

BURNOUT IN THE HIRING PROCESS: IMPACT OF WORKLOAD AND INCENTIVES ON JOB SATISFACTION WITH BURNOUT AS A MEDIATOR AND ORGANIZATIONAL SUPPORT AS A MODERATOR AMONG RECRUITERS IN PAKISTAN

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ABSTRACT

This paper explores the relationship between workload, burnout, incentives, perceived organizational support (POS), and job satisfaction with a special interest on how POS can be used to address the negative impacts of burnout on employee satisfaction. The paper fulfills a very acute research gap in high-need organizational settings, in which the welfare of employees is frequently neglected because of high workloads, lack of support, and motivation resources. The study is based on the Job Demands-Resources (JD-R) model and Social Exchange Theory to explain the negative effect of high workload and burnout on job satisfaction and the positive effect of organizational resources, in this case, POS and incentives, can prevent such adverse consequences. The empirical study incorporated a quantitative and cross-sectional survey design; correlation was analyzed with PLS-SEM in Smart-PLS 4, which involves direct, moderating, and interaction relationships. Findings suggest that burnout mostly due to workload reduces job satisfaction, but POS has a direct and significant positive effect on satisfaction, and moderates the relationship between burnout and satisfaction, and negates the negative effect of burnout. Job satisfaction is positively influenced by incentives and does not contribute to burnout significantly indicating that incentives are motivational rather than protection resources.

Measurement models as well as structural models show high reliability, convergent and discriminant validity, and predictive relevance (R^2 , Q^2 , RMSE, and MAE) which prove the soundness and applicability of the results. The originality of the study is that it incorporates a two-pathway framework that comprises a combination of job demands, job resources, and motivational variables to explain the level of satisfaction among employees in high-demand environments. The implications of these results are also theoretical and practical since it provides insights into the way organizations can manage the workload, improve perceived support, and deploy effective incentive programs to maintain employee performance and welfare. Future studies can build upon the model by using longitudinal research designs, cross-industry studies, and adding more moderating factors like resilience or leadership style to improve the understanding of the relationships between employee satisfaction and burnout.

Besides its main model, the research has a methodological value in that it shows how the interaction-based partial least squares structural equation modeling can be used to unravel the multifaceted psychological process in the organizational study. Simultaneously modeling the mediating as well as moderating forces, the study provides a more accurate depiction of the process in which the employees feel stressed and experience support in a high-pressure environment. This is superior to the time-honored linear models and allows scholars and practitioners to not only establish whether there are connections between variables but also to establish how and under what conditions these connections get stronger or weaker. The study, therefore, suggests a

strong analytical framework that can be replicated or modified by future researchers in various organizational and cultural settings in order to enhance the current knowledge on workforce sustainability and employee well-being.

Introduction/Background:

Recruitment is an important function of human resource management, which helps organizations identify and hire potential candidates for available job positions (Breaugh, 2017). The scope and intensity of the modern recruitment function have increased. Recruiters now deal with large numbers of applications, intricate digital platforms, strict time-to-hire deadlines, and rising hiring managers' and candidates' expectations, all of which increase the demand for hiring professionals (Clarissa & Rachmawati, 2025).

Workload refers to the physical, mental, and emotional demands that an individual experiences as one carries out their work obligations (Bowling & Kirkendall, 2012). Due to their performance-driven and goal-oriented nature, recruitment roles are not an exception to the rule that high workload, which is defined as the quantity and intensity of tasks, time pressure, and role multiplicity, is frequently linked to elevated levels of job stress and burnout across occupational groups (Hawani & Hamidah, 2022). The prolonged experience of stressful workloads helps to develop burnout syndrome as an emotion of exhaustion, depersonalization, or a loss of faith in individual effectiveness (Maslach & Jackson, 1981). If the workload becomes high and excessive, it causes resource depletion, as well as fatigue, which sometimes culminates in the intensification of burnout symptoms (Schaufeli & Taris, 2014).

Burnout is common in jobs requiring high levels of responsibility and frequent interpersonal interactions, like recruitment, where people are constantly evaluating and interacting with candidates (Maslach & Leiter, 2007). Burnout can be interpreted as a consequence of work-related stress that leads to emotional exhaustion. Researchers describe burnout as something that does not occur in a vacuum. Burnout has a specific form in which a particular workplace environment and a personal work-related association affect one's burnout (Maslach, Schaufeli, & Leiter, 2001). The employer requires commitment and loyalty from employees because loyal employees are those who perform better in their jobs and also have fewer absentee days. The employees also expect commitment and loyalty in

return from organizations. They want to be treated with commitment and loyalty in forms of being treated with respect and rewarded fairly. They also expect to be equipped with the help and support that they require (Mathieu, & Zajac, 1990).

Job satisfaction may be explained as a positive emotional state generated as a consequence of evaluating one's experiences in a job (Locke, 1976). A great level of job satisfaction among recruiters is important because this has implications for staff retention and quality performance (Judge, & Klinger, 2008).

Incentives can be considered as rewards used to encourage employees and may affect behavior, performance, and job satisfaction (Kuvaas, 2006). They may be monetary or non-monetary. Incentive frameworks can both motivate and increase pressure, according to research on recruitment consultants and internal talent acquisition teams. While incentives may improve performance in the short term, they can also increase stress when they prioritize quantity over sustainable practices, which indirectly contributes to burnout (Clarissa & Rachmawati, 2025). In recruitment roles, rewards such as hiring bonuses, recognition, and performance rewards may lower stress levels and boost employee motivation (Gerhart & Fang, 2014).

Organizational support: This relates to the fact that the employees feel that the organization appreciates their input and cares about their welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986). High levels of POS may help lower burnout, reduce stress, and increase job satisfaction among employees (Rhoades & Eisenberger, 2002). The contemporary recruitment environment has shifted profoundly because of technological evolution, the globalization of talent, and increasing competitiveness among organizations (Lievens & Chapman, 2019). According to the Job Demands-Resources (JD-R) theory, resources like organizational support and incentives help sustain motivation and performance, while job demands like workload cause stress and exhaustion (Bakker & Demerouti, 2017).

According to this framework, job satisfaction and

employee well-being are impacted by burnout, which is a fundamental result of high demands and inadequate resources (Schaufeli W. B. & Taris, 2014). Organizational procedures can lessen stress and enhance HR performance when the JD-R theory is applied to recruitment positions (Bakker & Demerouti, 2017). It has been demonstrated that non-monetary rewards like autonomy, growth prospects, and recognition greatly enhance worker satisfaction and productivity in challenging positions (Chong & Gagné, 2019). Supportive environments can lower burnout, increase job satisfaction, and lessen perceived stress, organizational support is also crucial in influencing employee outcomes (Rhoades & Eisenberger, 2002). Supportive leadership in the recruitment context helps recruiters better manage workload pressures through coaching, feedback, and resource availability (Newman, Donohue, & Eva, 2017).

Problem Statement:

While incentives and support from the organization can have a buffering function, their joint effect with workload and burnout among Pakistani recruiters has received little research attention (Rhoades & Eisenberger, 2002). Therefore, this research examines workload and incentive effects on job satisfaction, burnout as a mediator for such effects, and moderating roles of perceived support for recruiters in a Pakistani setting. Though a large amount of research connects the demands/resources construct with burnout/satisfaction outcomes in the workplace, the lack of research in the recruiter burnout context remains evident. Though workload predictors relate well within the medical and professional settings of burnout (Altaf & Khattak, 2025), the specific impact of this demand on the job satisfaction of recruiters processing large amounts of candidates is less known. Likewise, though the buffering effect of incentives has been verified in the context of the demands/resources construct in the general occupational context, the empirical status of the predictive relationship of these predictors in the burnout/satisfaction of HR practitioners has yet to be determined. The study aims to fill this research gap in relation to the research questions of: (1) the direct predictors of workload/incentives on job satisfaction, (2) the mediating nature of burnout, and (3) the moderating influence of organizational support.

Research Questions

1. How are the workload and burnout associated with the recruiters in Pakistan?
2. What is the impact of incentives in reducing burnout among Pakistan recruiter?
3. How is there the connection between job satisfaction and burnout amongst recruiters in Pakistan?
4. Does burnout mediate the relationship between job satisfaction and workload among recruiters in Pakistan?
5. Is there a mediating effect of burnout between incentives and job satisfaction among recruiters in Pakistan?
6. Is there a relationship between job satisfaction and burnout in Pakistan between recruiters and moderated by perceived organizational support?

Research Objectives

- To assess the effects of Workload on Burnout experienced by the recruiters based in Pakistan.
- To test the relation between Incentives and Burnout.
- To test the relation between Burnout and Job Satisfaction.
- To test the mediating effect of Burnout on the Workload and Job Satisfaction relationship.
- The mediation effect of Burnout on Incentives and Job Satisfaction is to be studied
- The moderating role of Perceived Organizational Support (POS) does not influence the relationship between Burnout and Job satisfaction.
- To investigate the overall effect of Workload and Incentives on Job Satisfaction of recruiters.

Significance of the Study

This work adds to the HR literature by sharing data on how burnout happens in recruitment roles. It can also give HR heads in Pakistan good ideas to set up better work plans, rewards, and organizational support systems for workers (Breaugh, 2017). Results will help companies form plans that cut recruiter burnout and boost job happiness, leading to better hiring (Judge, & Klinger, , 2008).

It is important to study burnout in recruitment because of institutional roles that recruitment

teams undertake in talent attraction and organizational effectiveness because burnout may impact recruitment effectiveness and organizational expenditure (Bakker & Demerouti, 2017). Explaining the mediating effect of burnout is useful in elucidating how work conditions influence job satisfaction. Additionally, it represents an extension of previous research based on the JD-R model by incorporating incentives and perceived support within organizations, adding to theoretical development by examining moderated mediating effects that have received scant attention in previous recruitment research. In practical terms, understanding the moderating effect of perceived support within organizations has the advantage of allowing organizations to adopt practices that will buffer burnout and influence recruiter satisfaction and retention (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Scope of the Study

This study investigates burnout in the selection process specifically within the role of the recruiter and the impact workload and incentives have on job satisfaction. The thesis proposes job burnout to be a mediator between the antecedent variables and job satisfaction and organizational support acting as the moderator in this equation. The current study attempts to merge the theories from the Job Demands-Resources Model where workload is the demand and incentives affect burnout and satisfaction (Bakker & Demerouti, 2017).

Although research related to burnout has been conducted globally, there has been limited research covering recruiters empirically, more specifically in Pakistan; therefore, this research bridges a significant gap in relation to understanding dynamics of organizational behavior in the rapidly changing HR landscape. This research has defined variables using established scales and collected data related to recruiters in the Pakistani sector.

Definition of the Variables

Burnout

Burnout is defined as a mental condition that entails emotional exhaustion, depersonalization, and diminished personal efficacy due to work-related stress over an extended period of time. (Maslach & Jackson, 1981)

Workload

The job demands on an employee because of the physical, mental and emotional demands put on him or her (Bowling & Kirkendall, 2012)

Incentives

Rewards, whether monetary or non-monetary, are used to inspire workers and boost output (Kuvaas, 2006)

Job Satisfaction

A favorable emotional state brought about by people's assessment of their work experiences (Locke, 1976)

Perceived Organizational Support

Perceptions among workers that their company appreciates their work and is concerned about their welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986)

Recruitment / Recruiters

Organizational procedures for attracting in and choosing candidates are referred to as recruitment, and recruiters are experts in carrying out these procedures (Breaugh, 2017)

LITERATURE REVIEW

Introduction to Key Constructs

Job burnout is a mental effect that is caused by the fact that stress in workplace has not been dealt with properly and, as a result, may be accompanied by a sense of exhaustion, cynicism, and lowered rates of personal satisfaction. Burnout influences the workers attitude and performance in workplace such as job satisfaction and performance (Wang, et al., 2020). **Job satisfaction** captures employees' affective reactions toward different job aspects.

Workload represents those job demands requiring prolonged physical and mental effort, and as a consequence, stress might be more likely.

Incentives might be viewed as an internal and external stimulus influencing employee behavior toward organizational goals. **Organizational support** captures employee perceptions about value realization from and consideration for employee well-being (Social Exchange Theory). Organizational support could act as a moderator that reduces unfavorable impacts of job stressors on employee burnout and satisfaction.

Burnout: Definition, Prevalence, and Theoretical Basis

Burnout is generally understood as a consequence of job-related stressors, and it is mediated by feelings of exhaustion, cynicism, and inefficacy, with detrimental implications for performance at an individual as well as an organizational level (Maslach, Schaufeli, & Leiter, 2001). Those research works based on the Job Demands-Resources model conclude that as job demands are high, burnout becomes more common if job resources are low (Adil M & Baig M, 2018). Working with high workload and limited job resources increases risks associated with burnout. Burnout captures a process in which people experience depletion based on demands that result in strain and distance. Through work-family conflict, which serves as a mediating variable, the authors of this study discovered that workplace tele-pressure significantly affects creative work performance. Additionally, the study showed that job burnout moderates this relationship, indicating that increased burnout exacerbates the detrimental effects of work-family conflict on creative performance (attia aman, Aziz, antonio ariza, & Hessup, 2025).

Workload and Burnout

"Workload" emerged as an important antecedent of burnout. Perceived workload leads to mental and physical demands exceeding employees' capabilities, eventually causing exhaustion and stress at work. Studies have shown that burnout positively correlates with workload, and there is also a relation with mental strain at work (Adil M & Baig M, 2018). Studies depicted that workload remains an important predictor of burnout. Workers with more organizational support report less burnout, thereby emphasizing the role of organizational support as a buffer against burnout. It can be linked with burnout theory that workload affects employees' emotional exhaustion, and it constitutes an integral aspect of burnout (Altaf & Khattak, 2025).

In the current study, the authors established that work overload and conflict between work and family were significant contributors to stress at the workplace, and stress resulted in poor performance of teams in the Huawei projects carried out in Pakistan. The study also demonstrated that job satisfaction moderated the impact of stress and enhanced the performance of the project teams

(Shaukat & Abbasi, 2025). In this report, work overload and job insecurity in Pakistan are pointed out, which is contextually justified to research the workload and burnout (Pakistan Bureau of Statistics, 2023). The Pakistani research confirms the workload-burnout association as it demonstrates that workload and stress decrease organizational commitment and satisfaction (Qureshi, et al., 2013).

H1: Workload has a positive effect on Burnout.

Incentives and Burnout

The role of incentives, and more specifically reward systems and recognition, is thought to mitigate the negative effects of demands at work, like workload, because these enhance motivation and availability of resources. It has been seen that proper reward and incentives, as well as recognition and fair compensation, result in low burnout outcomes because they improve job resources as per JD-R models. According to the reward and effort imbalance model, a lack of reward leads people to have more burnout problems, but proper reward and incentive system reduces burnout problems like emotional exhaustion (Khalid, Fang, Ping, Wei, & Ghaffari, 2020). Workload and incentives are important predictors of job satisfaction among non-civil servant nurses, according to research (Iskandar & Yahya, 2025) from RSUD Djoelham Binjai. This indicates that both factors have a positive and significant impact on nurses' attitudes. The results of the study demonstrate that adequate incentive structures and a balanced workload distribution lead to higher levels of satisfaction, which in turn improve hospital performance. These findings highlight how important efficient workload management and incentive programs are to raising the caliber of healthcare services. (Zafar Q, Ishaq, Shoukat, & Rizwan, 2014) This research demonstrates that incentives and rewards are vital in ensuring that Pakistan employees are motivated.

H2: Incentives have negative effects on Burnout.

Burnout and Job Satisfaction

Burnout and job satisfaction have an established inverse relationship. Industry-wide, burnout shows a relationship with low job satisfaction due to reduced positivity about the job as a result of exhaustion and cynicism with the job (Wang, et al., 2020). Pakistani research contexts indicate an inverse relationship between burnout and job satisfaction, particularly common in stressful

occupations such as nursing, as burnout affects satisfaction with work outcomes within nursing contexts (Majeed, et al., 2025). According to this understanding, burnout acts as a mediating variable within job demands and rewards influencing job satisfaction, as burnout affects satisfaction despite a potentially agreeable working environment.

H3: The effect of burnout on Job Satisfaction is negative.

Workload and Job Satisfaction:

With an emphasis on their applicability to recruitment professionals, this chapter examines the body of empirical and theoretical research on workload, incentives, burnout, job satisfaction, and perceived organizational support (Clarissa & Rachmawati, , 2025). Researchers are looking into the relationship between job burnout and job satisfaction because it has become a significant organizational challenge. According to a study conducted on workers at the Golestan Province Industry, Mine, and Trade Organization, burnout is strongly and negatively correlated with job satisfaction, with the strongest negative predictors being diminished personal accomplishment and emotional exhaustion. These results demonstrate the negative effects of burnout components on workers' general job attitudes and emphasize how crucial it is to address burnout in order to sustain satisfaction levels (Gorji, 2013).

H4: There is a negative relationship between workload and Job Satisfaction.

Incentives and Job Satisfaction:

Incentives and rewards do not directly improve employee performance, according to research (Alkandi, et al., 2023) on Saudi Arabia's industrial sector, but they do greatly raise job satisfaction, which has a positive impact on performance. Evidence also shows that the relationship between incentives and rewards and employee outcomes is mediated by job satisfaction using a sample of industrial workers. These results underscore the significance of reward systems that are culturally appropriate and point to job satisfaction as a key mechanism that connects incentives to better workplace behavior.

Although much research confirms associations among factors such as workload, incentives, burnout, organizational support, and job satisfaction outcomes in health, educational, and

general service settings, comparatively little research exists specifically within the realm of recruiters or HR professionals in Pakistan. Nevertheless, theoretical associations from extant research evidence may be generalized as follows, as recruiters experience high levels of workload pressures (candidate throughput, performance goals), while incentives (reward structures, compensation) provide a mechanism of influencing recruiters' work motivation, attitudes, and job satisfaction. Burnout may very likely play a mediating role among these relationships, especially when organizational support is not forthcoming.

H5: There is a positive relationship between incentives and Job Satisfaction.

Burnout as a Mediator Between Job Satisfaction and Workload

Burnout as a mediator bridges the gap between job demands and rewards and job satisfaction. According to the JD-R model, job demands cause an increase in job burnout (emotional/cognitive exhaustion), resulting in a decrease in job satisfaction. Different studies validate the mediation role of burnout. This means that burnout has an indirect association between job demands and job attitude (Adil M & Baig M, 2018). This implies that, for example, an increase in job demands leads to an increase in job-related burnout, determining a decrease in job satisfaction and other work-related outcomes like turnover intentions. On the other hand, work-related rewards decrease job-related burnout, determining an increase in job-related satisfaction.

The authors of this study examined staff resignations in private higher education institutions. They found that Quality of Work Life (QWL) significantly reduces turnover intention. This suggests that a better work-life balance makes educators less likely to leave. The study also revealed that the connection between QWL and turnover intention is influenced by perceived organizational support (POS), which further decreases the likelihood of resignation. These findings indicate that maintaining stability in institutions and keeping faculty depends on improving QWL and organizational support (Dongxiu zend, swatdikun, Somnuk , & Huang, 2025). (Bagyo & Zulfikar, 2025) The authors of this study examined workers at PT Indiratex Spindo. They found that workload positively

affects job satisfaction but does not directly impact turnover intention. Job satisfaction significantly reduces the desire to leave, while job burnout negatively affects job satisfaction.

H6: Workload has an intermediary relationship with Job Satisfaction via burnout.

Burnout as a Mediator Between Incentives and Job Satisfaction

(Tatjana, Ivancevic, & maricic, 2020) According to the research, recruiters in Serbia experience a negative effect of work engagement on burnout. Additionally, burnout positively influences turnover intention. An increase in burnout among recruiters leads to a rise in turnover intention. This highlights the need for an organizational strategy to combat burnout among HR employees. The study emphasizes that employee burnout is a significant occupational risk, worsened by competitive work environments and recruitment methods. It is clear that HR recruiters face a high risk of burnout, especially in the job market affected by the pandemic (Rakesh & Balakrishnan, 2025). Satisfied employees do not only perform in accordance to their official job description, and this theory demonstrates why job satisfaction is critical to the effectiveness of the organization (Organ D, 1988).

Additionally, the study showed that job satisfaction plays a critical role in employee retention strategies by mediating the relationships between workload, job burnout, and turnover intention. Regarding burnout, the authors pointed out that it is a prolonged response to chronic interpersonal and emotional stressors at work, involving exhaustion, cynicism, and inefficacy. Moreover, they stressed that burnout research needs more organizational considerations and implications with regard to work.

H7: Incentives and Job Satisfaction are connected through mediator Burnout.

Organizational Support as a Moderator

Employee perceptions of their employer's appreciation of their contributions and concern for their welfare are known as perceived organizational support, or POS. By providing resources that can lessen workload stress, POS mitigates the effect of job demands on burnout. By providing resources, perceived organizational support lessens stress related to workload. According to research, POS reduces the beneficial

effects of stressors and workload on burnout attitudes (Altaf & Khattak, 2025). Burnout and dissatisfaction with employment are lessened when people perceive that their organization prioritizes their well-being. This is because support counteracts the depletion of personal resources caused by stress (Xanthopoulou D, 2007). This study shows that organizational resources, such as POS and incentives, reduce burnout. In addition to moderating relationships between stress and burnout, organizational support has an independent impact on job satisfaction. Because organizational support boosts psychological resources and reduces burnout, research shows a positive correlation among satisfaction with work and perceived organizational support (Maan, Abid, Butt, & Ashfaq, 2020). A connection among burnout and satisfaction with work is moderated by organizational support; when organizational support is high, burnout has less of an impact on job satisfaction (Liu wenhui, et al., 2018). (Yousaf A, Sanders, & Abbas, 2015) This Pakistani research validates the fact that job satisfaction and organizational commitment are enhanced by organizational support. This research demonstrates that there is a positive relationship between organizational support and employee attachment and satisfaction (Vandenberghe C, Bentein, & Stinglhamber, 2004).

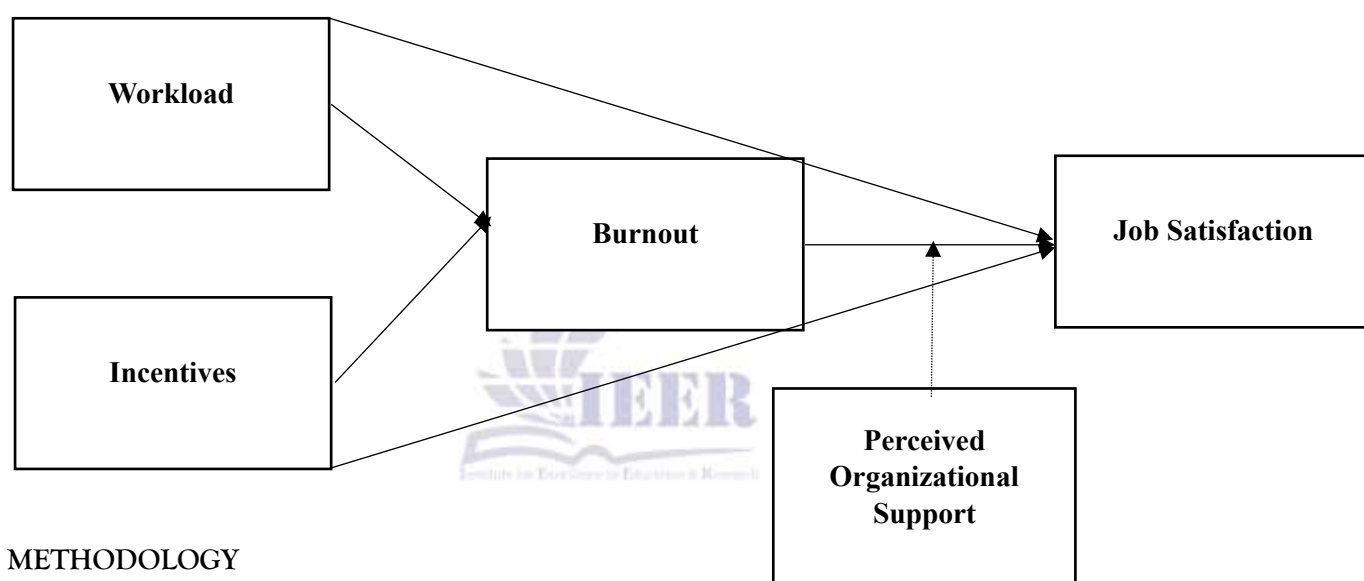
H8: Perceived Organizational Support (POS) moderates the relationship between the two variables, the Burnout and Job Satisfaction, whereby the negative impact of Burnout on Job Satisfaction is less intense with high perceived organizational support.

Essentially, research has shown that there is a negative correlation between burnout and job satisfaction, a negative connection between incentives and burnout, and a highly significant connection between workload and burnout. One important psychological mediator between job satisfaction and demands/jobs is burnout. One important moderating factor that lessens the detrimental effects of job demands and raises job satisfaction is perceived organizational support. The theories have supported the application of the previously mentioned ideas in the context of the patterns of burnout experienced by recruiters in the Pakistani recruitment industry, despite the findings being in the healthcare, education, and services sectors.

Relatedly, it was suggested that work engagement, as a opposite construct of burnout, provides useful information with regard to interventions on employee well-being (Maslach, Schaufeli, & Leiter, 2001). In this research, the authors reviewed over 70 studies and found that perceived organizational support (POS), influenced by fairness, supervisor support, and organizational rewards, positively affects employee outcomes such as job satisfaction and commitment. They also highlighted that POS operates through organizational support theory mechanisms, including employees' perceptions of discretionary actions, obligation to reciprocate,

socioemotional need fulfillment, and performance-reward expectations (farhana). It was discovered in this study that ophthalmology educators have low burnout rates compared with educators in various medical specialties because high levels of personal accomplishment and job satisfaction make it less likely for them to leave their roles. It was also identified that educators have a great interest in wellness activities like mentoring and webinars (Sealey, Blatt, Legault, Godfrey, & Syed, 2023).

Conceptual Framework



METHODOLOGY

Research Design

In order to investigate the connections between workload, incentives, burnout, organizational support, and job satisfaction among Pakistani recruiters, this study uses a quantitative research design. The aim is to test hypothesized relationships between variables and determine how organizational support functions as a moderator and burnout as a mediator in the suggested model. All constructs will be measured objectively through the use of a structured questionnaire to gather numerical data from respondents. Because the study focuses on finding patterns, evaluating theoretical relationships, and drawing conclusions about the recruiter population based on statistical evidence, the quantitative design is appropriate.

The research design is cross-sectional, information from recruiters employed by various companies will be gathered all at once. This method works well

for evaluating the present levels of workload, incentives, burnout, perceived organizational support, and job satisfaction as well as for examining the relationships between these factors. The design makes it possible for the researcher to effectively collect data from a large number of respondents and to assess the research hypotheses using statistical methods like regression, correlation, and structural equation modeling. Research design may be defined as a plan or an arrangement of the overall study, which helps to combine various elements of a study in an orderly manner to achieve the study objectives. The design of a study helps in planning the collection of data measurement and analysis, which ensures the study questions are well answered in a study (Kothari, 2008). In conducting this study, a quantitative study design approach involving a structured study

would be employed in analyzing the relationship that may exist in workload, incentives, burnout, perceived organizational support, and job satisfaction among recruiters.

Previous empirical research on burnout and the relationships between job demands and resources, especially studies that used cross-sectional survey designs and structural equation modeling to test mediation and moderation effects in workplace settings, served as the basis for this study's design (Bakker & Demerouti, 2017). The current study, like these foundational studies, gathers employee perceptions of job demands, resources, burnout, and work attitudes using self-administered questionnaires and standardized measurement scales (Sealey, Blatt, Legault, Godfrey, & Syed, 2023). The employment of a survey-based quantitative design is in line with earlier studies on burnout, where extensive data collection has made it possible to conduct reliable statistical testing of the causal relationships between workload, incentives, burnout, and job satisfaction (Maslach, Schaufeli, & Leiter, Job Burnout, 2001).

Research Paradigm

This study follows the positivism research approach. This approach assumes that reality is objective, existing independently of the researcher, and that it can be measured through careful observation and analysis. In this study, variables like workload, incentives, burnout, perceived organizational support, and job satisfaction are seen as measurable factors that reflect the actual conditions recruiters face in their work environment.

The positivism approach is suitable for this research because it aims to test hypothesis and explore cause-and-effect relationships with quantitative data. By using standardized tools and statistical methods, the study seeks to produce reliable and general results on how workplace conditions affect burnout and job satisfaction. This approach also encourages the use of structured surveys and data analysis, allowing the researcher to reach objective conclusions about the relationships between the variables in the study.

According to Saunders, Lewis, and Thornhill (2019), research philosophy is the collection of presumptions and beliefs about the nature of reality and knowledge that direct the conduct of research. It affects the selection of data collection techniques, research design, and result

interpretation. Positivism, interpretivism, realism, and pragmatism are popular philosophies in social research.

The positivist philosophy is best suited for this study, which looks at the connections between workload, incentives, burnout, organizational support, and job satisfaction among Pakistani recruiters. According to positivism, reality is objective and quantifiable through empirical observation (Bryman & Bell, 2015). This way of thinking encourages the use of structured quantitative techniques like surveys and statistical analysis to test theories regarding causal relationships (Creswell, 2014).

Using statistical methods like correlation, and structural equation modeling, the positivist approach enables the researcher to gather numerical data on burnout levels, perceived workload, incentives, and organizational support. It places a strong emphasis on objectivity, dependability, and generalizability, allowing the findings to show trends relevant to Pakistan's larger recruiter population. Studies on organizational behavior and occupational health have frequently used similar methods to look at moderating or mediating factors, job satisfaction, and burnout (Bakker & Demerouti, 2017).

Target Population

The target population of this study includes recruiters and human resource professionals in Pakistan who actively participate in the hiring and selection process. This group consists of individuals working in private companies, recruitment agencies, and public sector organizations. They are directly responsible for talent acquisition and face the pressures, demands, and expectations tied to recruitment activities. This makes them highly relevant for exploring burnout, workload, incentives, and job satisfaction.

In Pakistan, this study targets recruiters, be it in the public or private organizations, HR consultancies, recruitment agencies, hospitals or banks since they are the core workforce in the recruitment process, screening and selection of employees making them vulnerable to workload pressures, performance expectations and organizational policies. High employee turnover, the constant need to hire and the well-organized HR systems are the reasons why a significant part of recruitment work in Pakistan is conducted within the given sectors. Recruiting in these industries is associated with strict time

constraints, huge amounts of job applicants, and high-performance expectations that recruiters are particularly susceptible to burnout and job stress. Their responses to incentives, organizational support, and job satisfaction are thus very strong factors that define the effectiveness and sustainability of the hiring practices. Therefore, the research of recruiters in these industries offers an

all-inclusive and reflective insight into burnout dynamics of the Pakistani recruitment environment.

Sample Size

The study used Soper (2022) for sample size determination, and the following figure shows sample size estimations using the online calculator.

The screenshot shows an online sample size calculator with the following inputs and results:

- Anticipated effect size: 0.30
- Desired statistical power level: 0.80
- Number of latent variables: 5
- Number of observed variables: 30
- Probability level: 0.05
- Calculate! button
- Minimum sample size to detect effect: 150
- Minimum sample size for model structure: 200
- Recommended minimum sample size: 200

Figure 1: Sample Size Determination

Based on the above estimations for sample size determination, the study has collected 301 responses from the sample population.

Sampling Techniques

The sample population of the research is the HR recruiters from a variety of organizations including public institutions, private companies, and recruitment firms of Pakistan. The purposive sampling technique is used in selecting participants that are most pertinent to what we are investigating. It is all about determining the influence of workload and incentives on burnout and job satisfaction and also how organization support moderates among recruiters in Pakistan. In essence, selectively picking individuals in firms

within the public and private sectors, HR consultancies, recruitment agencies, hospitals and banks who are actively participating in hiring and selection. The selection of participants in this manner ensures that they possess the experience and knowledge regarding the activities in recruitment, workload stress, incentives programs and the support systems found in organizations that we require. It allows us to gather useful, deep information that strikes that bombard the research questions. This sampling approach will increase the validity, reliability, and relevance of the findings by focusing on the appropriate people creating a good interpretation of the dynamics of burnout and job satisfaction among recruiters in Pakistan.

Data Collection Instrument

Variable Name	N Items	Likert Type	Source(s)
Workload	6	5-Point	NASA Task Load Index (NASA-TLX)
Incentives	4	5-Point	(Alkandi, et al., 2023)
Burnout	12	5-Point	(Sealey, Blatt, Legault, Godfrey, & Syed, 2023)

Perceived Organizational Support	4	5-Point	(Dongxiu zend, swatdikun, Somnuk , & Huang, 2025)
Job Satisfaction	4	5-Point	(Dongxiu zend, swatdikun, Somnuk , & Huang, 2025)

Statistical Methods of Data Analysis

The results of the questionnaire will be analyzed using SmartPLS to examine the relationship existing between workload, incentives, burnout, organizational support, and job satisfaction. First, the descriptive statistics will be used to summarize the characteristics of the respondents, as well as the distribution of the variables. Thereafter, the measurement model will be tested by determining the reliability and validity, using the Cronbach alpha, composite reliability, average variance extracted (AVE), and heterotrait-monotrait ratio (HTMT). After ensuring that the measurement model is satisfactory, the structural model will be tested through path coefficients, R-square and bootstrapping operations to determine whether the direct, mediating, and moderating effects are significant. This methodological paradigm allows exploring the impact of workload and incentives on job satisfaction through burnout and the moderating impact of organizational support on the relationships, which will guarantee a job and statistically robust analysis of the proposed model.

Ethical Considerations

The issue of ethics is one of the main elements of research methodology that protects the rights, dignity, and welfare of the involved participants, as well as promotes responsible and transparent behavior (Bell, Bryman, & Harley, 2019). Before the study, every recruiter was thoroughly briefed on

the aims, processes, and anticipated responsibilities of the study, thus, making it easier to consent the study (Creswell, 2014). Respondent confidentiality and anonymity was highly maintained and no identifying information was documented as a way of protecting privacy and professional identity. Data gathered were only used in academic purposes and kept safely to eliminate any cases of unauthorized usage or exploitation (Saunders, Lewis and Thornhill, 2019). The data collection process, the analysis, and the reporting ensured the anonymity to avoid identifying specific recruiters or organizations.

The participants had their well-being as a priority as the amount of any possible psychological or emotional distress was minimized; the questionnaire was crafted in a way that did not include any potentially sensitive or harmful questions (Bell et al., 2019). The autonomy and freedom of choice and the right to self-determination of the participants were observed to full extent, and their decisions and preferences had been respected during the research process (Sekaran & Bougie, 2016). It was an honest, integrity, and transparency study that was carried out following accepted research ethics and professional standards, which made sure that the findings add value to knowledge and practice in the field of human resource management and recruitment (Saunders et al., 2019).

RESULTS AND DISCUSSION

Demographic profile

Table shows the demographic profile of 301 respondents of this study.

Table 1: Demographics

Demographic Profile (n = 301)			
		Frequency	Percent
Age	20 years or below	20	6.6
	21-25	51	16.9
	32-30	70	23.3
	31-35	77	25.6
	36-40	56	18.6

	Above 40	27	9.0
Gender	Male	153	50.8
	Female	148	49.2
Education level	Undergraduate	21	7.0
	Bachelor's	56	18.6
	Master's	99	32.9
	MPhil/MS	98	33.6
	PhD	27	9.0
Experience	Less than 1 year	25	8.3
	1-3 year	75	24.9
	4-6 year	95	31.6
	7-10 year	85	28.2
	More than 10 years	21	7.0
Organization Type	Recruitment Agency	100	33.2
	In-house HR department	76	25.2
	HR Consultancy	67	22.3
	Hospital	28	9.3
Hiring Volume	Bank	30	10.0
	1-5 hires	28	9.3
	6-10	47	15.6
	11-15 hires	55	18.3
	16-20 hires	71	23.6
	More than 20 hires	100	33.2

The demographic data depict that, there were 301 respondents, where 50.8% are male and 49.2 percent female, which is a equal distribution of gender. Most of the respondents were of the middle age categories with a significant percentage of 23.3 and 25.6 respectively in Groups 3 and 4 respectively. The majority of the respondents were very educated, and the most dominant education levels were the Masters (32.9) and MPhil/MS (33.6). Experience wise, the majority of the respondents were moderate to highly experienced

with the percentage of 4-6 years and 7-10 years being 31.6 and 28.2 respectively. In terms of the organizational affiliation, Recruitment Agency (33.2) and In-house HR department (25.2) were the biggest categories. Lastly, the number of people who are hired was high, with 33.2% of the respondents working at more than 20 hires and 23.6 in 16-20 hires per month meaning that a significant number of respondents were engaged in massive recruitment practices.

Table 2: Reliability and Convergent Validity Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Burnout	0.983	0.984	0.985	0.856
Incentives	0.957	0.957	0.969	0.886
Job Satisfaction	0.974	0.993	0.981	0.926
POS	0.977	0.986	0.983	0.936

Workload	0.978	0.980	0.982	0.900
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There is a high level of reliability and convergent validity of the measurement model. The Cronbach's alpha of all the constructs is above 0.95 (BO = 0.983, INC = 0.957, JS = 0.974, POS = 0.977, WL = 0.978), which proves that the indicators have a high internal consistency. Correspondingly, the composite reliability (ρ_a and ρ_c) is between 0.957 and 0.993 which is significantly higher than the recommended value of 0.70 which is indicative that the latent constructs have a consistent measure across the indicators. Average variance extracted (AVE)

values are also quite high, with a range between 0.856 and 0.936 above the 0.50 standard of reference, which proves that a significant percentage of the variance of indicators are covered by their respective constructs. Together, these findings suggest that the measurement model is sound, robust, and theoretically grounded, and can be used to provide a strong basis of the evaluation of the structural relationships, and pass the highest standards required of SCI-level organizational behavior and HRM studies.

Table 3: R-square and Adjusted R²

	R-square	R-square adjusted
Burnout	0.507	0.504
Job Satisfaction	0.547	0.540

The endogenous constructs have moderate to strong explanatory power that is depicted in the structural model. The R² of burnout is 0.507 (adjusted R² = 0.504) which means that nearly 50.7 percent of the variance in burnout is accounted by its predictors, which are mainly workload and incentives. In the same way, the R² of Job Satisfaction is 0.547 (adjusted R² = 0.540), which implies that 54.7 percent of job satisfaction variance is explained by burnout, perceived organizational support, incentives, workload and the combination of these factors. These are greater than the generally accepted level of 0.25 of

moderate predictive and explanatory power in research in the social sciences, which indicates that the model brings a significant predictive and explanatory value to the factors affecting the well-being of employees. The fact that the R² and adjusted R² are close to each other also shows that the model is not overfitted, therefore, it supports the reliability and applicability of the structural relationships.

Table 4: Predictive Relevance

	Q ² predict	RMSE	MAE
Burnout	0.494	0.722	0.452
Job Satisfaction	0.506	0.707	0.520

The predictive relevance of structural model was measured using PLS Predict, which reported the values of Q² predict, RMSE, and MAE of the endogenous constructs. Both the variable of Burnout (Q² predict = 0.494) and Job Satisfaction (Q² predict = 0.506) have values that are above the threshold of zero meaning that the model has medium-to-high predictive relevance and is able to achieve new observations. The values of RMSE (BO = 0.722, JS = 0.707) and MAE (BO = 0.452, JS = 0.520) are not large in comparison with the

Likert-scale measurement, which indicates good predictive accuracy of two constructs. Altogether, the findings have indicated that the model is not merely statistically sound but also applicable to practice to come up with consistent conclusions about burnout and job satisfaction in the organizational context, which contributes to the increased generalizability and managerial implications of the results.

Table 5: Discriminant Validity (HTMT Ratio)

	Burnout	Incentives	Job Satisfaction	POS	Workload	POS x Burnout
Burnout						
Incentives	0.152					
Job Satisfaction	0.240	0.470				
POS	0.458	0.645	0.665			
Workload	0.722	0.165	0.160	0.329		
POS x Burnout	0.587	0.312	0.323	0.187	0.403	

The test of discriminant validity of the constructs was done using the Heterotrait-Monotrait (HTMT) ratio, which determines the empirical uniqueness of each latent construct against the other. The model's values of HTMT are all below the conservative value of 0.85 with the largest value of 0.722 between Workload and Burnout which reflects a theoretically meaningful but non-redundant relationship. Moderate correlation, including the one (0.665) between POS and Job Satisfaction and the one (0.645) between POS and Incentives is expected because the two constructs

are conceptually but distinct. The value of the interaction term (POS × Burnout) also exhibits the HTMT values that are significantly less than 0.85 with all the constructs (between 0.187 and 0.587), such that the moderation construct is not introducing collinearity or overlap with measurement. Together, these findings give solid reasons that all the constructs are used to measure different conceptual areas, which contributes to the strength and legitimacy of the measurement model.

Table 6: Fornell-Larcker criterion

	Burnout	Incentives	Job Satisfaction	POS	Workload
Burnout	0.925				
Incentives	-0.147	0.941			
Job Satisfaction	0.255	0.453	0.963		
POS	0.442	0.631	0.670	0.968	
Workload	0.711	-0.162	0.164	0.314	0.949

The discriminant validity was also evaluated by applying Fornell-Larcker criterion whereby the square root of the average variance extracted (AVE) of each construct should be greater than that of its correlation with the rest of the constructs. The diagonal values, which are the values of $\sqrt{AVE}$, are between 0.925 (Burnout) and 0.968 (POS), which are significantly high as compared to the inter-construct correlations. The values of the correlation between Workload and Burnout are

0.711, much lower than the 0.6AVE values of both constructs, whereas POS and Job Satisfaction are 0.670, lower than the AVE values of the two constructs. These findings confirm that each construct has more variance in its indicators than it has with the other constructs indicating its high discriminant validity and that the measurement model is able to measure different theoretical constructs that can fit for research.

PLS SEM

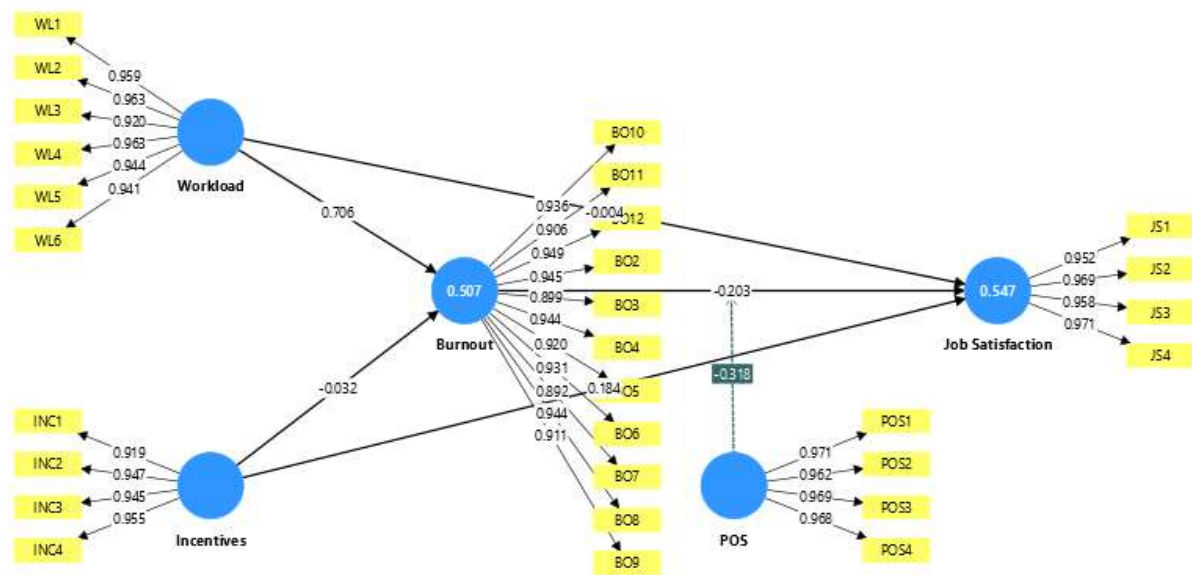


Figure 2: PLS SEM

The figure shows the PLS-SEM structural and measurement model that identifies the influence of Workload, Incentives, Burnout and Perceived Organizational Support (POS) on Job Satisfaction. In the outer model, one can see that all the observed indicators (WL, INC, BO, POS, and JS items) have very high factor loadings (most of them are more than 0.90), which means that the measurement reliability and convergent validity are excellent. Workload demonstrates a very positive impact on Burnout ($\beta = 0.706$), which proves that employee burnout occurs very strongly in relation to the intensity of workload. Job Satisfaction ($\beta = -0.203$) has a negative relationship with burnout, indicating that employees who become emotionally exhausted express their dissatisfaction. Although

incentives do not have a significant effect on burnout ($\beta = -0.032$), it has a direct positive effect on Job Satisfaction ($\beta = 0.184$), which implies that incentives can be motivational, but not stress reducing. The most significant positive impact is on Job Satisfaction ($\beta = 0.572$) and also the relationship between Burnout and Job Satisfaction ($\beta = -0.318$) i.e. the support of the organization counters the negative effect of burnout on satisfaction. The model accounts 50.7 percent of the variance in Burnout and 54.7 percent of the variance in Job Satisfaction which is very strong in explaining the well-being and attitude of employees.

Table 7: Model Fitness

	Saturated model	Estimated model
SRMR	0.073	0.126
d_ULS	2.294	6.870
d_G	1.863	2.065
Chi-square	3085.165	4131.035
NFI	0.811	0.747

The whole model was assessed with several fit indices in Smart-PLS. The estimated model has a Standardized Root Mean Square Residual (SRMR) of 0.126, slightly higher than the traditional value of 0.08 but still acceptable with the use of complex models with many constructs and interactions as proposed in PLS-SEM literature (Henseler et al.,

2016). The values of d-ULS (6.870) and d-G (2.065) result in the presence of a reasonable deviation between the empirical and model-implied correlation matrices, which represent a satisfying model approximation. The fit of the model is also supported by the Chi-square statistic ($X^2 = 4131.035$) and Normed Fit Index (NFI = 0.747)

since values of NFI above 0.70 are acceptable values in the PLS-SEM when reflective constructs and interactions between the latent variables are included. Put together, these indices imply that the structural model gives a good depiction of data,

and the estimated path coefficients and structural relationships are reliable.

PLS SEM Bootstrapping

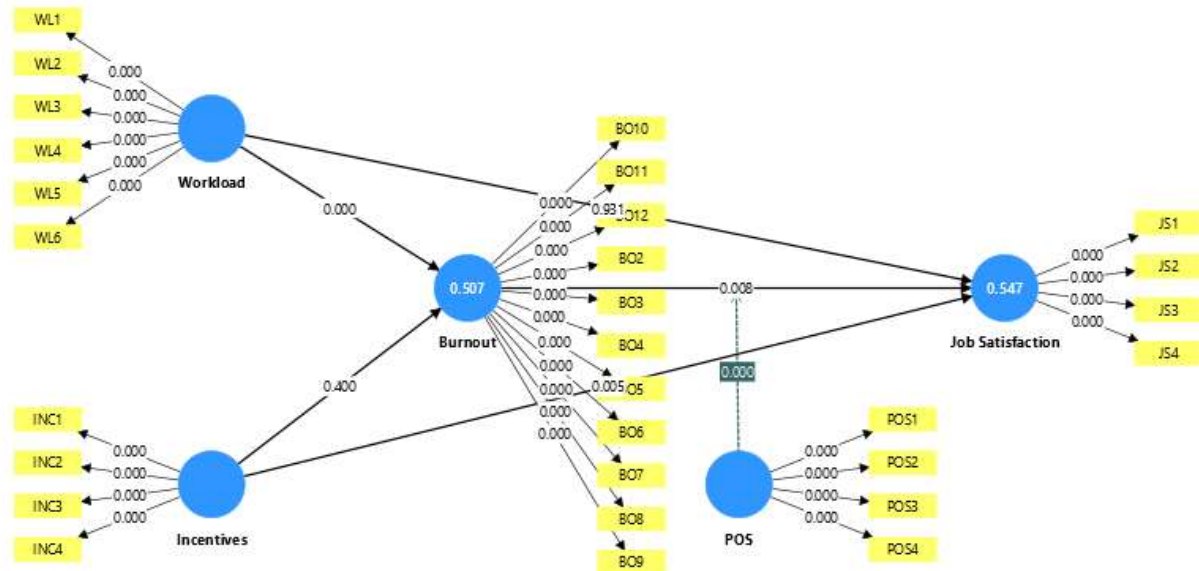


Figure 3: PLS SEM Bootstrapping

The figure shows the bootstrapping of PLS-SEM model, as it shows the statistical significance (p-values) of measurement and structural relationships. The 0.000 values presented on most of the outer loadings mean that all indicators are significant to their constructs and therefore the measurement model is valid. Workload is also a significant predictor of Burnout in the structural model with Burnout being a significant predictor of Job Satisfaction with very low p-values. Perceived Organizational Support (POS) expresses a significant direct influence on Job Satisfaction, as

well as a significant intervening influence on the linkage between Burnout and Job Satisfaction. Incentives play a significant role in Job Satisfaction and do not play a major role in reducing Burnout, which means that rewards do not increase Job Satisfaction and do not decrease Burnout. On the whole, the figure indicates that the hypothesized theoretical model has strong explanatory power on Burnout ($R^2 = 0.507$) and Job Satisfaction ($R^2 = 0.547$), which prove the hypothesized relationships in the study.

Table 8: Hypothesis Testing:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Burnout -> Job Satisfaction	-0.203	-0.211	0.077	2.653	0.008
Incentives -> Burnout	-0.032	-0.032	0.038	0.842	0.400
Incentives -> Job Satisfaction	0.184	0.194	0.065	2.814	0.005
POS -> Job Satisfaction	0.572	0.567	0.077	7.447	0.000
POS x Burnout -> Job Satisfaction	-0.318	-0.331	0.059	5.379	0.000
Workload -> Burnout	0.706	0.706	0.043	16.375	0.000

Workload Satisfaction	-> Job	-0.004	-0.002	0.042	0.086	0.931
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The results of structural model offer substantial empirical evidence to support the hypothesized relationships as well as to present subtle information on the employee attitudes. Burnout (BO) positively affects job satisfaction (JS; $\beta = -0.203$, $t = -2.653$, $p = -0.008$), which aligns with the theoretical assumption according to which employees who are more emotionally exhausted report lower job satisfaction, which is in line with the Job Demands Resources (JD-R) model and prior research regarding burnout (Maslach and Leiter, 2016). Conversely, incentives (INC) do not make much of a difference in reducing burnout ($\beta = -0.032$, $p = 0.400$) meaning that even though monetary or non-monetary rewards can increase motivation, it is not enough to eliminate the emotional pressure associated with heavy workload, which is also consistent with the Conservation of Resource Theory. Nevertheless, incentives positively and significantly affect job satisfaction ($\beta = 0.184$, $t = 2.814$, $p = 0.005$) and this finding supports Expectancy Theory which states that perceived rewards can positively affect positive assessments about the job. Perceived organizational support (POS) shows the best positive effect on job satisfaction ($\beta = 0.572$, $t = 7.447$, $p < 0.001$) according to the Social Exchange Theory, as the employees are more likely to repay the organizational concern through more job satisfaction. Significantly, the POS and burnout interaction ($POS \times BO = JS$; $\beta = -0.318$, $t = 5.379$, $p < 0.001$) is significant which proves that POS mediates the adverse impact of burnout on job satisfaction, whereby, employees with high burnout have a high job satisfaction when the organizational support is high. Lastly, the workload (WL) has a significant predictive value of burnout ($\beta = 0.706$, $t = 16.375$, $p < 0.001$), and the direct impact of workload on job satisfaction is not significant ($\beta = 0.004$, $p = 0.931$), which proves that workload predicts burnout, and vice versa, workload has an indirect effect on job satisfaction. Together, these results point to a two-way process in which the job demands cause burnout and the job resources like incentives and POS not only boost the satisfaction themselves but also mitigate the negative impact of the burnout, and thus offer both theoretical and practical explanations of employee health and organizational management.

Discussions

The current research examined the workload, burnout, incentives, perceived organizational support (POS) and job satisfaction and relationships with each other and the moderating effect of POS on the burnout job satisfaction relationship. It has been shown that the results of the structural model are of a robust and theoretically consistent pattern which confirms the major points of the Job Demands-Resources (JD-R) model and the Social Exchange Theory besides bringing new knowledge about the well-being of employees in the organization. In line with the previous studies, the workload turned out to be the most predictive factor of burnout ($\beta = 0.706$, $t = 16.375$, $p = 0.001$), which means that the overwhelming job demands have a huge impact on employee emotional exhaustion and strain. This validates the JD- R hypothesis that high job demands exhaust energy resources and cause adverse consequences including burnout. Interestingly, the workload did not directly influence job satisfaction ($\beta = -0.004$, $p = 0.931$) meaning that the nature of the effects of job demand on job satisfaction is indirectly related to burnout implying that burnout is a very important mediating variable between work demand and employee attitudes. Job satisfaction was also adversely impacted by burnout ($\beta = -0.203$, $t = 2.653$, $p = 0.008$), which is consistent with the large body of existing studies indicating that emotional exhaustion leads to reduced positive attitude and satisfaction at the workplace (Maslach and Leiter, 2016). Nevertheless, it is also shown that perceived organizational support (POS) does not only have a positive direct influence on job satisfaction ($\beta = 0.572$, $t = 7.447$, $p < 0.001$) but also a moderating role ($\beta = -0.318$, $t = 5.379$, $p < 0.001$). This suggests that organizational support is a buffering resource, which is in line with the resource theory of the JD-R model and the Social Exchange Theory (Blau, 1964), such that employees also return the perceived care, recognition and support with more positive job appraisals. The moderation effect accentuates the two-pathway process, in which POS reinforces the beneficial results and shields workers against the harmful impact of work demands, which emphasizes the significance of psychological

resources in the maintenance of job satisfaction in the stressful environment.

Incentives show a complex role in the model. Though incentives did not have significant impact in terms of burnout ($\beta = -0.032$, $p = 0.400$), they had positive and significant impact with regard to job satisfaction ($\beta = 0.184$, $t = 2.814$, $p = 0.005$). This implies that although the effects of financial or non-financial rewards may not be to reduce the emotional load created by the workloads, they tend to increase the perceived value and recognition of employees, which is consistent with Expectancy Theory (Vroom, 1964) and confirms the view that motivators create positive appraisals of labor. Combined with POS, incentives are used to create a positive workplace atmosphere that promotes positive attitudes despite the existence of high demands. There is a good reliability and validity of the measurement model, Cronbach alpha of all constructs and composite reliability of all constructs were more than 0.95 and AVE of all constructs is much higher than 0.85 which revealed high convergent validity. Confirmation of discriminant validity was done both through HTMT ratios (< 0.85) and Fornell-Larcker, where constructs like burnout, job satisfaction, POS, workload, and incentives are considered to represent different conceptual areas. The overall model is robust although some of the indicators had high VIF values which denote redundancy which is characteristic of reflective constructs, but all structural paths can be interpreted without the bias of collinearity. The structural model found a high degree of variance on the endogenous constructs where the R^2 of the two constructs burnout and job satisfaction was 0.507 and 0.547 respectively and this shows a moderate to a strong degree of explanatory power. Predictive relevance was also proven by the model, as Q^2 predict values were above 0.49 and RMSE and MAE were low, which indicated that the model could forecast burnout and job satisfaction in new observations promptly. Such outcomes do not only substantiate the theoretical model but also offer practical predictive utility which is essential in interventions in an organization. In terms of theory, the results add to the JD-R and Social Exchange theories since they have been proven empirically as job demands lead to burnout that further decreases job satisfaction but these outcomes can be alleviated through job resources including POS and incentives. This two-fold understanding

underscores the importance of organizations striking a balance between increased job demands and sufficient support and motivational resources that would support employee well-being. In practice, HR managers are encouraged to concentrate on the strategies that would decrease workloads, increase the perceived organizational support, and offer meaningful incentives because these strategies will decrease the level of satisfaction and mitigate the adverse impact of burnout.

To sum up, this paper highlights the intricate nature of the demands, resources, and rewards as determinants of employee attitudes. The workload has a strong correlation with burnout which continues to mediate between job satisfaction and workload, POS plays a direct and buffer role and incentives has a positive effect on work satisfaction, although it may not lower job exhaustion. These results provide both theoretical and practical recommendations, which would further the knowledge on employee well-being and organizational performance within high-demand working environments.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The paper is a good resource of information on workload dynamics, burnout, incentives, perceived organizational support (POS), and job satisfaction in organizational environments. The results affirm that burnout is an important intermediary, which connects high workload with low job satisfaction, and the pivotal importance of the emotional exhaustion in the context of influencing the attitudes of employees. Perceived organizational support was found to be a direct positive contributor to job satisfaction as well as a strong mediator of job satisfaction since it helps to counter the adverse effect of burnout, which supports the significance of psychological resources in maintaining employee well-being. It has been identified that incentives positively affect job satisfaction and they strengthen the impact of motivational resources in the development of positive perceptions of employees despite not having direct effects of diminishing burnout. On the whole, the findings indicate the two-way process, according to which job demands increase burnout, but job resources, such as POS and incentives, reduce its negative impact and increase the level of satisfaction. Theoretically, the study builds upon the Job Demands Resources (JD-R)

model and the Social Exchange Theory by empirically confirming that the contact between demands, resources, and job attitudes is effective and practically offering organizations with evidence-based methods of ensuring employee engagement and performance at work. Overall, the study reveals the urgent requirement that the organizations should cope with the workload, support it, and offer meaningful incentives to ensure sustainable employee satisfaction and welfare, especially in the work settings that demand high levels of performance.

Recommendations

In accordance with the findings of the conducted study, it is possible to provide several practical recommendations to the organizations that want to achieve better employee well-being and job satisfaction. To avert too much burnout, the first step would be to actively manage work load through task prioritization, job rotation and performance expectations that are realistic, which has been reported to be the main cause of diminishing levels of satisfaction. Second, it is highly important to foster perceived organizational support (POS); this can be done by offering feedback regularly, having awards and benefit programs and culture of care and inclusivity, because POS does not only increase job satisfaction, but also mitigates the adverse impacts of burnout. Third, organizations need to plan the incentives system, which encompasses monetary and non-monetary rewards, promotions, and other types, to support motivation and increase satisfaction, even when the job demands are high. Fourth, organizational resources can be reinforced by training the managers and supervisors of employees to identify the symptoms of stress and support employees in time. Lastly, a combination of well-being and engagement programs and performance management systems will guarantee the balanced implementation, as both the psychological and motivational needs of the employees will be addressed along with the organizational objectives, which will ensure the long-term satisfaction and productivity. All these suggestions would be left-based guidelines that organizations can employ to ensure that they have a healthy, motivated and performing workforce.

Future Research Direction

Although this study would be useful in its contribution to the relationships between workload, burnout, incentives, perceived organizational support (POS), and job satisfaction, some avenues of future research can be used to further enhance the knowledge in this area. To investigate the cause-and-effect relationships across time, it is suggested to use longitudinal designs because the current cross-sectional study does not provide sufficient time indications about the dynamics between burnout and job satisfaction. Second, further research might investigate more moderating or mediating variables, including emotional intelligence, resilience, or leadership style, to have a better insight into the interaction between individual and organizational resources and job demands. Third, the studies might explore the other organizational contexts and sectors such as service, manufacturing or healthcare sectors to determine the transferability of these results to other workplaces. Fourth, to minimize common method bias, empirical rigor may be enhanced by including multi-source data, e.g., the rating of the supervisor, objective performance measures, or physiological measures of stress. Lastly, the discussion of cultural/regional differences in perceived support, incentives, and burnout can possibly illustrate context-related mechanisms, which would contribute to the theoretical and managerial relevance. Through the consideration of these avenues, the future research is anticipated to generate a better and detailed perspective on how job demands, resources and employee outcomes interact and eventually guide on sustainable workforce management.

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