

Article type:
Original Research

Article history:
Received 11 June 2025
Revised 12 September 2025
Accepted 20 September 2025
Published online 01 December 2025

Darab. Hatamikiya ¹, Ghanbar. Amirnejad ^{2*}, Seyyed Ali Akbar. Ahmadi ³, Mahmood Daniali Deh Houz ⁴

- 1 Department of Human Resource Management, Sho.C., Islamic Azad University, Shoushtar, Iran
- 2 Department of Public Administration, SR.C., Islamic Azad University, Tehran, Iran
- 3 Professor, Department of Public Administration, Payam Noor University, Tehran, Iran
- 4 Department of Accounting, Iz.C., Islamic Azad University, Izeh, Iran

Corresponding author email address:
g.amirnejad@iau.ac.ir

How to cite this article:
Hatamikiya, D., Amirnejad, G., Ahmadi, S. A. A., & Daniali Deh Houz, M. (2025). Providing a Model for Overcoming Job Burnout in Imam Khomeini Relief Committee. *Future of Work and Digital Management Journal*, 3(4), 1-17.
<https://doi.org/10.61838/fwdmj.117>



© 2025 the authors. This is an open access article under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0) License.

Providing a Model for Overcoming Job Burnout in Imam Khomeini Relief Committee

ABSTRACT

The present study was conducted based on the paradigm of pragmatism and followed an inductive–deductive approach. To achieve the research objective, an exploratory mixed-method design (qualitative–quantitative) was employed. In terms of purpose, this study is an applied–developmental research that seeks to explain and propose a model for overcoming job burnout in the Imam Khomeini Relief Committee. Based on the data collection method, this is a non-experimental (descriptive) study conducted through a cross-sectional survey. The qualitative study population consisted of senior managers and experienced human resource personnel of the Imam Khomeini Relief Committee. Purposeful sampling was used, and theoretical saturation was achieved with 15 participants. The quantitative study population consisted of managers and experts of the Imam Khomeini Relief Committee, estimated at 150 individuals based on effect size and test power, and selected using a simple random sampling method. Data were collected using semi-structured interviews and a researcher-made questionnaire. For analyzing the expert interviews, thematic analysis and Maxqda software were used, and the questionnaire data were analyzed using the partial least squares (PLS) method with SmartPLS software. The research findings showed that managerial factors, structural factors, and cultural factors affect the empowerment of the target community and the improvement and development of human resources. Job enrichment, career development, and compensation and rewards also influence the management of clients' expectations and the enhancement of digital responsiveness to them. At the next level of the model, these components affect stress management and conflict management. Ultimately, by the influence of the previous-level components on employees' job motivation and organizational intimacy, overcoming job burnout is achieved.

Keywords: Job burnout, Job depression, Imam Khomeini Relief Committee

Introduction

Job burnout has emerged as one of the most pressing occupational challenges across organizational settings, recognized as a critical barrier to sustaining workforce effectiveness, psychological well-being, and organizational performance. Characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment, burnout leads to a significant decline in productivity and morale, while increasing turnover intentions and absenteeism. Contemporary scholarship emphasizes that burnout is not merely an individual concern but a systemic organizational issue rooted in workload pressures, structural inefficiencies, leadership deficiencies, and cultural misalignments [1-3]. In the context of human resource management, understanding and addressing burnout is paramount for ensuring sustainable workforce engagement, particularly in mission-driven organizations that face constant operational and emotional demands.

The multifaceted nature of burnout is increasingly acknowledged in empirical research, which links its prevalence to various organizational and psychological determinants. For instance, persistent work overload is found to significantly heighten job burnout levels and trigger disengagement behaviors such as quiet quitting and turnover intention among employees [4, 5]. Such findings underline the cascading impact of excessive workload on employee morale, which, if left unaddressed, culminates in reduced commitment and performance. Similarly, distributive injustice and perceived inequities in organizational systems have been identified as key antecedents of burnout, undermining employees' sense of fairness and fueling emotional exhaustion [5].

Another critical stream of research emphasizes the detrimental role of organizational bullying and toxic interpersonal dynamics in accelerating burnout. Empirical studies illustrate how persistent bullying erodes psychological safety, fosters organizational silence, and subsequently precipitates burnout—especially among teachers and frontline service staff who operate under high emotional labor conditions [6, 7]. Organizational silence, as a defensive coping mechanism, conceals systemic dysfunctions and deprives organizations of constructive feedback, thereby perpetuating stressors and burnout cycles [6]. In parallel, evidence from law enforcement organizations shows that exposure to bullying is strongly associated with burnout and decreased job satisfaction, which can have cascading effects on organizational climate and performance [7].

Leadership behavior and organizational culture represent another decisive dimension influencing burnout outcomes. Research highlights that transformational leadership can buffer employees from burnout by fostering motivation, psychological empowerment, and role clarity [8]. Leadership commitment to organizational justice, ethical conduct, and supportive supervision contributes to building trust and engagement while alleviating stress-induced burnout risks [1]. Conversely, leadership vacuum and ambiguous role expectations exacerbate stress accumulation, emotional exhaustion, and turnover propensity [2]. Cultural dynamics also play a pivotal role, as misalignment between individual and organizational values can intensify role conflict and depersonalization, whereas a supportive, participative, and learning-oriented culture promotes resilience and well-being [9].

In addition to organizational factors, individual-level psychological resources are crucial determinants of burnout trajectories. Studies underscore that psychological flexibility, resilience, and self-efficacy serve as protective buffers that enhance employees' capacity to cope with job demands and recover from stressors [10, 11]. Training interventions aimed at cultivating psychological flexibility have shown significant improvements in reducing stress, burnout symptoms, and performance decline across organizations [10]. Likewise, resilience-building approaches anchored in cognitive-behavioral and positive psychology frameworks have demonstrated substantial efficacy in preventing burnout among healthcare professionals exposed to high emotional load [11]. Such findings highlight the necessity of embedding psychological skill development into organizational wellness strategies to fortify employees' adaptive capacity.

The psychological consequences of burnout extend beyond diminished productivity and include severe impacts on mental health and overall life satisfaction. Empirical findings demonstrate that burnout significantly reduces psychological well-being, which in turn decreases job satisfaction and fosters intentions to leave one's occupation [12]. This pattern has been confirmed among accountants, teachers, and social workers, suggesting its generalizability across occupational domains [12-14]. In the teaching profession, for instance, chronic burnout has been linked to emotional exhaustion, depersonalization, and reduced instructional quality, thereby compromising both teacher well-being and student outcomes [13, 15]. Similarly, in social work

contexts, burnout is strongly associated with a weakened professional identity, diminished perceived performance, and reduced personal accomplishment [14]. These outcomes signal the urgency of implementing comprehensive burnout mitigation frameworks that integrate psychological, organizational, and cultural dimensions.

Emerging studies also highlight the mediating mechanisms through which burnout influences broader organizational behaviors and outcomes. For example, burnout has been found to mediate the relationship between perceived stress and presenteeism among geriatric caregivers, indicating that stress alone does not impair performance unless it translates into emotional exhaustion and disengagement [16]. This underscores the centrality of burnout as a mediating construct linking work stressors to adverse performance indicators. Similarly, research shows that job stress mediates the association between physical health status and burnout, suggesting that occupational stress is the immediate pathway through which physical strain contributes to psychological exhaustion [3]. These findings illuminate the interdependent nature of physiological, psychological, and organizational systems in producing burnout.

Contextual factors such as the COVID-19 pandemic have further accentuated the salience of burnout research. The sudden shift to remote work created both challenges and opportunities regarding burnout dynamics. While the abrupt transition amplified workload ambiguity and technological stressors, it also allowed organizations to experiment with teleworking as a preventive strategy against burnout [17]. Evidence shows that teleworking, when properly structured, can alleviate burnout by enhancing work-life balance, reducing commuting stress, and offering employees greater autonomy and schedule flexibility [17]. However, the sustainability of these benefits depends on robust managerial support, equitable workload distribution, and effective virtual communication structures [2].

Burnout is not confined to specific demographic groups; rather, it manifests at the intersection of various social identities and organizational structures. Scholars argue that burnout experiences are shaped by intersecting dimensions of race, gender, and generation, which influence how individuals perceive and cope with organizational stressors [18]. In local government contexts, for instance, minority and younger employees report higher burnout rates, reflecting systemic inequities in support and recognition structures [18]. Such intersectional analyses are essential for designing inclusive burnout interventions that address the diverse needs of the workforce.

Intervention research offers promising insights into mitigating burnout across occupational contexts. Meta-analytic evidence demonstrates that multi-component interventions—combining organizational redesign, workload management, and psychological skills training—produce significant reductions in burnout symptoms, particularly emotional exhaustion and depersonalization [19]. Importantly, the effectiveness of interventions is enhanced when they are tailored to organizational contexts, aligned with leadership support, and embedded within long-term human resource development strategies [9, 19]. This underscores the need for integrated, systemic approaches that target both individual coping capacities and structural risk factors to achieve sustainable reductions in burnout prevalence.

Despite extensive research on burnout antecedents and consequences, significant gaps remain in developing contextually grounded models that translate empirical insights into actionable frameworks for organizations. Conceptual models that integrate organizational, individual, and contextual factors are critical to guide evidence-based policy-making and human resource practices [20, 21]. A meta-synthesis of prior studies underscores the importance of aligning leadership styles, organizational structures, and cultural norms with employee well-being initiatives to effectively mitigate burnout [9]. Furthermore, fostering open communication climates and dismantling organizational silence are vital to disrupt the feedback

inhibition loops that perpetuate burnout [6]. Such comprehensive frameworks are particularly urgent in high-stakes, service-oriented organizations where employee well-being directly affects service quality and organizational legitimacy.

In light of these theoretical and empirical insights, the present study seeks to contribute to the burnout literature by developing and validating a comprehensive model for overcoming job burnout within the organizational context of the Imam Khomeini Relief Committee.

Methodology

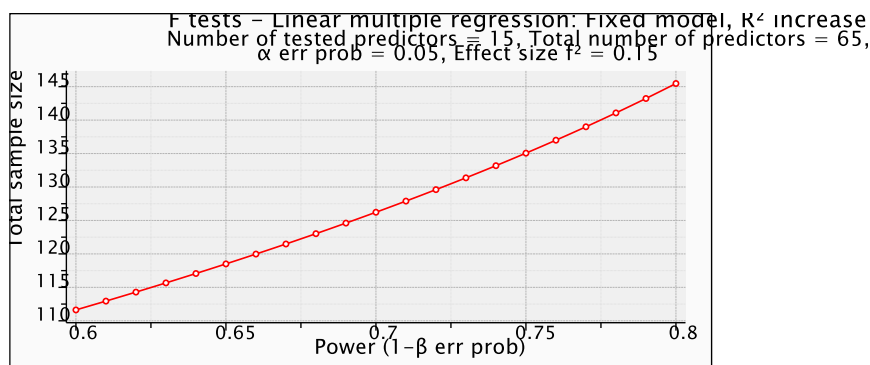
This study was conducted based on the paradigm of pragmatism and followed an inductive–deductive approach. The present study is an applied–developmental research in terms of purpose, aiming to propose a model for overcoming job burnout in the Imam Khomeini Relief Committee. Based on the data collection method, this is a non-experimental (descriptive) study conducted through a cross-sectional survey. To achieve the research objective, an exploratory mixed-method design was used.

The qualitative participant population consisted of theoretical experts (faculty members in human resource management) and practical experts (senior managers and human resource personnel of the Imam Khomeini Relief Committee). Based on the perspective of Miller et al. (2010), five criteria—being key, being well-known, theoretical knowledge, diversity, and motivation to participate—were applied to select the participants. Purposeful sampling was used to select the sample. Coding was carried out throughout the entire analysis process and was defined as such: after each interview, coding was performed, and the process of analysis was repeated as each new interview was added. This process continued until theoretical saturation was reached, which occurred after the thirteenth interview when repetition in results appeared—meaning no new codes or constructs emerged. However, to avoid false saturation, two additional interviews were conducted, and a total of 15 interviews were completed with the experts.

The quantitative statistical population included managers and experts of the Imam Khomeini Relief Committee. To estimate the sample size, the power analysis rule of Cohen (1992) and the G*Power software were used.

Figure 1

Sample size estimation using effect size and Cohen's power analysis method



Since the questionnaire included 15 main factors and 65 items, using the power analysis rule at a 95% confidence level, with an effect size of 0.15 and a statistical power of 80%, the minimum sample size was estimated at 146. To ensure greater accuracy, 150 questionnaires were collected.

The data collection tool in the qualitative section was semi-structured interviews. The interviews consisted of six initial questions, with the option of asking additional questions if necessary. In the quantitative section, a researcher-made questionnaire was used. The questionnaire was designed based on the results of the qualitative analysis and included 15 main constructs and 65 items on a Likert scale.

The validity of the qualitative section was evaluated and confirmed based on the criteria proposed by Lincoln and Guba, using four criteria: credibility, transferability, confirmability, and dependability, as judged by expert reviewers. To assess the reliability of interview coding, the Holsti coefficient was calculated at 0.713, and the Cohen's kappa coefficient for categorization reliability was estimated at 0.647. Since both values exceeded 0.60, the qualitative analysis was considered sufficiently reliable.

The validity of the questionnaire was examined using face validity (expert opinion), convergent validity (Average Variance Extracted, AVE), and discriminant validity, all of which were confirmed. The overall Cronbach's alpha of the questionnaire in a pilot study was obtained as 0.841. Furthermore, the Cronbach's alpha, composite reliability (CR), and Rho coefficient for all constructs were estimated at greater than 0.70.

For data analysis in the qualitative section, thematic analysis and Maxqda software were used. In the quantitative section, the partial least squares (PLS) method and SmartPLS software were used.

Findings and Results

In the qualitative section, 15 individuals participated, including 4 university faculty members and 11 industry experts. In terms of gender, 12 were male and 3 were female. Regarding age, 1 participant was under 40 years old, 7 were between 40 and 50 years old, and 7 were 50 years old and above. Regarding education level, 5 held master's degrees and 10 held doctoral degrees. In terms of work experience, 4 participants had between 15 to 20 years of experience and 11 had more than 20 years of experience.

In the quantitative section of this study, the viewpoints of 150 individuals were used. In terms of gender, 97 participants (64%) were male and 53 participants (35%) were female. In terms of age, 33 participants (22%) were under 30 years old, 39 participants (26%) were between 30 and 40 years old, 41 participants (27%) were between 40 and 50 years old, and 37 participants (24%) were over 50 years old. Regarding education, 69 participants (46%) had a bachelor's degree, 59 participants (39%) had a master's degree, 22 participants (14%) had a doctoral degree, and 0 participants (0%) had postdoctoral studies. Regarding work experience, 31 participants (20%) had less than 10 years, 45 participants (30%) had 10 to 15 years, 50 participants (33%) had 15 to 20 years, and 24 participants (16%) had more than 20 years of work experience.

To explain and propose a model for overcoming job burnout in the Imam Khomeini Relief Committee, specialized semi-structured interviews were conducted with university faculty members and managers of the Imam Khomeini Relief Committee. The interviews were analyzed using MaxQDA and the thematic analysis method following the approach of Attride-Stirling (2001) in six steps.

The first step is familiarization with the data; to this end, the interview texts were transcribed along with descriptive details (such as how interviewees expressed emotions when responding to questions, environmental conditions, etc.) and were studied multiple times. The second step is generating initial codes based on the data. The data were broken down into meaning units in the form of sentences and paragraphs related to the main meaning. The meaning units were reviewed several times, and appropriate codes were written for each meaning unit. Examples of interview text excerpts and identified codes are provided in Table 1.

Table 1.

Examples of interview text excerpts and identified open codes

Interviewee	Interview text	Open codes
3	The managers of the Imam Khomeini Relief Committee must adopt new leadership styles, and in my view, the appropriate style for this purpose is servant leadership.	Applying servant leadership style
5	Workplace spirituality greatly helps reduce the feeling of job burnout, and the atmosphere of spirituality should pervade the Imam Khomeini Relief Committee workplace.	Strengthening the spiritual atmosphere of the organization
8	To foster organizational intimacy, employees should feel joy and satisfaction working with their peers; this is the cornerstone of organizational brotherhood and intimacy.	Employees' sense of joy and satisfaction from one another
12	The workplace of the Imam Khomeini Relief Committee should be such that employees feel they are useful and important individuals who make an impact in the organization.	Enhancing employees' sense of personal competence and importance in the organization

Coding was repeated in the same way as each new interview was added until repetition occurred in the extracted codes and theoretical saturation was ultimately reached. The third step is searching for themes by categorizing various codes into organizing and global themes. To do this, open codes were classified based on semantic similarity; for example, the first category was assigned to "monitoring and foresight." In the fourth step, the themes were reviewed and necessary revisions were made. In the fifth step, the themes were defined and given final names. Finally, in the sixth step, the final qualitative analysis report was prepared, which resulted in 5 global themes, 15 organizing themes, and 65 basic themes. The codes of the proposed model for overcoming job burnout in the Imam Khomeini Relief Committee are presented in the following table.

Table 2

Codes for the Proposed Model of Overcoming Job Burnout in the Imam Khomeini Relief Committee

Global Theme	Organizing Theme	Basic Themes	Freq.	By Interview
Organizational Factors	Leadership and Management Factors	Managers' commitment to organizational justice	7	6,2,10,14,11,8,15,8,4
		Perceived organizational and supervisory support	6	7,5,9,5,9,1,1
		Encouraging employee participation in decision-making	7	13,10,1,14,8,6,9,11
		Applying servant leadership style	7	8,5,1,11,11,1,14,1
		Senior managers' support for employees' work-life balance	5	1,1,15,10,11
	Structural Factors	Merit-seeking and talent development	6	11,13,13,13,13,10,2
		Flexible and participatory structures	8	15,9,4,15,9,9,11,12,1,9
		Improving and strengthening organizational communication and developing informal and multi-directional relationships	9	15,14,15,3,7,13,15,2,7
		Allocating resources and facilities to reduce employee burnout	11	13,9,5,5,8,14,4,3,10,9,15,13
		Establishing a formal structure to prevent job burnout	7	1,2,3,14,6,1,8,6
		Balanced division of labor among employees	8	15,14,3,4,6,12,2,3,4
		Structural review and reengineering (reducing career plateauing)	10	4,6,6,8,14,13,13,1,8,3,5,6
	Organizational Culture	Encouraging alignment of employee and organizational values and goals	9	15,10,5,12,2,13,12,1,7,14
		Implementing and enhancing organizational virtue	8	7,6,13,12,5,14,13,10,8,4
		Strengthening the spiritual atmosphere in the Imam Khomeini Relief Committee	7	7,2,13,12,12,11,5,13
		Fostering a culture of participation and teamwork	7	7,3,2,9,11,13,12,1,12
		Favorable norms of employee support	9	5,13,8,9,6,10,4,12,7,3,4
Job Factors	Job Enrichment	Increasing job responsibilities	9	5,3,9,3,13,2,13,2,3,7
		Greater autonomy in performing tasks	8	11,2,8,5,13,7,1,6,4,8
		Meaningfulness of assigned tasks and reducing content plateauing	8	6,13,3,7,3,8,7,11,14
		Challenging and attractive tasks	6	5,4,5,5,11,3,15
	Career Development	Task and activity diversity	10	8,7,5,8,6,13,8,10,13,2,5

Employee-Related Factors	Stress Management	Job-person fit	7	1,7,2,1,8,1,1,5
		Expanding employees' job descriptions	8	1,7,2,9,1,2,3,13,5
		Job rotation and horizontal promotion	7	15,2,15,5,5,2,11,11,5
		Creating a calm work environment	9	10,14,2,1,7,14,4,2,1,4
		Responsiveness to work-related issues and problems	8	6,1,2,13,10,9,15,7,7
		Reducing role and task ambiguity	8	10,8,2,10,9,10,9,15,14,8
		Strengthening mindfulness	7	8,2,7,3,2,6,11
		Reducing job stress and strain	10	11,6,8,9,2,9,6,5,12,13,10,7
	Conflict Management	Avoiding task conflicts across jobs and departments	8	3,3,15,14,5,3,2,10,3,9
		Person-job fit	9	9,2,14,3,13,5,10,3,5,4,7
		Eliminating resource conflicts in jobs and departments	9	12,7,10,14,1,15,2,12,3,11,7
		Peacefully resolving employees' problems and departmental issues	4	14,10,13,3,8,5
		Proactively identifying potential conflict factors	4	12,1,8,9,6,9
	Compensation and Rewards	Providing welfare benefits and facilities to employees	9	8,14,8,1,1,15,15,2,3,1,7
		Employee satisfaction through adequate salaries and benefits	8	11,14,11,3,9,9,15,6,5
	Human Resource Development	Offering material and non-material rewards aligned with performance	7	7,11,9,7,7,12,10,7,13
		Expanding effective training and skill development	5	7,1,7,9,2,9
	Job Motivation	Utilizing employees' potential capacities and fostering talents	7	7,8,14,6,8,6,11,10
		Employee empowerment	9	15,14,10,15,12,6,5,15,9,6
		Employee performance management	10	7,5,12,11,12,9,2,8,9,14,5
		Enhancing job optimism and positive attitudes toward the Imam Khomeini Relief Committee	7	13,3,7,2,14,14,5,13
		Strengthening self-motivation	9	6,12,9,9,12,15,4,11,7,5,3
Client-Related Factors	Organizational Intimacy	Enhancing mindfulness and self-awareness	7	2,8,9,3,7,12,9,13,5
		Sense of belonging to the Imam Khomeini Relief Committee	10	8,4,10,13,7,9,11,6,5,14,1,2
		Employees' sense of joy and satisfaction from one another	9	15,1,9,13,5,2,4,4,6,13,6
		Existence of trust among employees	9	12,9,14,5,6,4,15,4,15,11
		Presence of organizational citizenship behaviors	10	14,15,2,5,10,5,9,8,9,14,15
	Empowering the Target Community	Mutual respect among employees	7	8,15,6,7,5,9,13,7,5
		Providing life skills and vocational training to clients	7	4,6,1,5,13,13,1,7,2
		Expanding educational and cultural services for low-income groups	9	2,11,2,2,14,15,2,9,11,7,13
	Managing Clients' Expectations	Preserving clients' human dignity and fostering their faith, spirituality, and culture	6	6,10,1,13,11,2
		Timely and effective communication with clients	8	12,13,5,14,13,5,10,3,12,5
		Ensuring fairness in supporting and serving clients	9	15,11,7,12,3,15,3,7,14,7
	Enhancing Digital Responsiveness	Developing a comprehensive information system for the Imam Khomeini Relief Committee	7	6,8,1,9,7,13,4,5
		Increasing public access to the organization via online platforms	8	11,8,14,10,11,6,9,12,9,14
		Digital management of documents and records	7	11,4,7,10,6,6,12,6,13
Enhancing Burnout Recovery	Job Burnout Recovery	Reducing employees' emotional exhaustion	8	11,12,1,3,8,7,9,1,15
		Preventing depersonalization	9	7,10,12,6,11,15,2,15,8,11,7
		Improving the sense of personal competence and importance in the organization	8	13,5,2,12,4,11,15,13,6,13
		Increasing organizational optimism and vitality	6	7,4,4,13,9,2,2,2
		Reducing absenteeism	6	9,4,9,15,11,12,2,8
		Enhancing efficiency and productivity	6	6,14,4,9,6,6,2
		Increasing job resilience	9	4,14,3,6,3,15,12,14,15,12

The constructs of the proposed model for overcoming job burnout in the Imam Khomeini Relief Committee include: Organizational factors (leadership and management factors, structural factors, organizational culture); Job factors (job enrichment, career development, stress management, conflict management, compensation and rewards); Employee-related factors (human resource development, job motivation, organizational intimacy); and Client-related factors (empowering the target community, managing clients' expectations, enhancing digital responsiveness).

The basic codes for overcoming job burnout in the Imam Khomeini Relief Committee are:

“reducing employees’ emotional exhaustion,” “preventing depersonalization,” “improving the sense of personal competence and importance in the organization,” “increasing organizational optimism and vitality,” “reducing absenteeism,” “enhancing efficiency and productivity,” and “increasing job resilience.”

The co-occurrence model of codes in MaxQDA functions to map the relational model and network diagram of codes based on their simultaneity. Using this method, an initial conceptual model can be proposed based on qualitative analysis and text coding. The proposed model of overcoming job burnout in the Imam Khomeini Relief Committee is presented in Figure 2.

Figure 2

Proposed Model of Overcoming Job Burnout in the Imam Khomeini Relief Committee

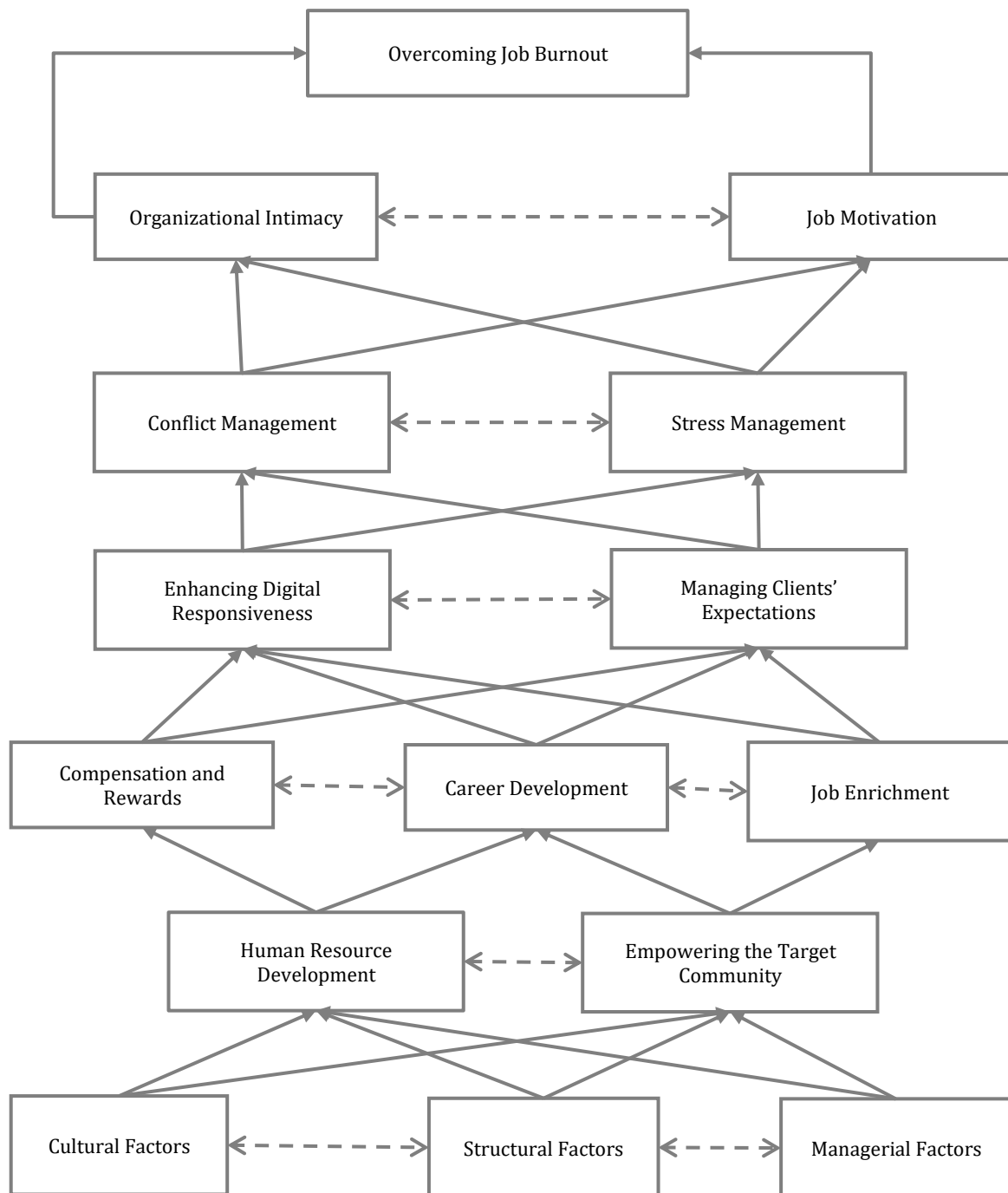


Figure 3

Validation of the Proposed Model for Overcoming Job Burnout in the Imam Khomeini Relief Committee

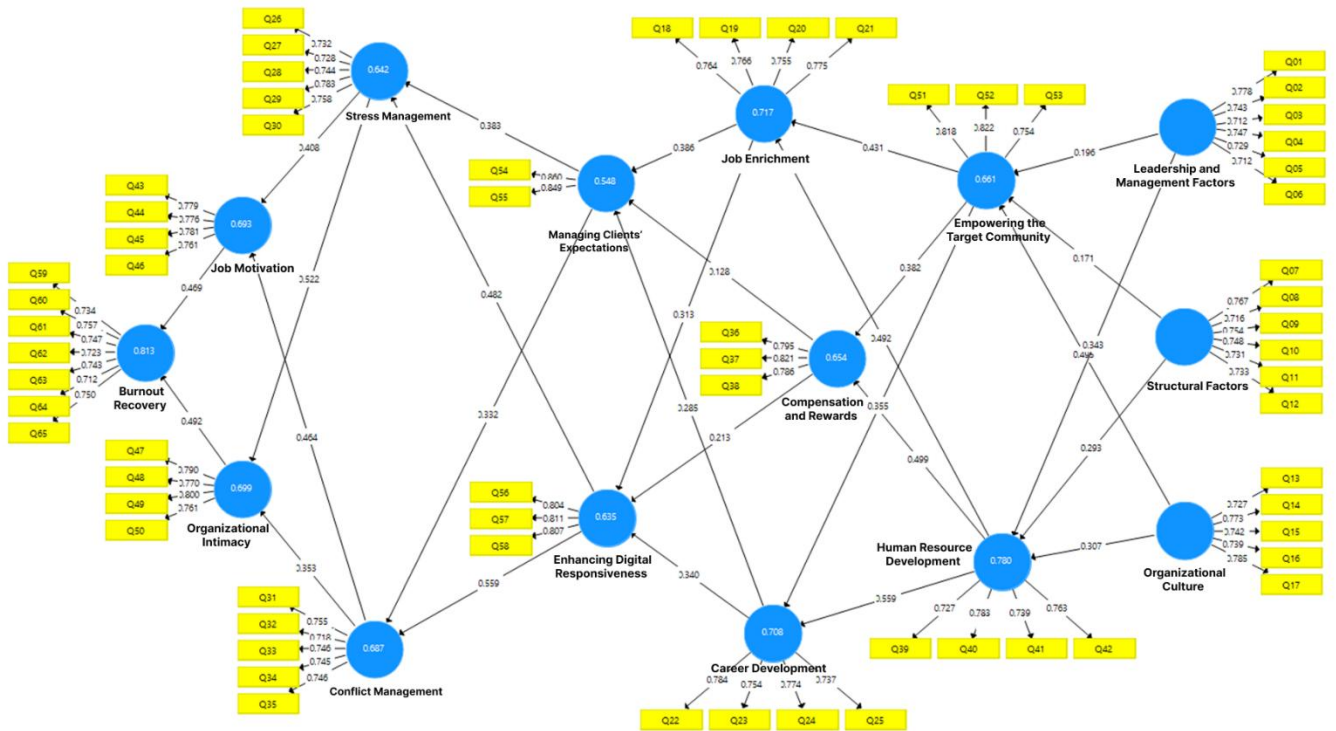
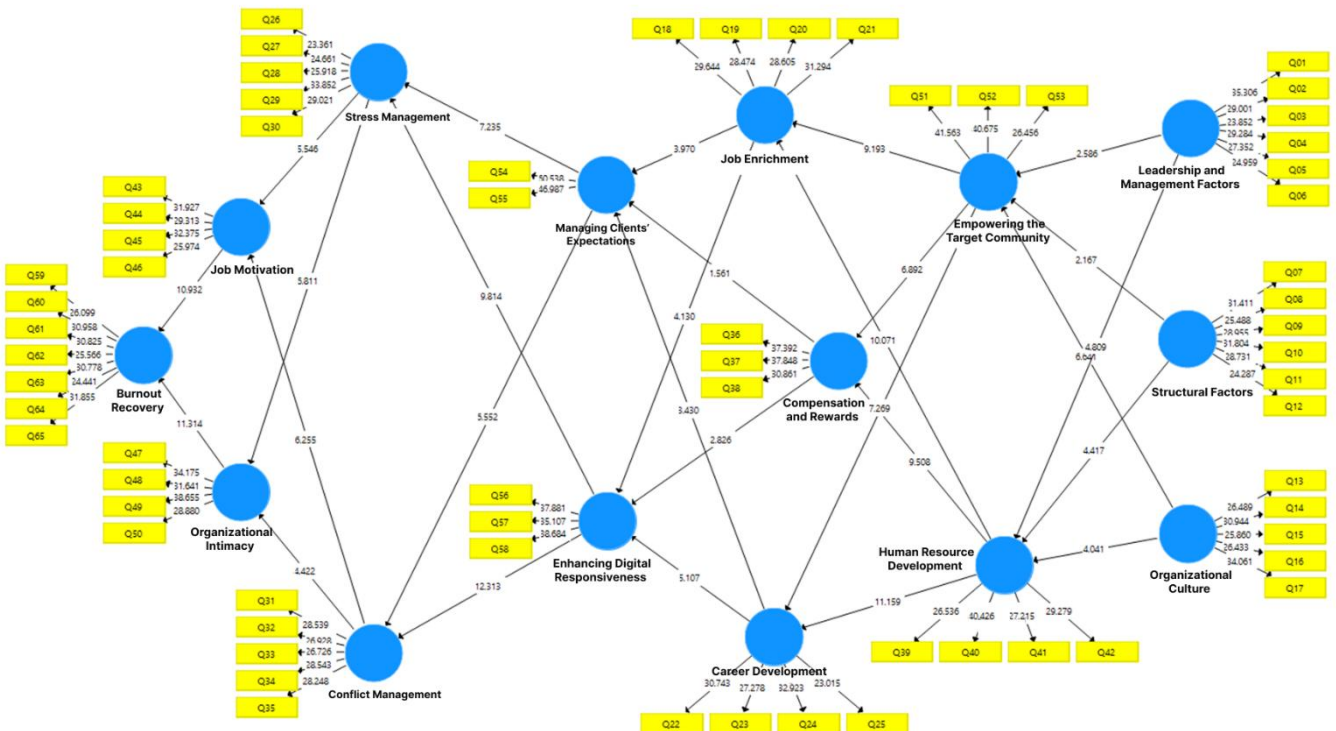


Figure 4

Significance Testing of the Proposed Model for Overcoming Job Burnout in the Imam Khomeini Relief Committee



After proposing the model for overcoming job burnout in the Imam Khomeini Relief Committee, the partial least squares (PLS) method was used for validation. Model validation under standardized estimation is shown in Figure 3. The estimated t statistics and bootstrap values used to test the significance of the relationships are presented in Figure 4.

The outer model (measurement model) shows the relationships between the observed variables and the latent variables. The strength of the relationship between items and the core constructs is indicated by factor loadings. The results indicate that all factor loadings exceed 0.60 and all t statistics are greater than 1.96. Therefore, the measurement portion of the model demonstrates adequate validity. For additional assurance, the outer (measurement) model was evaluated using convergent validity, rho (ρ), composite reliability (CR), and Cronbach's alpha. The average variance extracted (AVE) should exceed 0.50, and rho (ρ), composite reliability, and Cronbach's alpha should each exceed 0.70 (Azar & Gholamzadeh, 2019). A summary of the measurement model fit evaluation is provided in Table 3.

Table 3

Measurement Portion of the Proposed Model for Overcoming Job Burnout in the Imam Khomeini Relief Committee

Core Constructs	AVE	Cronbach's α	Composite Reliability (CR)	Rho (ρ)
Enhancing Digital Responsiveness	0.652	0.733	0.733	0.849
Job Motivation	0.599	0.777	0.777	0.857
Burnout Recovery	0.545	0.861	0.861	0.893
Human Resource Development	0.567	0.746	0.746	0.840
Empowering the Target Community	0.638	0.715	0.717	0.841
Career Development	0.582	0.760	0.761	0.847
Organizational Intimacy	0.609	0.786	0.786	0.862
Leadership and Management Factors	0.543	0.832	0.832	0.877
Structural Factors	0.550	0.836	0.837	0.880
Job Enrichment	0.585	0.764	0.764	0.849
Organizational Culture	0.568	0.810	0.809	0.868
Stress Management	0.562	0.805	0.805	0.865
Managing Clients' Expectations	0.731	0.715	0.717	0.844
Conflict Management	0.551	0.796	0.796	0.860
Compensation and Rewards	0.641	0.720	0.720	0.843

Given Table 3, AVE values are greater than 0.50; thus, convergent validity is confirmed. For all variables, rho (ρ), composite reliability, and Cronbach's alpha are greater than 0.70; therefore, the variables exhibit acceptable reliability. The relationships among the core constructs—referred to as the inner model (structural portion)—were examined using path coefficients and t statistics. A summary of the tests of relationships among the core constructs is presented in Table 4.

Table 4

Validation of the Proposed Model for Overcoming Job Burnout in the Imam Khomeini Relief Committee

Relationship	Path Coefficient	t	Significance (p)	Effect Size	Result
Enhancing Digital Responsiveness → Stress Management	0.482	9.814	0.000	0.321	Supported
Enhancing Digital Responsiveness → Conflict Management	0.559	12.313	0.000	0.493	Supported
Job Motivation → Burnout Recovery	0.469	10.932	0.000	0.496	Supported
Human Resource Development → Career Development	0.559	11.159	0.000	0.576	Supported
Human Resource Development → Job Enrichment	0.492	10.071	0.000	0.461	Supported
Human Resource Development → Compensation and Rewards	0.499	9.508	0.000	0.389	Supported
Empowering the Target Community → Career Development	0.355	7.269	0.000	0.144	Supported
Empowering the Target Community → Job Enrichment	0.431	9.193	0.000	0.228	Supported
Empowering the Target Community → Compensation and Rewards	0.382	6.892	0.000	0.171	Supported
Career Development → Enhancing Digital Responsiveness	0.340	5.107	0.000	0.131	Supported
Career Development → Managing Clients' Expectations	0.285	3.430	0.001	0.088	Supported
Organizational Intimacy → Burnout Recovery	0.492	11.314	0.000	0.319	Supported
Leadership and Management Factors → Human Resource Development	0.343	4.809	0.000	0.132	Supported
Leadership and Management Factors → Empowering the Target Community	0.196	2.586	0.010	0.028	Supported

Structural Factors → Human Resource Development	0.293	4.417	0.000	0.106	Supported
Structural Factors → Empowering the Target Community	0.171	2.167	0.031	0.023	Supported
Job Enrichment → Enhancing Digital Responsiveness	0.313	4.130	0.000	0.109	Supported
Job Enrichment → Managing Clients' Expectations	0.386	3.970	0.000	0.175	Supported
Organizational Culture → Human Resource Development	0.307	4.041	0.000	0.104	Supported
Organizational Culture → Empowering the Target Community	0.495	6.641	0.000	0.325	Supported
Stress Management → Job Motivation	0.408	5.546	0.000	0.178	Supported
Stress Management → Organizational Intimacy	0.522	6.811	0.000	0.375	Supported
Managing Clients' Expectations → Stress Management	0.383	7.235	0.000	0.172	Supported
Managing Clients' Expectations → Conflict Management	0.332	6.552	0.000	0.124	Supported
Conflict Management → Job Motivation	0.464	6.255	0.000	0.229	Supported
Conflict Management → Organizational Intimacy	0.353	4.422	0.000	0.135	Supported
Compensation and Rewards → Enhancing Digital Responsiveness	0.213	2.826	0.005	0.043	Supported
Compensation and Rewards → Managing Clients' Expectations	0.128	1.561	0.119	0.013	Rejected

Based on the results, for example, the path coefficient from Enhancing Digital Responsiveness to Stress Management was 0.482, the t statistic was 9.814 (greater than the critical value of 1.96), and the p value was 0.000 (less than the 5% error level); therefore, this hypothesis was supported. By contrast, the path coefficient from Compensation and Rewards to Managing Clients' Expectations was 0.128, the t statistic was 1.561 (less than the critical value of 1.96), and the p value was 0.119 (greater than the 5% error level); therefore, this hypothesis was rejected. The effect size (F^2) indicates the extent of variance in the dependent variables explained by the independent variables, with benchmark values of 0.02 (small), 0.15 (medium), and 0.35 (large) (Cohen, 2013). According to the results, the effect sizes of the independent variables exceeded the medium threshold of 0.15 in all cases and, in some instances, surpassed 0.35, indicating large effects.

The coefficient of determination (R^2) and the predictive relevance index (Q^2) were used to assess the predictive power of the model. These two indices are estimated for endogenous variables. The coefficient of determination indicates the proportion of variance in the dependent variables explained by the independent variables. Threshold values of 0.19, 0.33, and 0.67 are considered weak, moderate, and strong benchmarks, respectively, for assessing the structural model fit using the coefficient of determination (Chin, 1998).

The predictive relevance index (Q^2) was also used to assess the predictive power of the model. This index was introduced by Stone and Geisser and is estimated using the blindfolding method. If the Q^2 value is positive, it indicates that the model has acceptable predictive capability. Moreover, the q^2 value estimates the relative effect size of the predictive relevance index. Threshold values of 0.02 (weak), 0.15 (medium), and 0.35 (large) are used to assess this (Hair et al., 2021). The predictive power indices (R^2 and Q^2) are reported in Table 5.

Table 5

Predictive Power of the Proposed Model for Overcoming Job Burnout in the Imam Khomeini Relief Committee

Core Constructs	R^2	Adjusted R^2	Q^2	q^2
Enhancing Digital Responsiveness	0.635	0.632	0.390	0.639
Job Motivation	0.693	0.691	0.391	0.642
Burnout Recovery	0.813	0.812	0.414	0.706
Human Resource Development	0.780	0.778	0.416	0.712
Empowering the Target Community	0.661	0.658	0.399	0.664
Career Development	0.708	0.706	0.390	0.639
Organizational Intimacy	0.699	0.698	0.401	0.669
Job Enrichment	0.717	0.715	0.395	0.653
Stress Management	0.642	0.640	0.338	0.511
Managing Clients' Expectations	0.548	0.545	0.377	0.605
Conflict Management	0.687	0.686	0.356	0.553

According to the results in Table 5, the coefficient of determination (R^2) values of the endogenous constructs are satisfactory. The R^2 value for Burnout Recovery was estimated at 0.813, indicating that the model's variables explain 81% of the variance in burnout recovery in the Imam Khomeini Relief Committee. The Q^2 values were positive in all cases, indicating that the model has acceptable predictive capability. The relative effect size (q^2) of the predictive relevance index exceeded 0.35 in all cases, indicating strong predictive power.

To evaluate the model fit, the GoF, RMS_theta, SRMR, and NFI indices were used. For the GoF index, 0.01, 0.25, and 0.36 are considered weak, moderate, and strong benchmarks, respectively. For the RMS_theta index, values lower than 0.12 indicate good model fit. The SRMR index should ideally be below 0.10 and, more strictly, below 0.08. The NFI index should be greater than 0.60, and values above 0.90 are considered very desirable. Finally, the normed chi-square should be below 2, or at least below 5. The model fit indices for the proposed model of overcoming job burnout in the Imam Khomeini Relief Committee are shown in Table 6.

Table 6

Model Fit Evaluation for the Proposed Model of Overcoming Job Burnout in the Imam Khomeini Relief Committee

Index	GoF	RMS_theta	SRMR	NFI	Normed Chi-Square
Acceptable Value	≥ 0.36	< 0.12	< 0.08	> 0.60	< 2
Estimated Value	0.637	0.103	0.050	0.663	3.189

In this study, the GoF index was 0.637 (greater than 0.36), RMS_theta was 0.103 (less than 0.12), SRMR was 0.050 (less than 0.08), NFI was 0.663 (greater than 0.60), and the normed chi-square was 3.189 (less than 5). Therefore, the model demonstrates good overall fit.

Discussion and Conclusion

The findings of the present study yielded a comprehensive model for overcoming job burnout in the Imam Khomeini Relief Committee, highlighting a network of organizational, job-related, employee-related, and client-related factors that jointly influence burnout outcomes. The results revealed that organizational factors, including leadership and management practices, structural arrangements, and organizational culture, significantly affect human resource development and the empowerment of the target community. These, in turn, were found to influence career development, job enrichment, and compensation and rewards. Furthermore, job-related elements such as stress and conflict management mediated the relationship between these organizational factors and individual outcomes like job motivation and organizational intimacy, which ultimately predicted reductions in emotional exhaustion, depersonalization, and increased resilience and sense of personal accomplishment.

One of the core findings was that leadership and management factors exerted a direct positive impact on human resource development and indirectly on reducing burnout. This aligns with prior studies showing that transformational and supportive leadership fosters psychological safety, clarifies role expectations, and reduces the strain that contributes to burnout [1, 8]. Leadership practices rooted in fairness, trust-building, and participatory decision-making have been consistently associated with lower burnout levels and enhanced engagement, indicating that leaders shape the emotional climate in which burnout either flourishes or diminishes [2, 10]. In this study, the significant pathway from leadership factors to human resource development suggests that managers who prioritize staff development, training, and empowerment create a buffer against

emotional exhaustion. Such findings reinforce the notion that leadership is not only a top-down administrative role but also a psychological resource that can shield employees from the cumulative toll of job stressors.

The role of organizational structure was also substantiated, with results showing that flexible and participatory structures predicted higher levels of human resource development and empowerment of the target community. This finding resonates with the literature suggesting that rigid, bureaucratic structures exacerbate burnout by fostering role ambiguity, work overload, and perceived injustice [2, 5]. Conversely, decentralized and participatory structures enhance autonomy and perceived control, which are critical for mitigating burnout [13]. This study confirmed that when employees perceive fair resource allocation, balanced task distribution, and accessible support systems, they experience lower burnout symptoms. This supports prior evidence that organizational justice acts as a protective factor against emotional exhaustion and depersonalization, particularly in mission-driven organizations where intrinsic motivation must be safeguarded [1].

Organizational culture emerged as another significant dimension, positively predicting both human resource development and the empowerment of the target community. The model demonstrated that a culture emphasizing shared values, team spirit, and spirituality contributes to reducing burnout. This aligns with research showing that cultural congruence—alignment between individual and organizational values—strengthens commitment, reduces role conflict, and buffers against burnout [6, 9]. Furthermore, evidence suggests that fostering a culture of psychological safety and open communication disrupts organizational silence, a known mediator of burnout [6]. This study's results reaffirm that cultural initiatives promoting inclusivity, collaboration, and meaning-making not only sustain morale but also facilitate the emotional recovery necessary to prevent burnout from becoming chronic.

The results further indicated that human resource development positively influenced career development, job enrichment, and compensation and rewards, which in turn affected digital responsiveness and managing client expectations. This multilevel pathway underscores the interdependence of HRM practices and operational systems in shaping burnout outcomes. Prior meta-synthesis work has emphasized that sustainable burnout prevention requires aligning HR policies (such as training, performance management, and career progression) with workload design and reward systems [9, 20]. This study adds empirical support to that assertion, showing that when staff perceive opportunities for skill development, horizontal mobility, and fair compensation, they are more motivated and less prone to emotional exhaustion. Similar results were reported in research where lack of career growth opportunities was linked to higher burnout and turnover intention among public sector employees [4, 5].

Another pivotal finding was that job enrichment and career development contributed to enhancing digital responsiveness and managing client expectations, which subsequently predicted lower burnout. This highlights the role of meaningful and challenging tasks in promoting engagement and reducing emotional fatigue. Studies have shown that job enrichment—by increasing autonomy, task variety, and significance—builds intrinsic motivation and buffers against burnout [3, 13]. Moreover, equipping employees to meet evolving client expectations, particularly through digital platforms, reduces the stress of role overload and ambiguity [2]. This aligns with evidence from the COVID-19 teleworking context, which found that digital competence and well-structured virtual systems lowered burnout by improving efficiency and work-life balance [17].

Stress and conflict management were shown to serve as critical mediators linking job and organizational factors to motivational and affective outcomes. Employees who reported effective stress management mechanisms exhibited higher job motivation and organizational intimacy, which strongly predicted burnout recovery. This finding is congruent with

evidence that unmanaged stress is the most immediate precursor to burnout, mediating the effects of workload, health strain, and emotional labor [3, 16]. Research also indicates that conflict—if unresolved—intensifies emotional exhaustion and undermines cohesion, whereas constructive conflict management strengthens trust and engagement [2]. By demonstrating the role of stress and conflict management as pivotal leverage points, this study supports interventions that combine organizational redesign with psychological coping skill development to break the stress-burnout cycle.

The findings also revealed that job motivation and organizational intimacy were proximal predictors of burnout recovery. Employees with higher optimism, self-motivation, belongingness, and trust among peers exhibited lower emotional exhaustion and depersonalization. This echoes extensive evidence linking intrinsic motivation to resilience and burnout resistance [10, 12]. Similarly, organizational intimacy—manifested in trust, mutual respect, and citizenship behaviors—has been shown to cultivate collective efficacy and psychological safety, reducing vulnerability to burnout [11, 14]. The positive association observed in this study reinforces the necessity of fostering social connectedness as a strategic resource for sustaining emotional well-being at work.

Furthermore, client-related factors emerged as significant contributors, indicating that empowering the target community and effectively managing their expectations indirectly reduced burnout among employees. This suggests that when employees perceive their work as impactful and when client relationships are well-managed, their sense of meaning and efficacy increases, buffering against burnout. This aligns with findings that meaningful work and positive service outcomes enhance personal accomplishment and reduce burnout risk, especially in emotionally demanding roles [14, 18]. Additionally, the study found that enhancing digital responsiveness—by streamlining communication, documentation, and access systems—reduced stress and conflict, thereby lowering burnout. This confirms emerging evidence that technological infrastructure and digital literacy reduce workload strain and prevent burnout [16, 17].

Finally, the overall model demonstrated strong explanatory and predictive power, with burnout recovery being predicted by a constellation of interconnected factors. This systemic perspective resonates with recent reviews calling for integrated models that simultaneously address individual, organizational, and contextual determinants of burnout [20, 21]. By empirically confirming the interdependencies among leadership, structure, culture, HR development, job design, and client management, this study advances the field beyond fragmented approaches that target isolated symptoms. It provides robust evidence that burnout can be effectively mitigated only when organizations adopt holistic, multi-level strategies that realign systems, empower employees, and enhance service processes.

Despite its contributions, this study is not without limitations. First, the research was conducted within a single humanitarian organization, which may limit the generalizability of the findings to other sectors with different operational dynamics and cultural contexts. Second, the cross-sectional design constrains the ability to draw causal inferences among the identified variables. Although the use of structural modeling provided valuable insights into directional pathways, longitudinal data would be necessary to confirm causal relationships. Third, the reliance on self-report instruments may have introduced social desirability and common method biases, potentially inflating observed relationships. Fourth, while the study incorporated a robust set of organizational, job-related, and individual variables, it did not account for potential moderating factors such as personality traits, coping styles, or demographic characteristics that may influence burnout trajectories. Lastly, the qualitative sample size, though sufficient for theoretical saturation, was relatively small, which may limit the diversity of perspectives captured in model construction.

Future studies should aim to validate and refine the proposed model in diverse organizational contexts, including private sector firms, healthcare systems, and educational institutions, to enhance its external validity. Longitudinal designs are recommended to examine the temporal dynamics of burnout and to establish causal pathways among the identified constructs. Incorporating multi-source data, such as supervisor evaluations and objective performance indicators, would help mitigate common method bias. Additionally, future research should explore the role of individual difference variables—such as resilience, emotional intelligence, and personality traits—as potential moderators or mediators within the burnout model. Cross-cultural comparative studies would also be valuable to examine how cultural norms and societal expectations shape the effectiveness of organizational interventions in preventing burnout. Lastly, experimental and intervention-based research could test the practical efficacy of integrated burnout reduction programs derived from the proposed model.

For practitioners, the findings underscore the importance of addressing burnout through multi-level, systemic strategies rather than isolated interventions. Organizations should prioritize leadership development programs that cultivate supportive, transformational behaviors and emphasize fairness and participatory decision-making. Structural reforms should aim to reduce bureaucratic rigidity, clarify roles, balance workloads, and enhance communication flows. Cultivating a collaborative, value-driven organizational culture can strengthen employee alignment and resilience. Investments in human resource development—through continuous training, career pathing, and performance management—are essential to sustain engagement and reduce emotional exhaustion. Job design efforts should enhance task variety, autonomy, and significance while embedding stress and conflict management resources into daily operations. Additionally, fostering digital literacy and responsive service systems can alleviate role overload and enhance client interactions, indirectly reducing burnout. Ultimately, organizations must view employee well-being as a strategic priority and integrate burnout prevention into their core human resource policies to sustain performance and organizational vitality.

Acknowledgments

We would like to express our appreciation and gratitude to all those who cooperated in carrying out this study.

Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

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.

Funding

This research was carried out independently with personal funding and without the financial support of any governmental or private institution or organization.

References

- [1] I. Ullah, N. R. Ahmad, M. U. Aziz, and F. Iqbal, "Investigating Stress, Burnout, and Organizational Factors Contributing to Psychological Well-being at Work," *Review of Education, Administration & Law*, vol. 8, no. 1, pp. 29-40, 2025, doi: 10.47067/real.v8i1.401.
- [2] B. Scieputra and E. Linos, "When perceptions of public service harms the public servant: Predictors of burnout and compassion fatigue in government," *Review of Public Personnel Administration*, vol. 44, no. 1, pp. 116-138, 2024, doi: 10.1177/0734371X221081508.
- [3] F. Kazemi and S. Safarzadeh, "Designing a Job Burnout Model Based on Physical Health Status and the Brain-Behavioral System with the Mediation of Job Stress in Employees," *Health Psychology*, vol. 12, no. 47, pp. 59-70, 2023.
- [4] P. Galanis *et al.*, "Workload increases nurses' quiet quitting, turnover intention, and job burnout: evidence from Greece," *AIMS Public Health*, vol. 12, no. 1, pp. 44-55, 2025, doi: 10.3934/publichealth.2025004.
- [5] A. Nugroho, S. Mujanah, and I. D. K. R. Ardiana, "The Effect of Workload, Distributive Injustice and Job Burnout on Employee Performance With Quiet Quitting as an Intervening Variable in Employees at Public Works and Highways Department of East Java Province," *Marginal Journal of Management Accounting General Finance and International Economic Issues*, vol. 4, no. 2, pp. 321-338, 2025, doi: 10.55047/marginal.v4i2.1610.
- [6] H. Shirin and M. Nazarzadeh, "A Study of the Relationship between Organizational Bullying and Teacher Burnout through Organizational Silence," *Applied Educational Leadership*, vol. 5, no. 1, pp. 81-97, 2024.
- [7] A. Akbari and Y. Mohammadi, "Construction and Validation of the Organizational Bullying Scale and Its Relationship with Job Burnout and Job Satisfaction in Law Enforcement Headquarters Staff," *Police Management Studies*, vol. 18, no. 1, pp. 9-38, 2023.
- [8] E. Kamali, S. Afshari, and N. Haji, "Investigating the Impact of Transformational Leadership on Human Resource Management Functions and Job Burnout in Government Organizations," *New Research Approaches in Management and Accounting*, vol. 7, no. 25, pp. 1666-1681, 2023.
- [9] R. Gholipour and M. Karimi, "Developing an Employee Job Burnout Management Model Using a Meta-synthesis Approach," *Human Resource Studies*, vol. 14, no. 1, pp. 85-115, 2024.
- [10] R. Archer, R. Lewis, J. Yarker, L. Zernerova, and P. E. Flaxman, "Increasing workforce psychological flexibility through organization-wide training: Influence on stress resilience, job burnout, and performance," *Journal of Contextual Behavioral Science*, vol. 33, pp. 780-799, 2024, doi: 10.1016/j.jcbs.2024.100799.
- [11] M. Golparvar and K. Parsakia, "Building Resilience: Psychological Approaches to Prevent Burnout in Health Professionals," *KMAN Counseling & Psychology Nexus*, vol. 1, no. 1, pp. 159-166, 01/10 2023, doi: 10.61838/kman.psychnexus.1.1.18.
- [12] K. Hameli, L. Çollaku, and L. Ukaj, "The impact of job burnout on job satisfaction and intention to change occupation among accountants: the mediating role of psychological well-being," *Industrial and Commercial Training*, vol. 56, no. 1, pp. 24-40, 2024, doi: 10.1108/ICT-06-2023-0040.
- [13] H. Cheng, Y. Fan, and H. Lau, "An integrative review on job burnout among teachers in China: Implications for Human Resource Management," *The International Journal of Human Resource Management*, vol. 34, no. 3, pp. 529-561, 2023, doi: 10.1080/09585192.2022.2078991.
- [14] L. Levin, I. Roziner, and R. Savaya, "Professional identity, perceived job performance and sense of personal accomplishment among social workers in Israel: The overriding significance of the working alliance," *Health & social care in the community*, vol. 30, no. 2, pp. 538-547, 2022, doi: 10.1111/hsc.13155.
- [15] O. Ebrahimi and D. Mohammadi, "The Effectiveness of Positive Spirituality Therapy on Job Satisfaction and Burnout in School Teachers," *Applied Psychology*, vol. 18, no. 1, pp. 207-229, 2024.

- [16] Z. Zhao, H. Gao, F. Chen, and H. Dong, "The mediating effect of job burnout on perceived stress and presenteeism among geriatric caregivers in long-term care facilities," *Geriatric Nursing*, vol. 61, pp. 538-543, 2025, doi: 10.1016/j.gerinurse.2024.12.007.
- [17] V. Pourshahabi and F. Sarhadi, "The Effect of Teleworking on Reducing Employee Burnout during the COVID-19 Pandemic," *Public Management Researches*, vol. 17, no. 63, pp. 179-210, 2024.
- [18] C. J. Barboza, T. V. Le, and W. G. Resh, "Deconstructing burnout at the intersections of race, gender, and generation in local government," *Journal of Public Administration Research and Theory*, vol. 33, no. 1, pp. 186-201, 2023, doi: 10.1093/jopart/muac018.
- [19] D. J. Madigan, L. E. Kim, and H. L. Glandorf, "Interventions to reduce burnout in students: A systematic review and meta-analysis," *European Journal of Psychology of Education*, vol. 39, no. 2, pp. 931-957, 2024, doi: 10.1007/s10212-023-00731-3.
- [20] S. Vazifekhhah and E. Lari, "A Review of Job Burnout Factors and Treatment Strategies," *New Research Approaches in Management and Accounting*, vol. 6, no. 21, pp. 857-870, 2022.
- [21] R. Soltani and Z. Jamshidi, *Escape from Job Burnout*. Tehran: Barg-o-Bad, 2023.