

Leveling the Factors for Overcoming Job Burnout in Imam Khomeini Relief Committee

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ABSTRACT

The present study aimed to develop and empirically test a big data analytics model for predicting customer purchase behavior in Iranian online clothing stores by integrating transactional purchase data with social media interaction indicators. This applied quantitative study employed a predictive analytics design based on big data methodology. The research population consisted of active customers of major online clothing retailers in Tehran, Iran, from which behavioral data of 1,248 verified users were extracted. Data were collected through integrated digital sources including e-commerce transactional databases, customer relationship management systems, and social media analytics platforms. Transactional variables included purchase frequency, order value, browsing behavior, cart abandonment rate, and discount usage, while social media indicators captured engagement intensity, sentiment polarity, influencer exposure, and interaction responsiveness. Data preprocessing procedures involved cleaning, normalization, feature engineering, and behavioral profile integration. Predictive modeling was conducted using machine learning algorithms including Random Forest, Gradient Boosting, Support Vector Machine, and Artificial Neural Networks. Cluster analysis was also applied to identify customer behavioral segments, and model performance was evaluated using accuracy, precision, recall, F1-score, and AUC indicators. Results indicated significant positive relationships between social media engagement, customer loyalty, sentiment toward brands, and repurchase intention. Machine learning models demonstrated high predictive capability, with Artificial Neural Networks achieving the strongest performance in forecasting purchase probability. Behavioral segmentation identified four statistically distinct customer groups characterized by loyalty orientation, promotion sensitivity, social influence dependency, and occasional purchasing patterns. Engagement-based variables exhibited stronger predictive power than price-related indicators, suggesting that emotional interaction and digital experience play a more influential role than discounts alone. Integrated models combining transactional and social interaction data significantly improved prediction accuracy compared with single-source behavioral models. The findings confirm that big data analytics provides an effective framework for predicting online clothing purchase behavior by capturing multidimensional consumer interactions across digital environments. Integrating transactional records with social media behavioral signals enables retailers to understand customer decision processes more accurately, optimize marketing strategies, enhance customer loyalty, and support data-driven retail management in competitive e-commerce ecosystems.

Keywords: Big Data Analytics, Online Shopping Behavior, Online Clothing Retail, Purchase Prediction, Social Media Interaction, Machine Learning, Customer Behavior, E-commerce Analytics, Digital Marketing, Iran Online Retail Market.



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Introduction

In contemporary organizational environments characterized by increasing complexity, service pressure, and resource limitations, job burnout has emerged as one of the most critical challenges affecting employee well-being, organizational effectiveness, and sustainability of public service institutions. Job burnout, commonly conceptualized through emotional exhaustion, depersonalization, and reduced personal accomplishment, represents a psychological response to chronic occupational stressors that exceed individuals' adaptive capacity. The phenomenon has gained particular attention in service-oriented organizations where continuous interpersonal interaction, emotional labor, and role ambiguity intensify occupational demands. Empirical evidence indicates that burnout not only undermines individual health outcomes but also contributes to declining organizational productivity, absenteeism, turnover intentions, and disengagement behaviors such as quiet quitting (1, 2).

Recent research demonstrates that workload pressure remains one of the most significant predictors of burnout across professional contexts. Increased job demands elevate stress levels, weaken psychological detachment from work, and intensify work–family conflict, thereby accelerating emotional exhaustion and performance decline (3, 4). Studies conducted among healthcare and public-sector employees show that persistent workload imbalance and distributive injustice can simultaneously reduce performance and increase withdrawal behaviors, highlighting burnout as both an individual and systemic organizational problem (2, 5). Moreover, burnout has been identified as a mediating mechanism linking perceived stress with presenteeism and reduced effectiveness, suggesting that organizational outcomes are deeply intertwined with employee psychological states (6).

Beyond workload, contemporary scholarship emphasizes the role of psychosocial factors such as social support, emotional regulation, and psychological capital in shaping burnout experiences. Network analyses reveal that perceived organizational support and adaptive emotional regulation strategies significantly buffer burnout symptoms among educators and healthcare professionals (7). Similarly, social support enhances work engagement and reduces emotional fatigue by strengthening psychological resilience and coping capacity (8). These findings demonstrate that burnout prevention requires multidimensional interventions addressing both environmental demands and individual psychological resources.

The global experience of the COVID-19 pandemic further intensified scholarly attention toward occupational burnout by exposing structural vulnerabilities in public and welfare organizations. Healthcare workers and frontline service providers experienced unprecedented levels of stress, fear, and role overload, resulting in widespread burnout across multiple countries (9). Exposure to workplace violence, uncertainty, and sleep disruption has been shown to exacerbate burnout through complex psychological pathways involving stress and insomnia (10). Post-pandemic studies similarly indicate that mental fatigue and effort–reward imbalance remain persistent predictors of burnout even after crisis conditions subside (11). These developments highlight the necessity of designing sustainable organizational mechanisms capable of promoting long-term employee resilience rather than short-term stress management alone.

Leadership and organizational governance represent another critical dimension influencing burnout dynamics. Transformational and supportive leadership styles reduce job stress, anxiety, and workplace loneliness, thereby mitigating burnout outcomes (12). Leadership practices that promote fairness, participation, and empowerment foster psychological safety and organizational belonging, which in turn enhance employee motivation and commitment. Research examining competency structures among healthcare professionals demonstrates that

implicit competencies and professional capabilities significantly influence burnout through structural organizational relationships (13). Consequently, burnout cannot be interpreted solely as an individual failure to cope; rather, it reflects the interaction between leadership systems, organizational culture, and job design.

From a psychological perspective, emerging qualitative investigations have highlighted the role of unmet basic psychological needs in generating burnout. When autonomy, competence, and relatedness needs remain frustrated, employees experience chronic emotional depletion and reduced engagement (14). Workplace fear of missing out, work–family conflict, and insufficient psychological detachment further contribute to burnout through cascading psychological processes (15). Conversely, interventions aimed at strengthening emotion regulation skills have demonstrated measurable reductions in burnout and mental fatigue, reinforcing the importance of psychological development strategies alongside structural reforms (16).

Career-related variables also play a significant role in burnout formation and recovery. Career resilience, job satisfaction, and performance perceptions collectively influence burnout trajectories by shaping employees' long-term occupational outlook (17). Occupational well-being, career anchors, and perceived support systems contribute to lower burnout levels by enhancing meaning and stability in professional roles (18). These findings suggest that career development and job enrichment initiatives are essential components of sustainable burnout prevention strategies.

In addition to internal organizational factors, socio-cultural and contextual dimensions influence employee burnout, particularly within welfare-oriented institutions. Employees working in public service organizations frequently encounter emotional demands arising from continuous engagement with vulnerable populations, high moral responsibility, and expectations of social accountability. Coping strategies that balance professional and family demands have been shown to reduce burnout among nursing staff, emphasizing the importance of adaptive stress management and supportive institutional environments (19). Organizational commitment and positive job attitudes also moderate the negative effects of burnout on extra-role behaviors, demonstrating that employees' psychological attachment to their institution plays a protective role (20).

Despite extensive international research, a significant gap remains regarding integrated models that explain how multiple organizational, occupational, employee, and stakeholder factors collectively contribute to overcoming burnout rather than merely predicting it. Many existing studies focus on isolated predictors such as workload, stress, or leadership style without examining the systemic interrelationships among variables. Contemporary management research increasingly advocates for holistic analytical approaches capable of identifying hierarchical structures among organizational factors and clarifying causal pathways influencing employee well-being (2, 13). Such approaches are particularly necessary in complex welfare organizations where service outcomes depend simultaneously on organizational structures, employee motivation, and interactions with beneficiaries.

The Imam Khomeini Relief Committee represents a unique organizational context for studying burnout recovery mechanisms. As a major social support institution responsible for assisting vulnerable populations, employees are exposed to sustained emotional labor, ethical responsibility, and operational pressures. These conditions increase susceptibility to burnout while simultaneously requiring high levels of empathy, resilience, and organizational commitment. Understanding how organizational leadership, structural arrangements, job design, human resource development, and beneficiary management interact to facilitate burnout recovery can provide valuable theoretical and practical insights for public-sector management.

Recent studies emphasize that sustainable burnout reduction requires moving beyond symptom management toward systemic organizational transformation. Integrating leadership practices, supportive organizational culture, stress management programs, employee empowerment, and digital responsiveness mechanisms can create reinforcing cycles that enhance both employee well-being and service effectiveness (1, 6, 7). However, empirical research capable of identifying hierarchical relationships among such factors remains limited, particularly within welfare institutions operating in developing administrative environments.

Therefore, adopting interpretive structural modeling provides a suitable methodological framework for identifying driving factors, dependent variables, and multi-level interactions underlying burnout recovery. By structuring expert knowledge into a hierarchical system, this approach allows researchers to reveal foundational organizational drivers, mediating psychological processes, and final outcome variables within a unified conceptual model. Such an analysis can assist policymakers and managers in prioritizing interventions based on systemic influence rather than isolated managerial actions.

Given the growing importance of employee sustainability, organizational resilience, and effective social service delivery, developing a structured model for overcoming job burnout is both theoretically necessary and practically urgent. Accordingly, the present study aims to level and model the factors contributing to overcoming job burnout in the Imam Khomeini Relief Committee using an exploratory mixed-method approach and interpretive structural modeling.

Methods and Materials

This research was conducted based on an exploratory mixed-methods design integrating qualitative and quantitative approaches. The qualitative phase aimed to identify and conceptualize the factors contributing to overcoming job burnout, while the quantitative phase examined causal relationships among the extracted variables and validated the structural model derived from qualitative findings. The integration of both phases enabled comprehensive model development grounded simultaneously in expert experience and empirical testing.

Participants in the qualitative and quantitative sections consisted of two complementary groups: theoretical experts and experiential experts. Theoretical experts included university faculty members specializing in human resource management and organizational behavior, whereas experiential experts comprised senior managers and human resource professionals working within the Imam Khomeini Relief Committee. Participant selection followed purposive sampling principles guided by five key criteria proposed by Miller and colleagues (2010), including expertise relevance, professional reputation, theoretical knowledge, diversity of perspectives, and motivation for participation. Selection emphasized individuals capable of providing deep organizational insight regarding burnout, employee empowerment, and human resource management in supportive public institutions.

Coding occurred continuously throughout the qualitative analysis process. After each interview, preliminary coding was conducted, and analytical interpretation evolved iteratively as new interviews were added. Data collection continued until theoretical saturation was achieved. Saturation was reached after the thirteenth interview when no new concepts or constructs emerged from the data. To avoid premature or false saturation, two additional interviews were conducted, resulting in a final total of fifteen expert interviews.

Specific inclusion criteria guided the identification of qualitative experts. Participants were required to possess at least ten years of managerial or executive experience within the Imam Khomeini Relief Committee or related human resource environments. They also needed demonstrable familiarity with issues related to job burnout, employee

well-being, empowerment practices, and organizational management. Academic qualifications at the master's or doctoral level in management, psychology, social sciences, or related disciplines were considered essential. Accessibility and willingness to participate in semi-structured interviews were also required, alongside recognized professional or scientific credibility reflected in research activities or executive experience within welfare or support organizations.

The quantitative phase targeted managers and professional staff employed across different organizational units of the Imam Khomeini Relief Committee. A simple random sampling strategy was applied to enhance representativeness and generalizability of findings. Sample size determination was performed using Cohen's power analysis principles (1992) through G*Power software to ensure adequate statistical power for model testing. Based on effect size estimation and statistical power considerations, a final sample of 150 participants was selected. These participants represented middle managers and operational experts involved in organizational processes directly related to employee performance and occupational well-being.

Data collection procedures combined library-based and field-based methods to ensure both theoretical depth and empirical rigor. Library research constituted the first stage of data collection and involved systematic review of scholarly books, peer-reviewed articles, and theoretical sources addressing job burnout, organizational resilience, employee recovery mechanisms, and human resource management strategies. This stage supported conceptual clarification and facilitated development of initial analytical categories.

Field data collection included semi-structured interviews, Delphi questionnaires, and survey instruments designed for structural modeling. In the qualitative phase, semi-structured interviews served as the primary data collection tool. Interviews were conducted with organizational managers and experts to explore contextual understandings of burnout recovery within the Imam Khomeini Relief Committee. The interview protocol initially consisted of six guiding questions focusing on organizational causes of burnout, coping mechanisms, managerial interventions, and institutional support structures. However, additional probing questions were introduced when necessary to deepen understanding and clarify emerging themes. The flexible interview structure allowed participants to articulate experiential knowledge while enabling the researcher to refine conceptual categories progressively.

Following thematic coding, a Delphi questionnaire was developed to validate expert consensus regarding the identified indicators of burnout recovery. The first Delphi round included sixty-nine indicators extracted from qualitative coding results. Through iterative expert evaluation and consensus refinement across three Delphi rounds, overlapping or redundant indicators were removed, resulting in a refined model consisting of sixty-five validated indicators.

For developing the structural model, a matrix-based questionnaire was designed for Interpretive Structural Modeling (ISM). The ISM questionnaire took the form of a square matrix in which relationships between variables were examined pairwise. Experts evaluated whether one variable influenced another, whether the relationship was reciprocal, or whether no relationship existed. Relationships were encoded symbolically to represent directionality and interaction patterns among variables. This systematic comparison allowed experts to articulate complex causal relationships underlying burnout recovery factors and provided the basis for hierarchical structuring of constructs.

Additionally, a researcher-developed quantitative questionnaire was distributed among the statistical sample to measure causal, mediating, and outcome variables related to job burnout and organizational recovery mechanisms.

The questionnaire operationalized constructs derived from qualitative findings and Delphi validation, enabling empirical testing within the organizational context.

Data analysis proceeded sequentially in alignment with the exploratory mixed-methods design. The qualitative stage employed thematic analysis to identify underlying categories and conceptual structures related to overcoming job burnout. Interview transcripts were analyzed using MAXQDA software to ensure systematic coding, data organization, and traceability of analytical decisions. Thematic analysis followed the six-step framework proposed by Attride-Stirling.

The first analytical step involved immersion in the data. The researcher repeatedly reviewed interview transcripts to gain familiarity with participants' perspectives and to understand the depth and contextual richness of the collected narratives. The second step consisted of generating initial codes based on meaningful segments of text reflecting recurring ideas, experiences, and organizational phenomena related to burnout and recovery.

During the third step, coded data were organized into preliminary themes. Codes sharing conceptual similarity were clustered to form basic themes representing core dimensions of burnout recovery processes. This stage emphasized analytical synthesis beyond individual codes, allowing broader conceptual patterns to emerge. In the fourth step, thematic networks were constructed and refined. Themes lacking sufficient empirical support were removed, overlapping themes were merged, and complex themes were subdivided where necessary to enhance conceptual clarity.

The fifth stage involved analysis of thematic networks. Rather than serving merely as descriptive categorizations, thematic networks functioned as interpretive tools enabling deeper understanding of organizational meanings embedded in participants' experiences. The researcher revisited original data sources to interpret findings through the developed thematic framework, ensuring analytical coherence and theoretical grounding.

The final qualitative step consisted of reporting and interpretation, where integrated themes were articulated into a coherent narrative explaining the mechanisms and pathways through which job burnout could be mitigated within the organization.

After identification and validation of key categories, Interpretive Structural Modeling was applied to determine hierarchical relationships among burnout recovery factors. ISM, grounded in an interpretive paradigm, enabled experts to map complex interdependencies among variables and arrange them into structured levels representing driving factors, linkage variables, and dependent outcomes. Through iterative matrix development and reachability analysis, the method produced a hierarchical model illustrating causal ordering and systemic interactions among identified constructs.

The quantitative phase complemented qualitative findings by examining relationships among variables using statistical analysis based on collected survey data. Quantitative analysis aimed to confirm the structural relationships suggested by thematic analysis and ISM modeling, thereby strengthening the explanatory validity of the proposed model for overcoming job burnout within the Imam Khomeini Relief Committee.

Findings and Results

The demographic characteristics reflected the professional and experiential diversity of participants across both qualitative and quantitative phases of the study. In the qualitative section, a total of fifteen experts participated, including four theoretical experts (27%) consisting of university faculty members and eleven experiential experts (73%) comprising senior managers of the Imam Khomeini Relief Committee. The majority of participants were male

(80%), while females constituted 20% of the sample. Regarding age distribution, one participant (7%) was under 40 years old, seven participants (47%) were between 40 and 50 years of age, and seven participants (47%) were aged 50 years or older, indicating a mature and highly experienced expert panel. Educationally, five participants (33%) held master's degrees and ten participants (67%) possessed doctoral degrees, demonstrating a high level of academic qualification. In terms of professional experience, four experts (27%) had between 15 and 20 years of work experience, whereas eleven participants (73%) had more than 20 years of professional experience, confirming substantial managerial and organizational expertise among interviewees. In the quantitative phase, the statistical sample consisted of 150 managers and experts of the Imam Khomeini Relief Committee. Male respondents represented 65% of the sample ($n = 97$) and females accounted for 35% ($n = 53$). Age distribution showed that 22% were under 30 years old, 26% were between 30 and 40 years, 27% were between 40 and 50 years, and 25% were over 50 years old, indicating balanced generational representation. Regarding educational attainment, 46% held bachelor's degrees, 39% possessed master's degrees, and 15% had doctoral qualifications. Work experience varied across respondents, with 21% having less than 10 years of experience, 30% between 10 and 15 years, 33% between 15 and 20 years, and 16% more than 20 years of professional service, suggesting that the quantitative sample adequately captured employees with varying levels of organizational tenure and experience.

Table 1. Comprehensive Themes of Factors for Overcoming Job Burnout

Overarching Themes	Organizing Themes	Basic Themes
Organizational Factors	Leadership and Management Factors	Managers' commitment to organizational justice; perceived organizational support and supervision; encouraging employee participation in decision-making; adoption of servant leadership style
	Structural Factors	Flexible and participatory organizational structures; improvement and strengthening of organizational communications; allocation of resources and facilities to reduce employee burnout; development of informal and multidirectional relationships; balanced division of work among employees; structural review and reengineering (reducing organizational plateauing)
	Organizational Culture	Promotion of alignment between employees' and organizational values and goals; employee-centered beliefs of the Relief Committee; strengthening the spiritual atmosphere of the organization; promotion of teamwork and participatory culture; supportive organizational norms toward employees
Job Factors	Job Enrichment	Increasing job responsibilities; greater autonomy in task execution; meaningfulness of assigned tasks and reduction of content plateauing; challenging and attractive job duties
	Career Development	Task and activity diversity; alignment between job and individual capabilities; reduction of repetitive and monotonous tasks; development of job descriptions; job rotation and horizontal promotion opportunities
	Stress Management	Creating a calm work environment; responsiveness to work-related problems; reduction of role ambiguity; strengthening mindfulness; reduction of occupational strain and tension
	Conflict Management	Eliminating task conflicts among organizational units; compatibility between job and employee; removal of resource conflicts across organizational units; peaceful resolution of workplace problems; preventive identification of potential conflict sources
	Compensation and Reward Systems	Provision of welfare facilities; employee satisfaction through adequate salaries and benefits; incentives based on tenure or job position; material and non-material rewards aligned with employee performance
Employee Factors	Human Resource Development and Improvement	Development of effective training and skill-building programs; utilization of employees' latent capacities and talent development; employee empowerment; performance management practices
	Job Motivation	Preference for working in the Relief Committee compared with other organizations; strengthening occupational optimism and positive organizational attitudes; enhancement of self-motivation; development of mindfulness and self-awareness; organizational attachment and commitment
	Organizational Intimacy	Employees' mutual satisfaction and emotional closeness; climate of trust among employees; presence of organizational citizenship behaviors; mutual respect; understanding colleagues' personal characteristics
Target Community (Beneficiaries) Factors	Empowerment of Beneficiaries	Life skills and vocational training for beneficiaries; expansion of educational and cultural services for lower socioeconomic groups; preservation of beneficiaries' human dignity alongside spiritual and cultural development
	Beneficiary Expectation Management	Timely and effective communication regarding organizational mission, service levels, and support scope; fairness in service delivery and beneficiary support

	Digital Responsiveness Enhancement	Development of an integrated digital information system aligned with modern technological needs; improved public access through virtual platforms; digital management of documents and records
Outcome: Overcoming Job Burnout	Burnout Recovery Outcomes	Reduction of emotional exhaustion; prevention of depersonalization; improvement of perceived personal competence and organizational significance; strengthening psychological resilience; increased optimism and organizational vitality; reduced absenteeism; improved efficiency and productivity; enhanced occupational resilience; reduction of psychological pressure and job stress

Table 1 presents the thematic structure derived from qualitative analysis and illustrates the hierarchical organization of factors influencing the process of overcoming job burnout within the Imam Khomeini Relief Committee. The analysis resulted in five overarching thematic domains encompassing organizational factors, job-related factors, employee-centered factors, target community factors, and burnout recovery outcomes. Within organizational factors, leadership and management practices, structural arrangements, and organizational culture emerged as foundational drivers, emphasizing the importance of justice-oriented leadership, participatory structures, resource allocation, and the development of a supportive and spiritually oriented organizational climate. Job-related factors constituted a multidimensional domain including job enrichment, career development opportunities, stress management mechanisms, conflict management strategies, and compensation systems, all contributing to improving work conditions and reducing occupational strain. Employee factors highlighted the central role of human resource development, motivational reinforcement, and organizational intimacy in fostering psychological engagement, empowerment, and interpersonal trust among staff members. Additionally, the analysis revealed that factors related to the target community—particularly beneficiary empowerment, expectation management, and digital responsiveness—play an indirect yet influential role in mitigating burnout by improving service delivery effectiveness and reducing role pressure on employees. Finally, the outcome dimension demonstrated that successful implementation of these interconnected factors leads to tangible burnout recovery indicators such as reduced emotional exhaustion, enhanced resilience, improved productivity, decreased absenteeism, and strengthened organizational optimism. Collectively, the thematic network illustrates that overcoming job burnout is not a single-level intervention but rather a systemic and multi-layered organizational process shaped by leadership, job design, employee development, and external stakeholder management.

Table 2. Comparison of Consensus Values Between Delphi Round Two and Round Three

Indicators	Round 2 Result	Round 3 Result	Difference	Result
Managers' commitment to organizational justice	0.817	0.770	0.047	Agreement
Perceived organizational support and supervision	0.842	0.806	0.036	Agreement
Encouraging employee participation in decision-making	0.772	0.879	0.107	Agreement
Adoption of servant leadership style	0.833	0.844	0.011	Agreement
Senior management support for work–life balance	0.742	0.766	0.024	Agreement
Meritocracy and talent development	0.770	0.781	0.011	Agreement
Flexible and participatory structures	0.850	0.844	0.006	Agreement
Strengthening organizational communication and informal relations	0.842	0.883	0.041	Agreement
Resource allocation to reduce burnout	0.776	0.800	0.024	Agreement
Establishment of formal burnout prevention structure	0.800	0.720	0.080	Agreement
Balanced workload distribution	0.883	0.756	0.127	Agreement
Structural reengineering (reducing plateauing)	0.783	0.817	0.034	Agreement
Alignment of employee and organizational values	0.889	0.820	0.069	Agreement
Promotion of organizational virtue	0.817	0.749	0.068	Agreement
Strengthening organizational spiritual climate	0.743	0.811	0.068	Agreement
Promotion of teamwork culture	0.806	0.766	0.040	Agreement
Supportive organizational norms	0.792	0.810	0.018	Agreement

Increasing job responsibilities	0.782	0.817	0.035	Agreement
Greater autonomy in tasks	0.761	0.794	0.033	Agreement
Meaningfulness of tasks	0.798	0.789	0.009	Agreement
Challenging and attractive tasks	0.732	0.820	0.088	Agreement
Task diversity	0.794	0.839	0.045	Agreement
Job–person fit	0.767	0.794	0.027	Agreement
Development of job descriptions	0.777	0.766	0.011	Agreement
Job rotation and horizontal promotion	0.760	0.822	0.062	Agreement
Creating workplace calmness	0.810	0.732	0.078	Agreement
Responsiveness to work problems	0.767	0.778	0.011	Agreement
Reducing role ambiguity	0.878	0.782	0.096	Agreement
Strengthening mindfulness	0.776	0.804	0.028	Agreement
Reducing job strain	0.816	0.793	0.023	Agreement
Eliminating task conflict	0.804	0.772	0.032	Agreement
Job–employee compatibility	0.803	0.759	0.044	Agreement
Removing resource conflicts	0.811	0.759	0.052	Agreement
Peaceful conflict resolution	0.809	0.803	0.006	Agreement
Preventive conflict identification	0.771	0.778	0.007	Agreement
Welfare facilities for employees	0.817	0.730	0.087	Agreement
Adequate salaries and benefits	0.761	0.782	0.021	Agreement
Performance-based rewards	0.793	0.777	0.016	Agreement
Effective training and skill development	0.766	0.828	0.062	Agreement
Talent utilization and development	0.793	0.848	0.055	Agreement
Employee empowerment	0.828	0.822	0.006	Agreement
Employee performance management	0.782	0.883	0.101	Agreement
Occupational optimism and positive attitudes	0.803	0.817	0.014	Agreement
Strengthening self-motivation	0.803	0.781	0.022	Agreement
Mindfulness and self-awareness	0.848	0.761	0.087	Agreement
Organizational attachment	0.853	0.812	0.041	Agreement
Employee mutual satisfaction	0.833	0.822	0.011	Agreement
Organizational trust climate	0.760	0.819	0.059	Agreement
Organizational citizenship behaviors	0.839	0.831	0.008	Agreement
Mutual respect among employees	0.798	0.792	0.006	Agreement
Life and vocational skills training for beneficiaries	0.867	0.872	0.005	Agreement
Educational and cultural service development	0.778	0.776	0.002	Agreement
Preservation of beneficiaries' dignity	0.817	0.778	0.039	Agreement
Timely beneficiary information provision	0.710	0.839	0.129	Agreement
Justice in beneficiary support	0.808	0.771	0.037	Agreement
Integrated information system development	0.822	0.833	0.011	Agreement
Public digital access improvement	0.766	0.809	0.043	Agreement
Digital document management	0.804	0.844	0.040	Agreement
Reduction of emotional exhaustion	0.767	0.720	0.047	Agreement
Prevention of depersonalization	0.831	0.826	0.005	Agreement
Improvement of personal competence	0.767	0.743	0.024	Agreement
Organizational optimism and vitality	0.709	0.806	0.097	Agreement
Reduction of absenteeism	0.856	0.820	0.036	Agreement
Increased efficiency and productivity	0.783	0.821	0.038	Agreement
Enhancement of job resilience	0.831	0.759	0.072	Agreement

Table 2 presents the comparison of expert consensus levels between the second and third rounds of the Delphi process conducted to validate the indicators of factors contributing to overcoming job burnout. The results demonstrate that all indicators achieved agreement among experts, confirming the stability and reliability of the extracted model. Differences between rounds remained relatively small across most indicators, indicating convergence of expert opinions and progressive refinement rather than substantial disagreement. Several indicators exhibited higher variation values—such as employee participation in decision-making, balanced workload distribution, performance management, timely communication with beneficiaries, and reduction of role ambiguity—suggesting that these dimensions required deeper deliberation before consensus was achieved. Nevertheless,

even in these cases, the final agreement status confirms expert alignment regarding their relevance. The overall pattern of results reveals strong validation across organizational, job-related, employee-centered, beneficiary-related, and outcome-oriented dimensions. The decreasing differences between Delphi rounds indicate increasing consensus maturity, demonstrating that the identified factors constitute a coherent and expert-approved framework for addressing job burnout within the Imam Khomeini Relief Committee. Collectively, the findings confirm that the finalized set of indicators possesses adequate content validity and expert consensus to serve as the foundation for subsequent structural modeling and level analysis.

Table 3. Structural Self-Interaction Matrix (SSIM) of Job Burnout Recovery Constructs in the Imam Khomeini Relief Committee

Main	D01	D02	D03	D04	D05	D06	D07	D08	D09	D10	D11	D12	D13	D14	D15
D01		X	X	V	V	V	V	V	V	V	V	V	V	O	V
D02			X	V	V	V	O	V	V	V	V	V	V	V	V
D03				V	V	V	V	V	V	O	V	V	V	V	V
D04					X	V	V	X	A	V	V	O	V	V	V
D05						V	V	X	A	V	V	A	V	V	V
D06							X	A	A	V	V	A	A	A	V
D07								A	A	V	V	A	A	A	V
D08									A	V	V	A	V	V	V
D09										V	V	X	V	V	O
D10											X	A	A	A	V
D11												A	A	A	V
D12													V	V	V
D13														X	V
D14															V
D15															

Table 3 presents the Structural Self-Interaction Matrix (SSIM), which constitutes the foundational stage of Interpretive Structural Modeling (ISM) for identifying relationships among burnout recovery constructs. The matrix captures expert judgments regarding pairwise relationships among fifteen principal constructs (D01–D15). Symbols used in the matrix represent directional influence patterns, where V indicates that construct *i* influences construct *j*, A represents reverse influence, X denotes mutual interaction, and O indicates absence of a direct relationship. The results demonstrate a dense network of causal interdependencies among constructs, suggesting that overcoming job burnout is a systemic rather than isolated organizational phenomenon. Several constructs exhibit multiple forward relationships, reflecting strong driving roles within the system, while others primarily receive influence, indicating outcome-oriented or dependent positions. The presence of bidirectional relationships highlights feedback mechanisms between organizational, job-related, and employee-centered dimensions. Overall, the SSIM reveals that burnout recovery in the Imam Khomeini Relief Committee emerges from interconnected managerial, structural, psychological, and operational factors that collectively shape organizational resilience.

Table 4. Initial Reachability Matrix of Job Burnout Recovery Constructs in the Imam Khomeini Relief Committee

RM	D01	D02	D03	D04	D05	D06	D07	D08	D09	D10	D11	D12	D13	D14	D15
D01	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1
D02	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1
D03	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1
D04	0	0	0	1	1	1	1	1	0	1	1	0	1	1	1
D05	0	0	0	1	1	1	1	1	0	1	1	0	1	1	1
D06	0	0	0	0	0	1	1	0	0	1	1	0	0	0	1
D07	0	0	0	0	0	1	1	0	0	1	1	0	0	0	1
D08	0	0	0	1	1	1	1	1	0	1	1	0	1	1	1

D09	0	0	0	1	1	1	1	1	1	1	1	1	1	1	0
D10	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1
D11	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1
D12	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1
D13	0	0	0	0	0	1	1	0	0	1	1	0	1	1	1
D14	0	0	0	0	0	1	1	0	0	1	1	0	1	1	1
D15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1

Table 4 illustrates the initial reachability matrix derived from transforming the Structural Self-Interaction Matrix into a binary form suitable for Interpretive Structural Modeling analysis. In this matrix, the value “1” indicates the existence of a direct or inferred relationship between constructs, whereas “0” denotes absence of influence. The matrix demonstrates that several constructs possess extensive reachability, meaning they influence numerous other dimensions within the burnout recovery system, thereby functioning as driving variables. Conversely, constructs with limited reachability but high dependence appear toward the lower hierarchical levels and represent outcomes such as psychological recovery, organizational vitality, and improved performance. The pattern of relationships confirms the hierarchical logic of ISM, where foundational organizational and managerial factors initiate causal chains that ultimately culminate in burnout reduction outcomes. The reachability matrix therefore operationalizes expert judgments into a structured analytical framework, enabling subsequent level partitioning and development of the final hierarchical model of factors facilitating recovery from job burnout in the Imam Khomeini Relief Committee.

Table 5. Final Reachability (Transitivity) Matrix of Job Burnout Recovery Constructs in the Imam Khomeini Relief Committee

TM	D01	D02	D03	D04	D05	D06	D07	D08	D09	D10	D11	D12	D13	D14	D15
D01	1	1	1	1	1	1	1	1	1	1	1	1	1	1*	1
D02	1	1	1	1	1	1	1*	1	1	1	1	1	1	1	1
D03	1	1	1	1	1	1	1	1	1	1*	1	1	1	1	1
D04	0	0	0	1	1	1	1	1	0	1	1	0	1	1	1
D05	0	0	0	1	1	1	1	1	0	1	1	0	1	1	1
D06	0	0	0	0	0	1	1	0	0	1	1	0	0	0	1
D07	0	0	0	0	0	1	1	0	0	1	1	0	0	0	1
D08	0	0	0	1	1	1	1	1	0	1	1	0	1	1	1
D09	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1*
D10	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1
D11	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1
D12	0	0	0	1*	1	1	1	1	1	1	1	1	1	1	1
D13	0	0	0	0	0	1	1	0	0	1	1	0	1	1	1
D14	0	0	0	0	0	1	1	0	0	1	1	0	1	1	1
D15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1

Table 5 presents the final reachability matrix after incorporating the transitivity rule within the Interpretive Structural Modeling procedure. Transitivity allows indirect relationships to be identified when one construct influences another through intermediary variables. The appearance of starred cells demonstrates newly inferred causal paths, indicating that several constructs exert indirect systemic influence beyond their direct relationships. Leadership and management factors, structural factors, and organizational culture display extensive reachability across almost all constructs, confirming their role as fundamental driving forces within the burnout recovery system. Conversely, constructs such as job motivation, organizational intimacy, and burnout recovery outcomes show more limited outward influence and higher dependence on preceding variables. The matrix reveals a layered causal architecture in which organizational-level determinants trigger job-level mechanisms, which subsequently shape

employee psychological conditions and ultimately lead to successful burnout recovery. Thus, the transitivity matrix validates the systemic coherence of the model and prepares the groundwork for hierarchical level extraction.

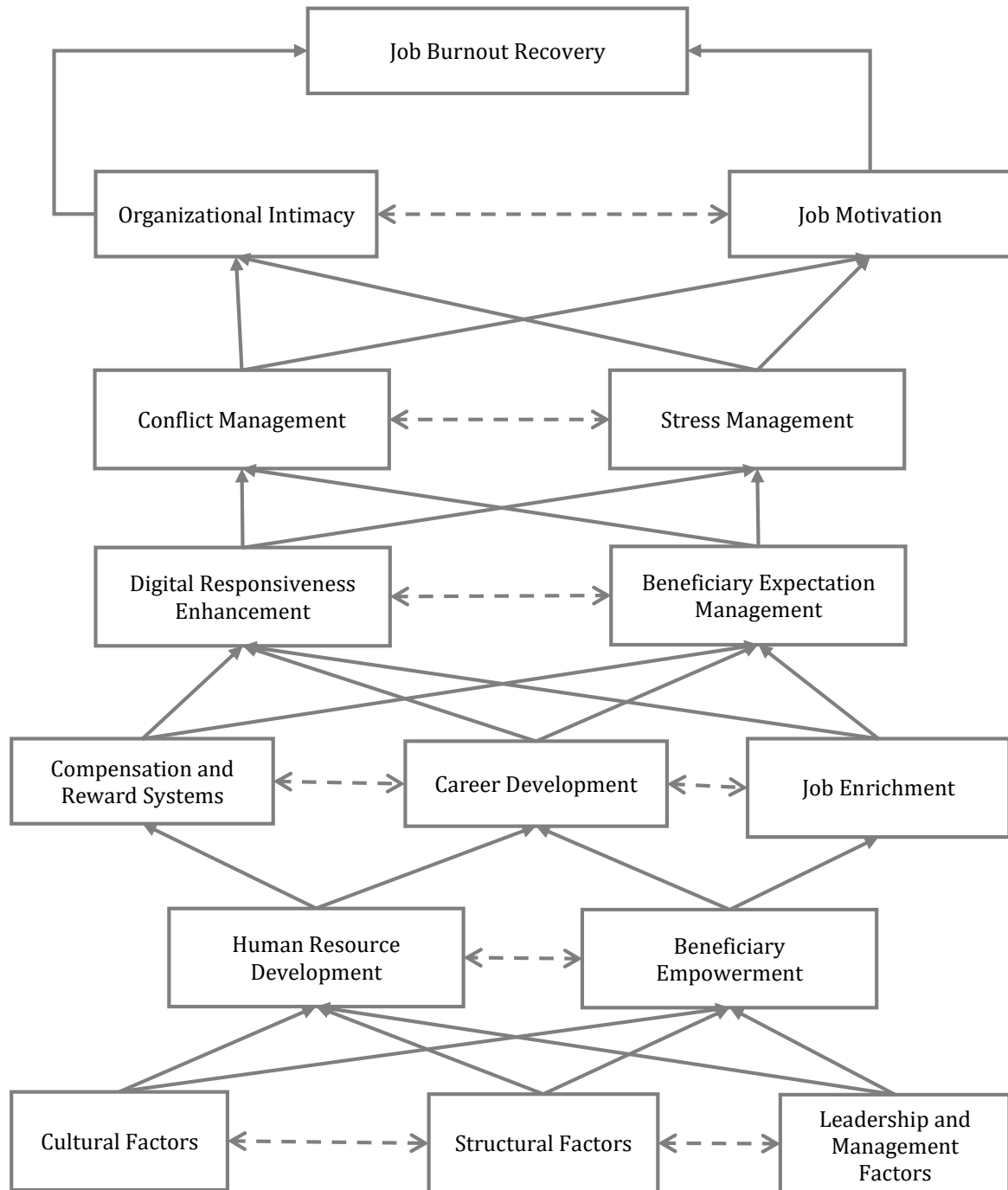


Figure 1. Model for Overcoming Job Burnout

Table 6. Driving and Dependence Sets for Level Partitioning of Job Burnout Recovery Constructs

Construct	Driving Set (Reachability)	Dependence Set (Antecedents)	Intersection
Leadership and Management Factors (D01)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15	1,2,3	1,2,3
Structural Factors (D02)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15	1,2,3	1,2,3
Organizational Culture (D03)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15	1,2,3	1,2,3

Job Enrichment (D04)	4,5,6,7,8,10,11,13,14,15	1,2,3,4,5,8,9,12	4,5,8
Career Development (D05)	4,5,6,7,8,10,11,13,14,15	1,2,3,4,5,8,9,12	4,5,8
Stress Management (D06)	6,7,10,11,15	1,2,3,4,5,6,7,8,9,12,13,14	6,7
Conflict Management (D07)	6,7,10,11,15	1,2,3,4,5,6,7,8,9,12,13,14	6,7
Compensation and Reward Systems (D08)	4,5,6,7,8,10,11,13,14,15	1,2,3,4,5,8,9,12	4,5,8
Human Resource Development (D09)	4,5,6,7,8,9,10,11,12,13,14,15	1,2,3,9,12	9,12
Job Motivation (D10)	10,11,15	1,2,3,4,5,6,7,8,9,10,11,12,13,14	10,11
Organizational Intimacy (D11)	10,11,15	1,2,3,4,5,6,7,8,9,10,11,12,13,14	10,11
Beneficiary Empowerment (D12)	4,5,6,7,8,9,10,11,12,13,14,15	1,2,3,9,12	9,12
Beneficiary Expectation Management (D13)	6,7,10,11,13,14,15	1,2,3,4,5,8,9,12,13,14	13,14
Digital Responsiveness Enhancement (D14)	6,7,10,11,13,14,15	1,2,3,4,5,8,9,12,13,14	13,14
Job Burnout Recovery (D15)	15	1–15	15

Table 6 presents the driving and dependence sets derived from the transitivity matrix, which constitute the basis for hierarchical level partitioning in Interpretive Structural Modeling. The driving set represents the constructs influenced by each factor, whereas the dependence set identifies variables that influence that factor. Comparison between these sets allows determination of hierarchical positioning within the system. The results indicate that leadership and management factors, structural factors, and organizational culture possess the broadest driving power and minimal dependence, positioning them as foundational drivers at the base of the hierarchy. Mid-level constructs include job enrichment, career development, compensation systems, and human resource development, which both influence and depend upon other organizational dimensions. Higher-level constructs such as job motivation and organizational intimacy demonstrate greater dependence and function as mediating psychological mechanisms linking organizational practices to employee outcomes. At the highest level of the hierarchy lies the burnout recovery construct (D15), which is influenced by all preceding factors while exerting minimal influence outward, confirming its role as the ultimate outcome variable. This level partitioning clarifies the causal architecture of burnout recovery and supports development of a multi-layered organizational intervention framework within the Imam Khomeini Relief Committee.

Table 7. Driving Power and Dependence Level of Job Burnout Recovery Constructs in the Imam Khomeini Relief Committee

Research Variables	Dependence	Driving Power	Level
Leadership and Management Factors (D01)	3	15	7
Structural Factors (D02)	3	15	7
Organizational Culture (D03)	3	15	7
Job Enrichment (D04)	8	10	5
Career Development (D05)	8	10	5
Stress Management (D06)	12	5	3
Conflict Management (D07)	12	5	3
Compensation and Reward Systems (D08)	8	10	5
Human Resource Development and Improvement (D09)	5	12	6
Job Motivation (D10)	14	3	2
Organizational Intimacy (D11)	14	3	2
Beneficiary Empowerment (D12)	5	12	6
Beneficiary Expectation Management (D13)	10	7	4
Digital Responsiveness Enhancement (D14)	10	7	4
Job Burnout Recovery (D15)	15	1	1

Table 7 presents the driving power and dependence analysis of constructs influencing the process of overcoming job burnout based on the Interpretive Structural Modeling results. Driving power represents the extent to which a

construct influences other variables in the system, whereas dependence indicates the degree to which a construct is influenced by others. The findings reveal a clear hierarchical structure consisting of seven levels. Leadership and management factors, structural factors, and organizational culture demonstrate the highest driving power (15) and the lowest dependence (3), positioning them as foundational strategic drivers at the deepest level of the model. These variables form the organizational infrastructure that shapes all subsequent burnout recovery mechanisms. Human resource development and beneficiary empowerment appear at higher intermediate levels with strong driving influence and moderate dependence, indicating their bridging role between organizational policies and operational practices. Job enrichment, career development, and compensation systems occupy middle levels where reciprocal interactions occur, reflecting their dual role as both influencing and influenced variables. Stress management and conflict management display higher dependence and reduced driving power, suggesting that they function as operational responses emerging from broader organizational conditions. Job motivation and organizational intimacy exhibit strong dependence and limited driving influence, identifying them as psychological mediators affected by upstream organizational and job-related factors. Finally, job burnout recovery itself appears at the top of the hierarchy with maximum dependence and minimal driving power, confirming that burnout reduction represents the ultimate outcome generated through the cumulative interaction of organizational, occupational, employee-centered, and service-related determinants within the Imam Khomeini Relief Committee.

Displacement map: direct/indirect

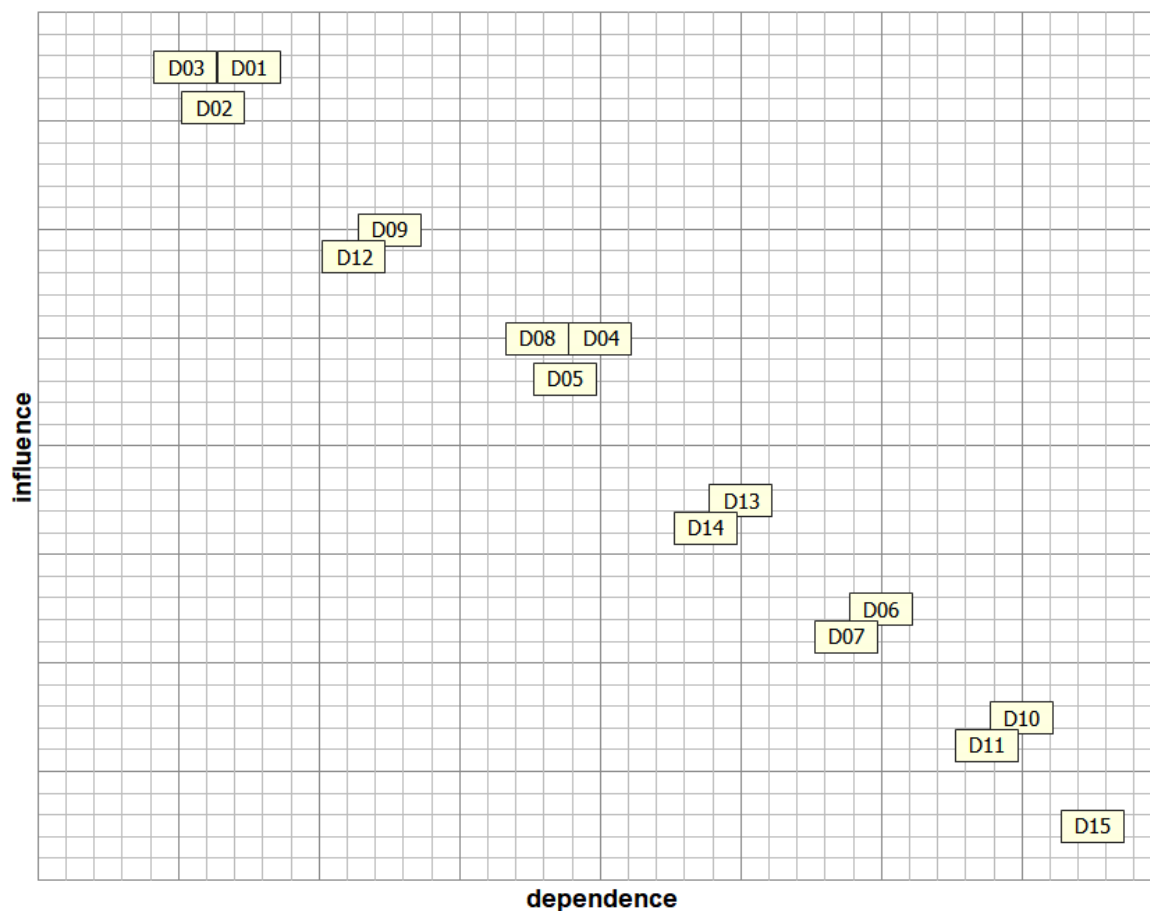


Figure 2. Final MICMAC Model

Discussion and Conclusion

The present study aimed to identify, validate, and structurally level the factors contributing to overcoming job burnout in the Imam Khomeini Relief Committee through an exploratory mixed-method design and interpretive structural modeling. The findings revealed that burnout recovery is not the result of isolated managerial interventions but rather emerges from a hierarchical and systemic interaction among organizational, occupational, employee-centered, and beneficiary-related factors. The structural model demonstrated seven hierarchical levels in which leadership and management factors, structural arrangements, and organizational culture constituted the deepest and most influential driving variables, while burnout recovery outcomes appeared at the highest level as dependent consequences of preceding organizational dynamics.

The results indicated that leadership and management factors possessed the highest driving power and the lowest dependence, positioning them as foundational determinants within the burnout recovery system. This finding aligns strongly with previous studies emphasizing the central role of leadership styles and managerial practices in shaping employees' psychological experiences at work. Transformational and supportive leadership behaviors have been shown to reduce job stress, anxiety, and feelings of isolation, thereby preventing burnout formation (12). Similarly, research demonstrates that managerial commitment to justice and organizational support enhances employees' sense of fairness and belonging, which ultimately decreases emotional exhaustion and disengagement (7). The current findings extend this literature by demonstrating that leadership does not merely influence burnout directly but operates as a root driver activating downstream organizational and psychological mechanisms.

Structural factors also emerged as core drivers, confirming that organizational design significantly shapes burnout outcomes. Flexible structures, balanced workload distribution, and effective communication networks were identified as essential conditions for burnout recovery. These findings correspond with evidence indicating that workload imbalance and organizational injustice contribute significantly to burnout and turnover intentions (2). Studies conducted in healthcare and public organizations similarly demonstrate that excessive job demands combined with insufficient organizational resources intensify emotional exhaustion and occupational withdrawal behaviors (1). The present model suggests that structural reforms function as enabling mechanisms through which leadership intentions translate into sustainable organizational practices.

Organizational culture constituted another deep-level driver influencing all subsequent layers of the model. The emphasis on spiritual atmosphere, teamwork culture, shared values, and employee-centered norms highlights the importance of meaning-making processes in welfare organizations. Previous research indicates that positive organizational climates strengthen psychological resilience and enhance job engagement, thereby reducing burnout risk (18). Moreover, employees who perceive alignment between personal values and organizational mission exhibit stronger emotional attachment and lower burnout symptoms (20). The findings therefore confirm that burnout recovery in humanitarian organizations is inseparable from cultural and ethical organizational foundations.

At the intermediate levels of the model, job-related variables such as job enrichment, career development, compensation systems, stress management, and conflict management played dual roles as both influencing and influenced factors. These results support theoretical perspectives suggesting that burnout emerges when occupational demands exceed available psychological and organizational resources. Increasing task meaning, autonomy, and professional growth opportunities reduces emotional fatigue by strengthening intrinsic motivation and perceived competence (17). Likewise, effective stress management and reduction of role ambiguity mitigate

work–family conflict and psychological strain, both of which are recognized predictors of burnout (3). The hierarchical placement of these factors indicates that job design serves as the operational bridge connecting macro-level organizational policies to employees' daily experiences.

Human resource development and employee empowerment appeared at higher driving levels than expected, highlighting the strategic importance of skill development, performance management, and talent utilization. Prior research demonstrates that professional competency and implicit capability structures significantly influence burnout through improved adaptation to occupational challenges (13). Training and empowerment programs enhance employees' psychological capital and coping capacity, reducing vulnerability to mental fatigue and effort–reward imbalance (11). The present findings therefore reinforce the argument that sustainable burnout recovery depends on proactive investment in human capital rather than reactive stress reduction interventions alone.

Employee-centered psychological variables—including job motivation and organizational intimacy—were positioned near the top of the hierarchy with high dependence and limited driving power. This suggests that positive psychological outcomes arise primarily from supportive organizational and occupational conditions rather than functioning as independent drivers. Research consistently shows that social support, trust climates, and positive job attitudes mediate relationships between organizational stressors and burnout outcomes (8). Organizational citizenship behaviors and interpersonal respect strengthen emotional connection among employees, which buffers the negative impact of occupational stress. The findings further align with studies indicating that psychological detachment and emotional regulation processes play mediating roles between workplace pressures and burnout experiences (15). Hence, employee motivation and intimacy can be interpreted as emergent properties of healthy organizational systems.

An important contribution of the present study lies in identifying beneficiary-related factors as integral components of burnout recovery. Empowerment of service recipients, expectation management, and digital responsiveness were shown to influence employee burnout indirectly. In welfare organizations, employees' emotional burden often arises from interactions with vulnerable populations and high service expectations. Providing clear communication channels, fair service delivery, and digital access systems reduces role overload and emotional strain among staff members. Although previous burnout literature has primarily focused on internal organizational factors, emerging research emphasizes the importance of contextual and service environment variables in shaping employee well-being (19). The findings therefore broaden existing theoretical perspectives by incorporating stakeholder management as a structural determinant of burnout recovery.

The model also confirmed that burnout recovery outcomes—including reduced emotional exhaustion, improved psychological resilience, enhanced optimism, reduced absenteeism, and increased productivity—represent cumulative results of multi-level organizational interventions. This finding supports evidence demonstrating that burnout mediates the relationship between perceived stress and performance-related outcomes such as presenteeism and engagement (6). Furthermore, burnout reduction has been linked to improved retention intentions and organizational effectiveness across public service contexts (5). By positioning burnout recovery as a final dependent construct, the study clarifies that employee well-being should be understood as an organizational performance outcome rather than solely a personal health issue.

Another notable implication concerns the systemic nature of burnout processes. Contemporary research increasingly conceptualizes burnout as a network phenomenon emerging from interacting psychological, organizational, and social variables (7). The interpretive structural modeling results confirm this perspective by

demonstrating cascading causal relationships across hierarchical levels. Workplace violence, stress accumulation, and sleep disturbances have been shown to influence burnout through complex mediating pathways (10), while unmet psychological needs trigger chronic disengagement and emotional depletion (14). The current study integrates these insights into a coherent hierarchical framework applicable to welfare organizations.

Overall, the findings contribute theoretically by advancing a systemic model of burnout recovery grounded in organizational governance, job design, employee development, and stakeholder interaction. Practically, the results emphasize that effective burnout reduction requires coordinated interventions across multiple organizational layers. Rather than focusing solely on individual coping strategies, institutions must redesign leadership practices, structural systems, and service processes to create sustainable psychological environments for employees.

Despite its contributions, this study is subject to several limitations. First, the research was conducted within a single organizational context, which may limit generalizability to other public or private institutions with different structural and cultural characteristics. Second, reliance on expert judgment in interpretive structural modeling introduces potential subjectivity despite consensus validation procedures. Third, although the mixed-method design strengthened analytical depth, the cross-sectional nature of data collection prevents examination of longitudinal changes in burnout recovery processes. Finally, organizational dynamics and employee perceptions may evolve over time due to policy reforms or environmental pressures, which were not captured within the present study timeframe.

Future studies may expand this research by applying the proposed model across multiple welfare organizations or governmental agencies to test its external validity. Longitudinal research designs could investigate how burnout recovery evolves over time and whether organizational interventions produce sustained effects. Researchers may also integrate quantitative structural equation modeling to statistically test causal pathways identified through interpretive structural modeling. Comparative cross-cultural studies examining burnout recovery mechanisms in humanitarian and social service organizations would further enrich theoretical development. Additionally, incorporating digital transformation variables and artificial intelligence-supported management systems may provide new insights into emerging organizational resilience strategies.

Managers of welfare and public service organizations should prioritize leadership development programs emphasizing justice, participation, and servant leadership principles. Organizational policymakers should redesign structural processes to ensure balanced workload distribution, clear communication channels, and resource allocation aligned with employee well-being. Human resource departments are encouraged to invest in continuous training, empowerment initiatives, and performance management systems that enhance employees' psychological resilience. Establishing supportive organizational cultures grounded in trust, teamwork, and shared mission can strengthen emotional attachment and reduce burnout vulnerability. Furthermore, improving beneficiary communication systems and expanding digital service platforms can indirectly alleviate employee stress by reducing role ambiguity and service pressure. Implementing integrated organizational strategies rather than isolated interventions will substantially increase the likelihood of sustainable burnout recovery and improved institutional performance.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adhered in conducting and writing this article.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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