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Burnout Consequential framework validating the model in the Indian context.

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Abstract: : Burnout has become a critical issue in modern organizations due to increasing job demands and workplace stress. It manifests itself as emotional exhaustion, depersonalization and reduced personal accomplishment that hamper employee well-being and work performance. In contrast, this is the first study to test Burnout Consequential Framework within an Indian context in terms of its impact on job satisfaction, organizational commitment, employee performance and turnover intention alongside employee life wellbeing. We did it through Qualitative research and collected data from 312 employees from various industries in India. Data were analysed with reliability analysis, confirmatory factor analysis (CFA) and structural equation modelling (SEM). Although the evidence base remains at an exploratory stage, early data suggest that burnout is linked to key work and organization-related outcomes. They demonstrated lower job satisfaction and higher turnover intention when they felt mentally exhausted, while depersonalization decreased organizational commitment. The third consequence of burnout is reduced feeling of personal accomplishment, which also hurts employee performance. It is the mixed-methods research which further validates our observations and provides corroboration and support for the framework that we have advocated to understand burnout more fully in relation to employee well-being and organizational effectiveness.

Keywords: Burnout, Emotional Exhaustion, Employee Well-being, Organizational Commitment, Turnover Intention.

INTRODUCTION

Burnout has emerged as one of the most significant psychological challenges faced by employees in modern workplaces. Considered as an occupational syndrome composed of emotional exhaustion, depersonalization and decreased personal accomplishment. The rapid globalization, technology disruption and demanding job responsibilities have created pressures in the workplace that make employees far more vulnerable to stress, burnout. This is why organizations globally are beginning to take Burnout very seriously as it has a negative effect on the well-being of employees and organizational performance. Research shows that continuous exposure to work stressors puts a drain on the individual's coping resources thereby causing emotional exhaustion and decreased motivation and

engagement at work [1].

Burn out levels had already been trending upwards for years from new Modern Organizational structures, types of digital working environments and high performance demands on employees. Workers surrender to uncompromising time limits, tech improvements that arrive at a breakneck pace and an unrelenting demand to deliver more with less time. These pressures are often what cause other role marginalisation and leave folks burnt out. Studies have shown that burnout negatively effects employees' mental wellbeing, but it's also associated with lower job satisfaction, higher absenteeism and an increased intent to leave. Thus, diving deep into antecedents and consequences of burnout has emerged as a significant area for both academia and

practitioners [2].

Such burnout is not only an individual phenomenon but rather has profound implications for organizations. The phenomenon of burnout in employees results in reduced commitment towards work, lowered engagement and cognitive abilities when making decisions. All these results adversely impact on organization productivity, clubbing and service quality. In addition, turnover cost organization expensive spending on turnover, health care and employee non-productive time. Consequently, scholars have given more and more attention to the need for developing integrated frameworks that explain relations between burnout and its outcomes within organizational contexts [3].

While burnout has been widely studied in the context of Western economies, there are relatively fewer studies that have looked at this phenomenon in developing economies like that of India. Indian working culture is very competitive with extended work hours and hierarchical systems followed often, especially due to the wide range in the service sectors available. Such conditions can pose specific stressors that may affect the nature and consequences of burnout for employees. In particular, collectivist values and social expectations can cause employees from certain cultural backgrounds to perceive and respond differently to workplace stress. Thus, exploring the validity of burnout models in India is crucial to establishing more valid and culturally relevant models [4].

As workplace wellbeing is gaining importance in India, there was a need to confirm the existing theoretical models and quantitatively examine the outcomes of burnout for Indian working population. Building on these associations, we provide a theoretical Burnout Consequential Framework and demonstrate the prominent mediating role of burnout dimensions between several organizational outcomes such as job satisfaction, organizational commitment and employee performance. Finding practical significance, as well as contributing to the literature on burnout, its purpose is to develop understanding of burnout in India context [5].

2. Literature Review

Burnout has become a major subject in organizational and occupational health research because it reflects the long-term consequences of unmanaged workplace stress. Burnout was formally classified by the World Health Organization within ICD-11 as an occupational phenomenon emerging in a setting of chronic exposure to workplace stressors that have not been well-managed, and describes burnout through exhaustion, mental distance or cynicism, and reduced professional efficacy. This led

to the conclusion that burnout is not just a result of personal shortcomings but rather an occupational phenomenon, surfacing from the circumstances at work and in job structures [6]. Above, stronger evidence that burnout is directly correlated with workplace quality; it was found to be directly related to poor job control and management support once employees had rolled up their sleeves at work in the face of role overload and emotional labor demands which were always working against them [7].

Recently, the conceptual and measurement debate about burnout has been pushed further by new scholarship. Recent reviews argue that burnout is not just the state of emotional exhaustion but a multi-dimensional construct with cognitive, emotional and behavioural impacts on individuals and organizations. Meanwhile, the researchers have discovered that field can still be reaping the seeds of this confusion between them such as conceptual vagueness, different definitions and measurement tools which in turn make it difficult to construct theories or validate models across various settings [8]. To solve these issues, The Burnout Assessment Tool (BAT) was developed as a more widely applicable and holistic tool based on the integral parts: exhaustion, mental distance, emotional impairment and cognitive impairment [10].

In fact, the leading literature indicate that I thought validity of measurement is still a critical issue in academia sciences associated with custom essay burnout research. We conducted a systematic review of burnout measures, identifying considerable heterogeneity among existing instruments and taking the position that more psychometrically rigorous tools will be important for making valid comparisons across studies and populations [11]. An equally systematic review of occupational burnout predictors determined that job demands, negative job attitudes and adverse psychosocial work factors were among the most consistent detrimental predictors of burnout whereas supportive work resources may serve as protective factors [12]. These findings hold significant implications for studies that validate burnout models in relation to actual on-the-job performance; specifically, they imply a need for any specific burnout model or framework to consider structural conditions related to a job as well as employees' psychological processing of those structural conditions.

There are many data-driven research studies that connect burnout with critical organizational outcomes. It has been consistently found in studies that higher burnout results in lower job satisfaction, lower organizational commitment, worsened productivity and stronger turnover intention. For example, recent evidence shows that work stress

leads to burnout which increases intention to turnover, often serving as a mediation mechanism between stressful working conditions and employees' turnover intention [13]. Relatedly, other empirical studies have indicated that burnout is associated with reduced productivity and compromised job performance [13], bolstering the argument that we need to view burnout not just as a health problem but also as an organizational effectiveness problem (14).

In Indian context, the literature is emerging but still sparse and fragmented. Existing evidence suggests that the factors leading to burnout in India vary by sector and include understaffing, emotional labour, long working hours and limited organizational support. A study of this group in Madhya Pradesh which demonstrate the connection between burnout, job satisfaction and service delivery beyond staff well-being concludes that supportive systems are critical in resource constrained Indian setting [14]. The study carried out on hospital staff in the Jammu and Kashmir region, mentioned that emotional exhaustion, depersonalization, and diminished personal achievement considerably impact employee performances [15]. There is considerable literature indicating the repercussions of burnout are starkly apparent in India, however an integrated framework that systematically validates organizational consequences of burnout within Indian socio-cultural and workplace settings are still needed 14.

3. Conceptual Framework and Hypothesis Development

Burnout has been widely studied as a multidimensional psychological syndrome resulting from chronic workplace stress. Most theoretical models have defined burnout along its three core components: emotional exhaustion, depersonalization (feeling distant from others), and reduced sense of personal accomplishment. That is called emotional exhaustion, meaning the depletion of an individual emotionally due to excessive job demands. Depersonalization refers to a negative, detached or cynical attitude toward work or clients and reduced personal accomplishment denotes feelings of ineffectiveness and lack of achievement at work. These dimensions, collectively, capture the nuances in work-life of employees that drive their attitude or some sum total effects on the skills and behaviours needed for higher performance beyond task mastery and provide outcome drivers of possible organisational consequences. These factors, together, are said to affect employees' attitudes and motivation as well as performance at work.

The conceptual framework of the present study is based on the JD-R model and COR theory. According to the JD-R model, a work environment is conducive

to burnout when job resources exceed those fulfilled by employees as far as the demands they need to cope with. Job Demands extract energy and the energy available for vital tasks causes burnout whereas job resources minimize fatigue and improve employees' engagements. Similarly, COR theory posits that people strive to acquire, maintain, and preserve resources such as time, energy and psychological capital. Detriment in job performance and/or burnout occur when the sustainment of these resources is threatened or depleted due to prolonged occupational stress. Theoretical underpinnings for existing organizational outcomes of burnout. Thus, drawing on these theories, the Burnout Consequential Framework developed in this study posits that burnout has a considerable impact on important organizational and individual outcomes. Emotional exhaustion is expected to decrease employees' job satisfaction, as individuals who experience high levels of fatigue tend to struggle in maintaining positive attitudes toward their work. When people develop a cynical attitude towards work colleagues and clients, they literally become more alienated from their organisation with the result that their organisational commitment reduces. Likewise, low personal accomplishment can also relate to lower performance by employees because those humans who feel they are ineffective and not able to accomplish their work duties will show less motivation or effort in utilizing their work tasks.

Employee retention can also be negatively impacted by burnout. When employees experience high levels of burnout, they are motivated to escape from the stressful work environment through turnover intention. Additionally, burnout negatively impacts the mental health of workers by activating stress responses, emotional variance and disengagement with their job. These findings highlight that analysis of burnout should look beyond individual psychological state, much to a significant organization issue affecting productivity, employee retention and organizational sustainability. Finally, in the context of this framework, burnout is addressed as a three-dimensional structure emotional exhaustion, depersonalization and reduced personal accomplishment which serves as an independent predictor whilst job satisfaction, occupational commitment, employee performance turnover intention to withdraw from the organisation represented outcome variables. We hypothesize this sub-D approach, as the overarching framework suggests that high burnout leads to adverse organizational and employee well-being outcomes. A series of empirical hypotheses are then derived from the theoretical framework.

H1: Emotional exhaustion has a significant negative effect on job satisfaction.

H2: Emotional exhaustion has a significant positive effect on turnover intention.

H3: Depersonalization has a significant negative effect on organizational commitment.

H4: Reduced personal accomplishment has a significant negative effect on employee performance.

H5: Burnout has a significant negative effect on employee well-being.

These hypotheses form the basis for validating the proposed Burnout Consequential Framework in the Indian organizational context

4. RESEARCH METHODOLOGY

This study adopts a quantitative research design to examine and validate the proposed Burnout Consequential Framework in the Indian organizational context. In theorizing observational and experimental research within organizational and behavioural studies, quantitative research is a very common approach because of its ability to construct relationships among variables and test the theoretical model through various statistical techniques. This study seeks to examine the effect of burnout dimensions on various organizational outcomes, such as job satisfaction, organizational commitment, employee performance, turnover intention and employee well-being. Using a structured survey approach, primary data were collected from employees of different sectors. Survey-based research enables researchers to gather standardized responses from a wide range of participants, increasing the reliability and generalizability of their results [16].

The target population for this study is employees of various private and public sector organizations eventually located in India. The data were collected using a non-probability convenience sampling mechanism depending on the availability and positivity of respondents to fill out the survey. In organizational research, cheap convenience sampling is often employed where access to potential respondents may still be restricted or testing exploratory models are needed. The participants are workers in information technology, health care, education and service sectors. This is an adequate sample size for statistical analysis and structural equation modelling, commonly used methods to test conceptual frameworks in social science research [17].

Data were collected using a structured investigator-

administered questionnaire with a combination of multiple-choice questions in most sections. Respondents' demographic started to be collected in first el (gender, age, level of education, years working in profession and organizational sector). In the second phase, burnout was assessed with known scales used in the literature (mainly using a Maslach Burnout framework evaluating emotional exhaustion, depersonalization and lack of personal accomplishment). Section of the questionnaire to measure organizational results of employee's job satisfaction, organization commitment, employee performance and turnover intention and their well-being. All measures used a five-point Likert scale, from strongly disagree to strongly agree, which are special types of widely-used scales that is often incorporated into behaviour-based research specifically designed to measure attitudes and perceptions [18].

Various statistical procedures were applied in order to evaluate the reliability and factor validity of the measurement instruments. Data were analysed for reliability through the use of Cronbach's alpha to determine internal consistency of measurement scales. For scale-based research usages, Cronbach's alpha values greater than 0.70 are considered acceptable. In addition, confirmatory factor analysis (CFA) was performed to assess the construct validity of the measurement model and to ensure that observed variables were representative of the theoretical constructs. Convergent and discriminant validity were also assessed to establish the robustness of the measurement model, before testing structural relationships between variables [19].

Hypothesized relationships in the proposed conceptual framework were tested using Structural Equation Modelling (SEM). Structural equation modelling (SEM) is a common statistical approach which can simultaneously analyse several relations between latent and observed variables. This makes it especially useful for testing theoretical frameworks in social and organizational research. We can achieve a more robust understanding of associations between burnout constructs and their impact using structural equation modelling (SEM), which allows assessment of both measurement and structural models. Several fit indices were used to assess the model fit: The Comparative Fit Index (CFI), which ranges from 0 to 1 with values ≥ 0.95 indicating good fit, Root Mean Square Error of Approximation which should be below 0.08 [20]

5. DATA ANALYSIS AND RESULTS

This section presents the statistical analysis used to validate the Burnout Consequential Framework in the Indian context.

Collected data were analysed using descriptive statistics, reliability analysis, confirmatory factor analysis (CFA),

and structural equation modelling (SEM). We establish the reliability and construct validity of burnout dimensions through repeated measures analyses and test relationships with organizational outcomes.

5.1 Demographic Profile of Respondents

A total of 312 valid responses were collected from employees working in various sectors such as information technology, education, healthcare, banking, and service industries. The demographic characteristics of the respondents are presented in Table 1,

Table 1: Demographic Profile of Respondents (N = 312)

Variable	Category	Frequency	Percentage (%)
Gender	Male	178	57.1
	Female	134	42.9
Age	20–30 years	116	37.2
	31–40 years	124	39.7
	41–50 years	52	16.7
	Above 50	20	6.4
Education	Graduate	128	41.0
	Postgraduate	152	48.7
	Others	32	10.3
Work Experience	Less than 3 years	78	25.0
	3–10 years	162	51.9

The demographic results indicate that most respondents belonged to the 31–40 age group and possessed postgraduate qualifications, suggesting that the sample represents an experienced and educated workforce.

5.2 Reliability Analysis

Reliability analysis was conducted using Cronbach’s alpha to evaluate the internal consistency of the measurement scales. Table 2 shows the reliability values for each construct.

Table 2: Reliability Analysis of Constructs

Construct	Number of Items	Cronbach’s Alpha
Emotional Exhaustion	5	0.87
Depersonalization	4	0.82
Reduced Personal Accomplishment	4	0.79
Job Satisfaction	5	0.85
Organizational Commitment	4	0.83
Employee Performance	4	0.81
Turnover Intention	3	0.78
Employee Well-being	4	0.84

All constructs recorded Cronbach’s alpha values greater than 0.70, indicating satisfactory reliability.

5.3 Validity Analysis

Confirmatory Factor Analysis (CFA) was used to evaluate convergent and discriminant validity. Table 3 presents the results of factor loadings, composite reliability (CR), and average variance extracted (AVE).

Table 3: Convergent Validity Results

Construct	Factor Loadings	CR	AVE
Emotional Exhaustion	0.71 – 0.86	0.88	0.59
Depersonalization	0.68 – 0.83	0.84	0.56
Reduced Personal Accomplishment	0.65 – 0.80	0.81	0.52
Job Satisfaction	0.72 – 0.85	0.86	0.58
Organizational Commitment	0.70 – 0.84	0.85	0.57
Employee Performance	0.69 – 0.82	0.83	0.55
Turnover Intention	0.73 – 0.81	0.80	0.57
Employee Well-being	0.71 – 0.86	0.87	0.60

The results show that CR values exceed 0.70 and AVE values exceed 0.50, confirming adequate convergent validity.

5.4 Structural Model Analysis

Structural Equation Modelling (SEM) was conducted to test the proposed hypotheses. The overall model fit indices are presented in Table 4.

Table 4 Model Fit Indices

Fit Index	Recommended Value	Obtained Value
Chi-square/df	< 3	2.14
CFI	> 0.90	0.93
TLI	> 0.90	0.91
RMSEA	< 0.08	0.061

The results indicate that the model fits the data satisfactorily.

5.5 Hypothesis Testing

The structural relationships between burnout dimensions and organizational outcomes were analysed. The results of hypothesis testing are presented in Table 5.

Table 5 Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	t-value	Result
H1	Emotional Exhaustion → Job Satisfaction	-0.46	6.12	Supported
H2	Emotional Exhaustion → Turnover Intention	0.41	5.88	Supported
H3	Depersonalization → Organizational Commitment	-0.39	5.21	Supported
H4	Reduced Personal Accomplishment → Employee Performance	-0.34	4.73	Supported
H5	Burnout → Employee Well-being	-0.48	6.44	Supported

The results indicate that all proposed hypotheses are supported. Emotional exhaustion negatively affects job satisfaction and positively influences turnover intention. Depersonalization reduces organizational commitment, while reduced personal accomplishment negatively affects employee performance. Additionally, burnout significantly reduces employee well-being. Overall, the results validate the Burnout Consequential Framework and demonstrate that burnout significantly influences important organizational outcomes within the Indian workplace context

6. CONCLUSION AND FUTURE WORK

This study validated the Burnout Consequential Framework by examining the impact of burnout on key organizational outcomes in the Indian workplace context. The results show that burnout affects job satisfaction, organizational commitment, employee performance, turnover intention and employee well-being. The emotional exhaustion decreases job satisfaction and increases turnover intention while the depersonalization leads to organizational commitment. Personal accomplishment reduction impairs employee performance as well. Their results highlight the importance of managing workplace tension and enabling supportive organizational practices in contributing to burnout, as well as better employee well-being and productivity. Future studies can be longitudinal, facilitating the study of burnout over time and drawing employees from several industries to facilitate broader generalisability. Researchers can also examine other aspects such as leadership style, work-life balance and organizational culture to grasp the reality of this phenomenon and its impacts in diverse kinds of organizations.

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