find themselves tired and exhausted when the extra workload consists of constant physical, emotional, or cognitive effort. Sometimes, employees even distance themselves mentally from their work, resulting in less productivity and reduced efficiency [24].

3.2.2. Job resources

Some studies have also found that work resources to a certain extent also affect job burnout. The job resources are the staff in the work that can achieve the goal and personal development [23]. For example, work becomes meaningless if autonomy or social support diminishes. Thus, the employee will have burnout. Although the influence of job resources on burnout is less than job demands, it does not mean their effects can be neglected. If an employee is not given regular feedback or is not learning from their jobs, it is found that they tend to develop negative feelings towards the job. Hence, they will be less interested [21]. However, it was found that if the employee develops a positive relationship with their employers or bosses, they will be more satisfied with their work. Therefore, the chance of job burnout can be reduced.

3.2.3. Other factors (working hours, structural resources)

When exploring external factors, most of them can be classified as job resources and demands, but they are still insufficient to some extent. Therefore, they can be classified by other factors, such as working hours and structural resources. Crawford et al. [25] discovered that excessive working hours could cause job burnout. The levels of concentration and efficiency will reduce over time. The employee will soon find the work too repetitive, and they will start to dislike the job cognitively because they will associate the job with repetitiveness and boredom. At the same time, it increases external pressures imposed on workers and deprives them of extra time and energy. These are external job demands that increase the likelihood and level of burnout.

Bakker and Juriena [26] found that organizations can employ various structural resources to avoid and mitigate

job burnout. By taking it backward, the misuse of structural resources and the inaction by job management also contribute to the production of job burnout.

Thus, linked to the JDR model, the external reasons for job burnout are easy to draw. Unreasonable factors from the outside include inequality in job demands, job resources, excessive working hours and pressure, and a lack of management in the organization.

4. SOLUTIONS

4.1. Internal causes-Solutions

Through understanding, people know that internal and external reasons cause job burnout. Job burnout causes irreversible damage to employees. Severe burnout may lead to specific psychological and spiritual harm to employees. Therefore, through the causes of job burnout, people can study some solutions to job burnout.

First, people must adjust themselves in the face of job burnout. Once people are tired of some things, they must think about whether they have goals. A sense of goal is an essential thing that makes people generate motivation. Once people lose their goals, they can quickly lose the fun and a sense of achievement. Finding plans and increasing a sense of accomplishment will make their mentality positive and experience real growth.

High job stress is a fundamental reason for burnout. The research about teachers' job burnout shows that work stress has a high predictive influence on burnout levels [27]. At the same time, other literature studies show that job stress is positively correlated with job burnout [28]. In other words, tremendous work pressure will make people nervous, resulting in job burnout. From this inference, if people want to solve the problem of job burnout, they can first consider reducing work pressure, which is a feasible method to treat job burnout. Employees can have adequate rest time to alleviate the fatigue caused by work. For example, they can choose mountaineering and concerts to relieve the tension at work on rest days, especially outdoor activities that significantly help people relax [29]. Research shows that workers can relax their stress by eating delicious food or eating something sweet [30]. Let people get rid of the tension and pressure brought on by work, and they will not be in a tight state all the time, so once the pressure is relieved, the problem of job burnout will naturally be reduced.

4.2. External causes-Solutions

The above methods are all self-reasons and can also be attributed to internal reasons. However, job burnout is not only caused by their problems but also by external influences. First, it shows that the working environment will put employees under psychological pressure and

promote job burnout. An unfriendly and severe working environment will make employees feel alienated from the company. In this case, employees easily get tired of work. They want to escape from the psychology of work immediately, so improving the working environment is an excellent way to improve employees' psychological security and work efficiency. Employees will be more active in a relaxed and quiet environment. Some papers show that employees working in a workplace with a garden will relax and reduce stress [31]. Therefore, changing the work environment can also change the attitudes of employees, which reduces the possibility of job burnout.

The inflexibility of the working mechanism will make the work tedious, which is very easy to produce burnout, boredom, and other negative emotions. It is easy to understand that people face almost the same work content every day. Going to and from work according to the specified time, punching in regularly, resting according to the specified time, and repeating day after day will make people extremely upset. The problem of job burnout will naturally be solved if the working mechanisms of employees can become flexible enough so that employees can have a higher degree of freedom. The problem of job burnout will naturally be solved. According to the research report, employees in companies with flexible time have less pressure and a better commitment to the boss [32]. So, the flexible mechanism is also a better solution to job burnout.

Of course, these methods are ways to reduce job burnout symptoms through some self-regulation means and some policy adjustments made by the company. However, when people reach a certain degree, there is no way to self-regulation or alleviate the symptoms through external changes. At this time, psychological treatment and drug treatment are needed to achieve the purpose. Job burnout will affect people's moods, leading some people to have some mental diseases, such as depression, bipolar disorder, and anxiety. Job burnout inevitably makes people stressed, and stress is an essential inducement of depression [33]. Therefore, drug treatment and psychological counselling are indispensable once a person's burnout reaches its disease. In short, once people have some mental diseases due to job burnout, they cannot simply dredge them up but must use professional treatment to help them. For example, people have depression due to job burnout, so the use of antidepressants can effectively reduce their depression. They can use cognitive behavioural therapy to help them get out of the pain of depression first [34]. To solve the problem of job burnout.

5. LIMITATIONS AND PROSPECTS

In fact, there are many limitations to the problem of job burnout, which has not been classified as a serious mental illness. Moreover, because job burnout is

associated with a variety of mental health problems, there are significant limitations in terms of treatment and solutions. The conditions that can lead to job burnout are complex and have not been thoroughly studied.

This article still has many prospects and novel perspectives that can be further explored. This article considers job burnout from two perspectives, internal and external. In this way, it is equivalent to analyse the objective and subjective reasons. In this case, it will not look at the problem of job burnout from a limited perspective, and this paper puts forward solutions. This solution will help people who do not find that they have the problem of job burnout or have mild symptoms of job burnout solve the problem. They will find ways to adjust and help realize the importance of job burnout, thus eliminating the problem of job burnout from the root.

6. CONCLUSION

This article reviews previous experiments and theoretical papers on job burnout and mainly reclassifies the reasons for job burnout into three easy-to-understand directions: internal and external, and gives some treatment as an extension. The paper aims to help workers in psychology-related work understand the harm caused by job burnout and its causes, and how corporate leaders can apply the appropriate treatment to improve the situation in their lives. However, this paper only studies job burnout without extending it to other fields. To sum up, it is expected that this review article can serve as a powerful reference for future researchers in the direction of job burnout and bring about improvement in society.

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