

Research on the Influencing Factors of Job Burnout Based on JDCS Model

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Abstract:

With the rapid development of society, people's work pressure is also increasing, and the phenomenon of job burnout has attracted much attention. Whether the grass-roots personnel of enterprises can maintain a good working condition under high pressure directly affects their work efficiency and service level. In this study, more than 300 questionnaires were distributed to the grassroots of an enterprise to analyze the current situation and causes of job burnout. Based on the JDCS theoretical model, this paper analyzes the causes of job burnout, and finds that job requirement will increase job burnout, while job control will reduce job burnout. Job social support has a negative moderating effect on the relationship between job requirement and job burnout, and a positive moderating effect on the relationship between job control and job burnout. Based on this conclusion, this paper further puts forward some suggestions to reduce the job burnout of enterprise employees, such as flexible use of management by objectives, reducing workload, improving personal control ability, and humanized handling of enterprise related affairs.

Key Word: Job burnout; job requirement; job social support; job control.

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I. Introduction

In recent decades, with the rapid development of market economy, the social environment has undergone dramatic changes, people's life and work rhythm have become faster and faster, the pressure of social competition is also increasing, and the phenomenon of "job burnout" is becoming more and more serious. In the past, people always linked "job burnout" with medical and health and education industries, and thought that people engaged in these industries were more likely to produce job burnout. However, the researchers found that job burnout is not an individual phenomenon in individual industries. The groups who need to deal with people often have the possibility of burnout, but the probability of burnout in different industries is different¹. People stay in this kind of state because their workload, intensity and time are too large, too strong and too long. This is because work requires too much personal ability, energy and resources, which leads to personal exhaustion and emotional exhaustion. This kind of bad state often directly or indirectly affects the health of the staff and their ability to play, but also has an adverse impact on the organization². From the macro level, it puts forward higher requirements for the input of labor factors; from the micro level, the increasing requirements of organizations for employees' work has become a common phenomenon. High demand and high load of work has caused a lot of work pressure phenomenon, which has a negative impact on organizational performance and employee health, and has attracted the attention of management academia³. Based on the job demands control support model (shortened to JDCS)⁴, this paper conducts an empirical study to further explore whether the basic prediction of the model is effective under complex working conditions, and discusses and explains the mechanism of the extended model in combination with Chinese management practice.

II. Review of Related Research

(1) Definition of the concept of job burnout

Xue et al. (2017) believe that job burnout is a bad state of emotion, sociality and self-awareness, which is caused by the individual's high expectations of the occupation and the pressure that is difficult to release⁵. Guan et al. (2017) believe that "mismatch" is the cause of job burnout, which is manifested by the imbalance between individual's pay and reward, and the stimulus of environment also affects the occurrence of mismatch. This view is mainly from the perspective of organizational factors⁶. Kim et al. (2017) believe that job burnout is related to personal satisfaction, and history, social tradition and values are important influencing factors. Shbail et al. (2018) point out that the main cause of job burnout is the extreme imbalance between individual's effort and reward. He explains the unbalanced cognitive feeling as a sense of ineffectiveness, and points out that the impulse to resign is a typical manifestation of job burnout⁷; Gorji et al. (2017) define job

burnout as a phenomenon of emotional exhaustion, depersonalization and low personal accomplishment, which is the most influential definition of "job burnout"⁸. Emotional exhaustion refers to the lack of passion and vitality in work, which is considered to be the most representative manifestation of burnout; depersonalization is characterized by lack of compassion and indifference, and individuals often do not respect their clients, which is mainly explained from the perspective of interpersonal relationship; low personal accomplishment belongs to the dimension of self-evaluation, which is mainly manifested in suspecting the meaning of work, low sense of achievement of work, even feeling that they are not competent for the work, and finally giving up the work. This dimension reflects the results of job burnout behavior.

(2) Karasek job demands control support model (JDSC model)

In 1979, Karasek studied the interactive effect of job requirement and job control on work pressure and work motivation, and pointed out that in the case of high job requirement, job control was an important factor to alleviate work pressure and enhance work motivation⁹. Karasek believes that job requirements are the factors existing in the organization that reflect the amount of work tasks, time requirements and role conflicts of employees; job control includes employees' decision-making power in work and various skills used by employees in work. The two main assumptions of JDSC model are: the coexistence of high job requirements and low job control will lead to high stress work; the coexistence of high job requirements and high job control will lead to positive results healthy--- healthy physical and mental condition and high work motivation, which Karasek calls active work. Xiang et al. (2017) explained the psychological mechanism of the model¹⁰: the job requirements that employees be placed in a state of being excited. If the excited state is accompanied by lower job freedom or job control, the psychological stimulation cannot be released during normal task execution, and if the depression accumulates for a long time, it can lead to negative psychological and physiological consequences. If this stimulation is accompanied by high job control, it will be effectively guided. As Karasek States, a new employee behavior model will be developed to make employees have active performance and increase their active problem-solving behaviors. Johnson and Hall introduced isolated stress into Karasek's JDSC model in 1988 and began to study JDSC model. This study pointed out that the classical prediction of JDSC model only exists in the condition of high job social support; in the environment of low job social support, the conclusion is different from the original model; the research data show that in the sample group with high job requirements, high job control and low social support, the job stress is the highest.

III. Research Design and Data Analysis

(1) Research hypothesis and research model

In the organizational environment, a large number of urgent job requirements are the main causes of work pressure. Job requirements can stimulate the morale of organization members and arouse their potential energy, while job control is the authority and freedom that organizations give their members to take actions to release their potential. Therefore, when the organization members are faced with high work requirements however lack of corresponding authority and means to relieve pressure, they will feel strong job pressure, resulting in job burnout. Job social support is the support and help from superiors and colleagues in the organization. Cohen and Jellies believe that superiors and colleagues can help individuals who are in high job requirements to change the unfavorable situation itself; help them re-examine and evaluate the unfavorable situation from a positive perspective; or give them verbal comfort and encouragement, etc., which can alleviate the pressure of employees and reduce job burnout. Based on this, this paper puts forward the following hypotheses:

Hypothesis 1: job requirements have a positive effect on job burnout;

Hypothesis 2: job social support negatively moderates the relationship between job requirements and job burnout.

From a positive point of view, high job requirements set task goals and challenges for employees, while high job control gives them powerful weapons to achieve goals and deal with challenges, which can meet the internal requirements of employees to obtain a sense of job achievement and realize personal value, so as to reduce job burnout. Therefore, when the job requirements increase, the work control can also increase the work incentive. Social support may regulate the relationship between job control and work motivation. Especially in the case of high job requirements, one of the most concerned problems of employees is whether they can successfully complete their work tasks. The acquisition of job social support in the organizational environment will strengthen employees' self-confidence and make them believe that the work can be completed, so as to improve their work motivation. Based on the above analysis, this paper puts forward the following hypotheses.

Hypothesis 3: job control has a negative effect on job burnout;

Hypothesis 4: job social support positively moderates the relationship between job control and job burnout.

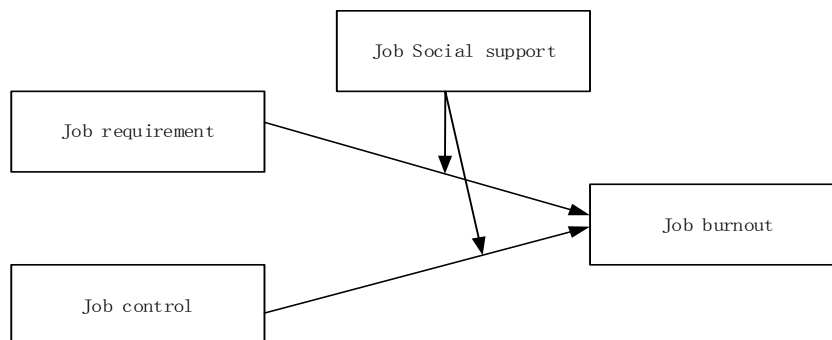


Figure no 1: Research model

(2) Questionnaire design and investigation

The research hypotheses and relationship models based on literature review involve the following concepts: job requirement, job control, job social support and job burnout. The reliability and validity of the questionnaire are very important for the measurement of variables. Based on the description of the mature scale in the existing literature, we take the scale that has been used as the standard scale. A total of 285 questionnaires were collected through questionnaire distribution in enterprises. Through the preliminary statistical analysis of the collected questionnaires, the basic situation of the sample distribution of the respondents was obtained, as shown in Table no 1.

Table no 1: The characteristic distribution of sample enterprises.

Gender	Male67.6%	Femal32.4%			
Age	Under 20 years old 40.3%	20~25 37.5%	25~30 14.5%	30~35 6.9%	35 and above 0.8%
Marital status	Unmarried 39.3%	married60.7%			
Education level	Under junior college 64.5%	undergraduate 17.6%	master 15.2%	doctor 2.8%	
Working years	1~2 years20.6%	2~5 years 39%	5~7 years 18%	7~10 years 12%	10~12 years 13.1%
Income	No income 68.4%	<2000 yuan 26.5%	3000-5000 yuan 4.6%	5000-8000 yuan 0.3%	>10000 yuan 0.3%

(3) Data analysis

In order to ensure the validity and authenticity of the data, it is necessary to analyze the validity and reliability of the data first. With the help of amos21.0 and spss21.0 software, the validity of the sample data was measured by confirmatory factor analysis (CFA), and the reliability of the scale was tested by Cronbach's α coefficient.

Table no 2: First order confirmatory factor analysis (CFA) results of each variable

Variable	Item	STD	SMC	1-SMC	χ^2/df	GFI	NFI	AGFI	CFI	RMSEA	CR	AVE
JB	JB1	0.62	0.384	0.616								
	JB3	0.71	0.504	0.496								
	JB4	0.68	0.462	0.538	2.316	0.977	0.958	0.946	0.977	0.067	0.785	0.582
	JB5	0.73	0.533	0.467								
	JB6	0.65	0.423	0.577								
	JB7	0.49	0.24	0.76								
	JC	JC1	0.89	0.792	0.208							
JC2		0.87	0.757	0.243								
JC3		0.67	0.449	0.551	1.956	0.993	0.993	0.966	0.996	0.058	0.865	0.674
JC5		0.59	0.348	0.652								
JS	JS1	0.68	0.462	0.538								
	JS4	0.86	0.516	0.484	1.291	0.988	0.999	0.995	0.998	0.031	0.831	0.763
	JS5	0.93	0.865	0.135								
	JS6	0.86	0.516	0.484								
JR	JR6	0.64	0.41	0.59								

JR10	0.93	0.865	0.135								
JR11	0.87	0.757	0.243	2.442	0.992	0.987	0.953	0.992	0.071	0.722	0.682
JR12	0.75	0.563	0.437								
JR16	0.8	0.64	0.36								

Table no 3: Reliability index data of each variable

Variable name	Variable	Cronbach's alpha
Job burnout	JB	0.843
Job control	JC	0.899
Job requirement	JR	0.897
Job social support	JS	0.898

It can be seen from table no 2 and table no 3 that the reliability and validity of the above four variables are high. Therefore, this paper thinks that the questionnaire has high reliability and validity. On the basis of ensuring the validity and authenticity of the data, this study makes a preliminary descriptive statistical analysis of the measurement dimensions corresponding to each variable, and the mean value and standard deviation are shown in Table no 4.

Table no 4: Descriptive statistical results

Variable name	Variable	Mean	S.D
Job burnout	JB	4.39	1.72
Job control	JC	4.38	1.06
Job requirement	JR	5.21	0.98
Job social support	JS	5.34	1.16

Correlation analysis is used to preliminarily judge the relationship between variables, make a preliminary judgment for further regression analysis, and lay the foundation for regression analysis. As shown in Table no 5, the correlation coefficient of each variable is significant at the level of $P < 0.01$, indicating that there is a correlation between the above variables. In order to further clarify and verify the relationship between the above variables, this paper intends to analyze it by SEM structural equation.

Table no 5: Correlation analysis results

Variable	Job burnout	Job control	Job requirement	Job social support
Job burnout	1			
Job control	-0.400**	1		
Job requirement	0.337**	-0.429**	1	
Job social support	-0.367**	0.503**	-0.592**	1

Notes: ***Sig.<0.001, **Sig.<0.01, *Sig.<0.05

According to the previous hypothesis, this paper constructs the SEM model. This paper uses amos21.0 to construct the SEM model. Through the analysis of the collected data, the results are shown in Table no 6.

Table no 6: SEM model analysis results

Variable relation	UNSTD	S.E.	C.R.	P	STD	Support the hypothesis or not
JR→JB	0.472	0.039	1.826	**	0.414	YES
JC→JB	-0.401	0.061	6.529	***	-0.476	YES

Fitness index:

$$\chi^2/df = 1.879 \text{ RMSEA} = 0.055 \text{ GFI} = 0.958 \text{ AGFI} = 0.915 \text{ NFI} = 0.915 \text{ CFI} = 0.958 \chi^2 = 274.301 \text{ DF} = 146$$

From the results of SEM regression analysis, we can see that job requirement has a positive effect on job burnout, and job control has a negative effect on job burnout, and they are significant at the level of $P < 0.05$. In order to verify the moderating effect of job social support on the relationship among job control, job requirement and job burnout, the software spss21.0 is used for hierarchical regression analysis, and the results are shown in Table no 7.

Table no 7: analysis of the moderating effect of job social support

Variable	Dependent Variable: JB								
	Model 1			Model 2			Model 3		
	β	STD	Sig.	β	STD	Sig.	β	STD	Sig.
Constant	1.121		*	0.959		**	-1.449		***
Control Variable									
Gender	0.064	0.03	0.614	0.029	0.014	0.764	-0.026	-0.012	0.267
Marital status	-0.018	-0.09	0.229	-0.213	-0.104	0.066	-0.067	-0.033	*

Working years	0.025	0.031	0.605	-0.023	-0.029	0.53	0.014	0.017	0.12
Education level	-0.287	-0.19	**	-0.185	-0.122	*	-0.015	-0.01	0.403
Age	-0.052	-0.071	0/372	-0.035	-0.048	0.424	-0.044	-0.06	***
Income	0.046	0.052	0.428	0.047	0.053	0.284	0.026	0.029	*
Independent variable									
JC				-0.196	-0.196	*	-0.158	-0.158	**
JR				0.401	0.401	***	0.385	0.385	***
JS				-0.228	-0.228	***	-0.393	-0.393	***
Regulatory role									
JC*JS							0.006	0.055	0.014
JR*JS							-0.08	-0.693	***
DW value		1.827			1.853			2.036	
Tolerance		≥0.528			≥0.577			≥0.117	
VIF		≤1.893			≤1.733			≤8.577	
R2		0.05			0.472			0.97	
After adjustment R2		0.03			0.453			0.969	
R2 change		0.05			0.472			0.97	
F value		2.48			24.919			64.891	

As shown in Table no 7, the values of DW tested are 2.036 and VIF are less than 8.577, and both values are distributed within a reasonable range, that is, there are no sequence related problems and multiple collinear problems in this model. By drawing residual map, we find that the data are randomly distributed in the horizontal line passing through 0, which indicates that there is no Heteroscedasticity in regression model. The model verifies the relationship between job social support, job control, job requirement and job burnout by regression analysis of the relationship between independent variables or product items and employee satisfaction. (1) From model 1, 2 and 3, we can see that marital status, gender, working years, age and income have no significant effect on job burnout. Education level has a negative effect on job burnout. (2) From the model 2, we can see that job social support and job control have negative effects on job burnout, and job requirement has a positive effect on job burnout. (3) From model 3, we can see that job social support has a positive moderating effect on the relationship between job control and job burnout; job social support has a negative moderating effect on the relationship between job requirement and job burnout.

IV. Results and Discussion

Based on the above analysis, we can get the hypothesis test results as shown in Table no 8.

Table no 8: the hypothesis test results.

Hypotheses	Results
Hypothesis 1: job requirements have a positive effect on job burnout	supported
Hypothesis 2: job social support negatively moderates the relationship between job requirements and job burnout	supported
Hypothesis 3: job control has a negative effect on job burnout	supported
Hypothesis 4: job social support positively moderates the relationship between job control and job burnout	supported

For enterprises, based on the above conclusions, this paper puts forward the following suggestions to help enterprises improve the job burnout of employees.

(1) Flexible use of objective management. Enterprises should use management by objectives, people-centered, goal oriented, achievement oriented, to decompose the guidelines, policies and overall objectives of the headquarters step by step in the form of task decomposition, so as to decompose the task objectives into sub objectives of each unit and department. Through the means of management by objectives, the work requirements of the higher authorities can be more accurately transmitted to the grass-roots units, and the responsibilities of the grass-roots departments and civil servants are more clear and specific

(2) Reduce workload. Overwork is an important cause of emotional exhaustion of grass-roots employees. To reduce the job burnout of grass-roots employees, we must reduce their workload. The work at the grass-roots level is numerous and complicated, and a large number of forms issued by the higher authorities consume most of the working time of grass-roots personnel. Some forms are highly repetitive, vague and difficult to fill in, which greatly reduces the work efficiency of grass-roots personnel. Therefore, we need to reduce such unnecessary work and improve efficiency.

(3) Improve personal control. In order to improve the working ability and skills of grass-roots staff, enterprises should carry out diversified training to adapt to different work needs. At present, the company has carried out pre job training for newly recruited employees, but the improvement training and professional

training after employment are less, and the phenomenon of replacing training with knowledge is prominent. In order to improve their professional level, we should carry out targeted post training for grassroots personnel in different positions. In case of post transfer, we should also help them to be familiar with the work business in time and carry out post energy-saving training as soon as possible.

(4) Humanized handling of enterprise related affairs. Job redesign is to redesign the content, function and relationship of work, including job rotation, job enrichment and expansion. When a person does the same job repeatedly for a long time, it is easy to get tired of the job, which leads to job burnout. In order to stimulate the enthusiasm of grassroots staff and make them worry free in the process of promoting their work, we should encourage them to innovate and explore, and allow them to make mistakes. Establish a reasonable fault tolerance mechanism to distinguish the mistakes made by grassroots staff in their work.

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