

Impact of Job Burnout on Employees' Turnover Intention in Maritime Organizations (Analysis of Job Demands, Job Resources, and Job Engagement)

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Abstract

Background and Theoretical Foundations: One of the dual challenges in the world of organization and management is job engagement versus job burnout. Some believe that job engagement is the positive antithesis of job burnout. Job burnout is a problem in modern societies related to living in an advanced world, particularly in the modern work environment. Researchers have identified some consequences of this phenomenon as decreased motivation, dissatisfaction, and the intention to leave the job. The main objective of this research is to examine and compare the impact of job engagement and burnout (based on the Job Demands-Resources model) on the turnover intention among seafarers.

Methodology: This research is applied in terms of its objective and descriptive-survey in nature. The statistical population consists of 300 employees working in maritime organizations in Mazandaran province, with a sample size of 169 selected through random sampling based on the Krejcie and Morgan table. To measure the research variables, questionnaires were used for job demands (role conflict, job conditions, and work-home interference) from Rizzo et al. (1970), Mohammadi et

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al. (2011), and Wagena & Geurts (2000) with 15 questions; job resources (supervisor support, self-esteem, and feedback) from HSE, Rosenberg (1965), Hackman & Oldham (1975) with 11 questions; job burnout (exhaustion, cynicism, and professional efficacy) from Maslach (1996) with 10 questions; job engagement (vigor, dedication, and absorption) with 12 questions; and turnover intention from Cammann et al. (1979) with 3 questions. Their validity was calculated using content and face validity methods, and their reliability was confirmed by calculating Cronbach's alpha. For data analysis, demographic information (descriptive statistics) was used, and for inferential analysis, correlation tests and structural equation modeling were employed.

Findings and conclusion: Statistical data analysis indicates that the impact of job resources, job demands, and job engagement on job burnout are 0.81, 0.60, and 0.30 respectively; the impact of job resources on job demands and job engagement are 0.92 and 0.70 respectively; the impact of job engagement on job burnout is 0.30; and the impact of job engagement and burnout on employees' intention to leave are 0.30 and 0.72 respectively. The research results showed that job burnout and engagement affect seafarers' turnover intention. Additionally, job engagement and demands impact burnout, while job resources influence engagement. Job demands affect seafarers' burnout, and the relationship between demands and resources as well as the impact of job resources on job burnout was confirmed.

Keywords: Job Burnout, Job Demands, Job Engagement, Job Resources, Turnover Intention.

1. Introduction

With the advent of new technologies in organizations and the increasing changes in the business environment, some individuals may perceive that human resources no longer hold the same value and importance as they did in the past (Ahmad & Siddique, 2020). However, the outlook of the



organizational and management field indicates that human resources, as the foundation and enabler of national and local development, hold a very significant position. This is because problem identification, discovery and explanation of issues, strategy inference, and determination of the overarching strategic direction of any political system are among the most important responsibilities of human resources (Hofmann & Tadles, 2019). Many factors can influence this domain; however, despite organizations' rapid movement towards technology, the role of humans as a vital and strategic factor in organizational survival is more important than ever (Chanovsky & Pishchanovsky, 2020). The utilization of human resources to achieve organizational goals is crucial, to the extent that scholars consider effective management of human resources as the key to organizational success (Wang & Fang, 2021). One major reason cited for the failure of human resource management is the neglect of the human element and its development (Alkadaha et al., 2022). In this context, issues such as employee turnover have garnered the attention of managers. According to Hellman (1977), turnover refers to behavioral tendencies that ultimately lead individuals to decide to leave an organization.

The phenomenon of job burnout affects various individuals across different occupations, subjecting them to high work pressure and low satisfaction. The interaction between work conditions and the personal characteristics of employees can impact their mental health, leading to reduced productivity of human resources and hindering production and development. With the increase in job burnout and mental health issues, employee motivation is disrupted, resulting in increased job dissatisfaction,

absenteeism, job abandonment, decreased performance, increased work-related accidents, and a lack of productivity. On the other hand, industrial and organizational psychologists aim to enhance employee and organizational efficiency by identifying and examining key psychological constructs that influence effectiveness. One of the important psychological constructs that plays a prominent role in enhancing individual and organizational effectiveness is job engagement (Naami, 2011). Job engagement is a concept that has a positive relationship with outcomes such as job performance, the reinforcement of organizational citizenship behaviors, and job satisfaction, while having a strong negative relationship with the intention to leave a job (Hakanen et al., 2005). Engaged employees possess a great deal of energy and have sufficient enthusiasm for performing their job duties. Despite considerable attention in recent decades, the nature of the relationship between job burnout and job engagement remains a topic of discussion (Maslach & Leiter, 2008).

The relationship between job burnout and job engagement is complex, with the structure of both indicating their independent impact on employee behaviors, including organizational citizenship behaviors, absenteeism, and performance. Many experts believe that there is a dialectical relationship between these two occupational phenomena. The dialectical theory emerges in ideas where a pair of opposites and contradictions are compelled to change and grow both individually and together. Today, the dialectical perspective is not only an acceptable method for examining the relationship between burnout and job engagement but also leads to a better empirical understanding of the connection between the two constructs (Leon et al., 2015).

One of the fundamental problems facing organizations today is employee turnover, particularly among skilled and valuable employees.



Experts argue that this issue presents numerous challenges to organizations and imposes significant direct costs (such as selection, recruitment, and training of new employees) and indirect costs (such as reduced work ethic and morale, weakened organizational culture, pressure on remaining employees, learning costs, and loss of social capital or organizational memory), resulting in irreparable damage (Dalton, 2001; Stintenz et al., 2014). It also leads to the transfer of capabilities to competing companies and the loss of competitive advantage for the organization. In this context, employee turnover resulting from abnormal organizational behaviors has become a significant issue in maritime organizations, particularly within the Islamic Republic of Iran Shipping Lines. This is manifested in potential decisions to leave the organization, voluntary departures, and seeking alternative employment. The shipping company was established in 1967 and commenced operations in 1968. Given the importance of the maritime transport industry in the national economy, the strategic position of this company as a global brand and a critical focus point in the economic sector is highly significant. In light of the competitive nature of the maritime transport industry, utilizing and retaining specialized and key human resources is imperative for advancing the objectives of the Islamic Republic of Iran Shipping Lines. Achieving organizational goals and outcomes depends on having skilled, committed, job-engaged personnel with physical and mental well-being.

The profession of seafaring is considered one of the challenging jobs due to its specific conditions. Factors such as a multicultural work environment, exposure to harsh weather conditions, working with heavy mechanical equipment, a stressful environment, operating in completely

isolated conditions away from family and friends for extended periods, among others, can become stressors and sources of psychological pressure if they exceed individuals' capacity and lack motivational resources. If these conditions persist without improvement in the physical and mental state of seafarers, the likelihood of errors, accidents, and incidents in their work increases. All these factors lead to a decline in organizational efficiency and effectiveness, ultimately reducing productivity. This study seeks to examine burnout and job engagement among seafarers based on the Job Demands-Resources Model and ultimately assess its impact on their intention to leave their jobs. This issue is one of significant challenges that, if it occurs, will have destructive and costly consequences for individuals, families, organizations, and society as a whole.

2. Theoretical Framework

2.1. Turnover Intention

The intention to leave employment is defined as an individual's voluntary desire to end their collaboration with an organization. This intention may never be realized, but it can manifest in behaviors such as absenteeism, negligence, sabotage, and similar actions (Rasouli et al., 2012). Generally, leaving employment is understood as exiting the organization and expressing job dissatisfaction, while specifically, it refers to a change in an individual's membership within the organization, encompassing a wide range of transfers and status changes. Various studies highlight the significant importance of the intention to leave a job. An individual's intention to leave prompts them to consider and evaluate different job options (Hassani & Joudat, 2012). The desire to leave employment is synonymous with anticipated turnover, which refers to the likelihood of an individual leaving their job position. In essence,



anticipated turnover is the degree to which an individual thinks or believes they will voluntarily leave their current position (Ziaeddini & Ramazani, 2013). The intention to leave a job is one step behind voluntary turnover and imposes significant direct and indirect costs on organizations (Lambert et al., 2010). Job turnover is a crucial organizational variable that, when it occurs, imposes numerous destructive and costly consequences on organizations. The costs of finding replacements, retraining inexperienced new hires, and the time lost in replacing departed employees are among the detrimental outcomes of job turnover for organizations. Research indicates that educational level has a positive relationship with the intention to leave a job, and non-managerial employees are more inclined to leave their jobs and organizations. Individual factors (such as the negative relationship between age and formal employment with the intention to leave), intra-organizational factors (such as job conditions), and extra-organizational factors (such as economic conditions) are considered determinants of individual employee turnover (Ghapanchi & Aram, 2010). According to the model by Camman et al. (1979) for examining and identifying employee turnover in organizations, three factors are considered: thinking about leaving the organization (voluntary exit), searching for a new job (finding an alternative position), and the potential decision to leave employment (Rastegar et al., 2013).

2.2. Job Burnout

Job burnout is a chronic syndrome that includes symptoms such as feeling fatigued from work, exertion, and subsequently withdrawing from occupational activities. In the past, experts believed that job burnout was more

prevalent in social service jobs (Shirom et al., 2004). However, in today's societies, job burnout has become widespread and affects all aspects of people's lives. On one hand, it leads to increased divorce rates, addiction, job abandonment, and psychosomatic illnesses; on the other hand, it results in a reduction of the productive workforce and harms the country's economy and production (Saatchi, 2010). The most common definition of job burnout is provided by Maslach and Jackson (1996): Job burnout is a psychological syndrome that includes emotional exhaustion, depersonalization, and reduced personal accomplishment.

Maslach and Jackson (1981) demonstrated in their research that job burnout is a multidimensional construct. This multidimensional structure consists of three interrelated components. The first component is emotional exhaustion, which refers to extreme physical and mental fatigue when an individual feels they no longer have enough energy to continue working (Shojaeifard et al., 2014). In other words, the individual's previous high motivational states are lost due to burnout, making work tiresome for them. The second component is depersonalization, which is a negative, callous response to people who are usually the recipients of services from the individual. In other words, the person experiencing burnout perceives the client not as a human being but as an inanimate object. The third component is a sense of inefficacy and reduced personal achievement, meaning the individual feels that their performance is not successful; more precisely, perceived performance or success replaces actual performance or success (Maslach & Jackson, 1981).

2-3.Job Engagement

Employee engagement is a combination of feelings and perceptions that include satisfaction, commitment, pride, and willingness to go beyond usual



duties for the organization. This engagement is ongoing and predictable (Abolalaei, 2016). Employees who have strong motivations for their work enthusiastically perform their tasks and are passionate about their jobs. Schaufeli et al. (2002) describe job engagement as a positive and fulfilling state of mind related to work, where the individual feels energized and effectively connected to their work activities (Seyed Naqavi & Kaheh, 2012). Therefore, job engagement is expressed through three dimensions: absorption, vigor, and dedication. Absorption (being immersed in work) refers to being deeply focused and absorbed in work to the extent that time passes quickly for employees, and they find it difficult to detach from work. Vigor (perseverance in work) refers to high levels of energy and mental resilience while working, characterized by a willingness to invest effort in work and persistence even when faced with difficulties. The third component of job engagement is dedication (enthusiasm for work), which is marked by intense emotional involvement with work, feelings of significance, enthusiasm, inspiration, pride, and challenge (Schaufeli et al., 2002).

2-4. Job Demand-Resources Model

This model was developed by Demerouti, Bakker, Nachreiner, and Schaufeli in 2001 based on the conservation of resources theory and the analysis by Lee and Ashforth (1996). In this model, eight factors are identified as job demands and thirteen factors as job resources (Demerouti et al., 2001). The fundamental assumption of the Job Demand-Resources model is that each job or profession has unique characteristics that lead to either engagement or burnout. These characteristics are categorized into two groups: job demands and job resources. Job demands refer to the physical, psychological, social, and

organizational aspects that require physical and mental efforts from employees and are therefore associated with psychological or physiological costs. Examples include work pressure, job insecurity, excessive responsibilities, interpersonal conflicts, etc. Similar to Hockey's model (1993), this model suggests that when job demands are high, additional efforts are necessary, which come with high psychological and physical costs (such as fatigue and irritability). Only under these circumstances can a decrease in performance be prevented, and organizational goals be approached (Schaufeli & Taris, 2014). On the other hand, job resources refer to the physical, psychological, social, and organizational aspects that play a role in achieving work goals, reducing job demands, and fostering personal development. Examples include feedback, pay and benefits, career opportunities, autonomy, social support, etc. This model assumes that job resources prevent psychological fatigue, and in stressful conditions, employees with a high level of job resources can adequately meet job demands and better cope with work pressures, consequently experiencing lower levels of fatigue.

3.Literature Review

Regarding the impact of job burnout on employees' intention to leave: an analysis of job demands, job resources, and job engagement. No research has been conducted in the studied community so far; however, it has been investigated in other organizations, some of which are mentioned here.

Akbari and Ezzati (2021) examined the relationship between job security, emotional burnout, and organizational silence. Job security predicts emotional burnout and organizational silence, and there is an inverse relationship between job security and both emotional burnout and organizational silence. Ahmadi Nik (2021) studied the impact of spiritual intelligence dimensions on job burnout. With an increase in spiritual



intelligence, employee burnout decreases, and to reduce burnout, it is necessary to strengthen this component.

Vahdati et al. (2020) analyzed the effect of toxic leadership on human resources turnover with the mediation of organizational obstruction. Toxic leadership has a positive and significant impact on human resources turnover. Additionally, indirect analysis indicates the mediating role of organizational obstruction in the effect of toxic leadership on human resources turnover. Moghaddasi et al. (2015) developed job engagement considering job resources, demands, and psychological capital. Job resources, through psychological capital, influence job engagement, and job demands have a significant effect on job engagement. Overall, psychological capital does not play an intermediary role in the relationship between job demands and job engagement.

Bozorgi et al. (2014) investigated the level of job burnout and its related factors among medical staff at Mazandaran University of Medical Sciences. There is a significant relationship between emotional exhaustion and individual and economic factors. Additionally, there is a significant relationship between depersonalization and education level, as well as individual and managerial factors. The mentioned employees experience the most severe burnout in depersonalization and moderate burnout in the other two dimensions. Rashidi et al. (2012) studied the level of job burnout in human resources and intra-organizational factors affecting it. Job burnout as an existing occupational phenomenon is highlighted by intra-organizational factors, with managerial factors and job insecurity having the most significant impact.

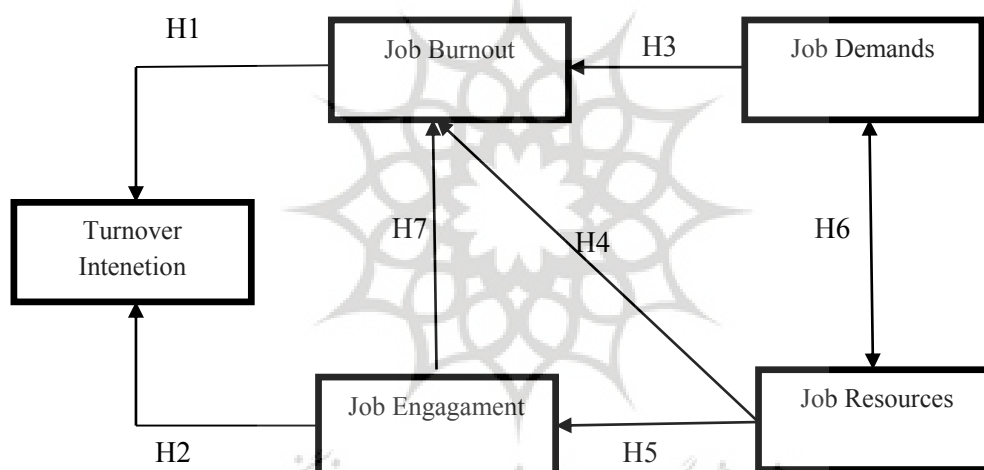
Rosales (2020) examined job satisfaction and job burnout among nurses. There is a statistically significant relationship between nurses' levels of job burnout and their level of job satisfaction. Ozier (2019) investigated the relationship between job burnout and organizational commitment. There is a significant relationship between job burnout and organizational commitment. Brown Cowan et al. (2016) explored the role of organizational voice and participative work systems on work engagement. Organizational voice and high-performance work systems have a positive role in enhancing work engagement.

Shanafelt et al. (2015) examined changes in burnout and job satisfaction through work-life balance in American medicine. Physicians are at high risk of burnout, and factors such as age, gender, interpersonal relationships, and working hours were examined, with work-life balance having a minor effect on their satisfaction. Goering et al. (2013) studied the impact of organizational leadership on physicians' job satisfaction and burnout. Changes in leadership lead to increased job satisfaction and reduced levels of burnout.

A review of the research literature shows that what distinguishes the present study from other studies in this field is the examination of the impact of job burnout on employees' intention to leave by analyzing factors such as job demands, job resources, and job engagement. In fact, no research has been found that examines employee turnover in maritime organizations from this perspective. Based on this, the researchers in this study intend to test this relationship to derive new insights that can be utilized by other researchers and managers. In the present study, to achieve this goal, the researcher aimed to propose a conceptual model to hypothesize the relationships between variables based on a review of prior research literature and use this as their analytical assumption. In other words, the researchers aimed to identify a

conceptual model derived from a review of the theoretical foundations of the research. The conceptual model of this study was considered as a combination of the Schaufeli and Taris (2014) model and the Bakker (2004) model (Figure 1).

Figure 1. *The Researcher-Made Conceptual Model of the Study (Schaufeli & Taris, 2014; Schaufeli & Bakker, 2004)*



Research hypotheses of the study are as follows:

1. Job burnout affects the turnover intention among seafarers.
2. Job engagement affects the turnover intention among seafarers.
3. Job demands affect the level of job burnout among seafarers.
4. Job resources affect the level of job burnout among seafarers.

5. Job resources affect the level of job engagement among seafarers.
6. Job demands are related to job resources among seafarers.
7. Job engagement affects job burnout among seafarers.

4. Methodology

The present study is applied in terms of its objective and quantitative (deductive) in its approach. The research strategy is descriptive, of a survey type, and based on structural equations. The unit of measurement in the research includes concepts such as job burnout, job engagement, job demands, job resources, and turnover intention, with employees working in maritime organizations in Mazandaran Province as the unit of observation and analysis. The statistical population consisted of 300 employees from maritime organizations in Mazandaran Province in 2023, from which 169 individuals were selected as a sample based on Krejcie and Morgan's table. A total of 185 questionnaires were distributed among the statistical population, and after eliminating incomplete or returned questionnaires, 169 were confirmed and analyzed. To measure job demands (role conflict, job conditions, and work-home interference), the questionnaire by Rizzo et al. (1970), Mohammadi et al. (2011), and Wagena & Gruetz (2000) with 15 questions was used. To measure job resources (supervisor support, self-esteem, and feedback), the HSE questionnaire, Rosenberg (1965), and Hackman & Oldham (1975) with 11 questions were used. For measuring job burnout (exhaustion, cynicism, and professional efficacy), Maslach's questionnaire (1996) with 10 questions was used. Job engagement (energy, dedication, and absorption) was measured with 12 questions, and intention to leave was measured using Camman's (1979) questionnaire with 3 questions, all structured on a Likert scale ranging from



strongly agree (5), agree (4), neutral (3), disagree (2), to strongly disagree (1). In this research, for confirming the content and face validity of the questionnaires, experts' opinions were used for content validity, and Cronbach's alpha indices were used to assess reliability (Table 1).

Table 1. *Reliability of the Study Variables*

Variables	Reliability
Job Demands	.76
Job Burnout	.81
Job Resources	.70
Job Engagement	.72
Turnover Intention	.92

5. Results

Based on the results obtained from the descriptive statistical data, the demographic features of the participants are presented in Table 2.

Table 2. *Demographic Characteristics of Participants*

Characteristics		Frequency	percent	Characteristics	Frequency	percent
Gender	male	124	73	Work experience	>10 year	18
	female	45	27		10-20 year	62
Marital status	Married	120	71	Organizational management	<20 year	20
	single	49	29			9

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	diploma	24	14	position	boss	46	28
Education	BA	95	56		Responsible expert	55	32
	MA	50	30		administrative	53	30

The model fit indices for the research model are presented in Table 3. As shown in this table, the chi-square statistic is 141.589 with 58 degrees of freedom. Given that their ratio is less than 3, it can be concluded that the model has a good fit. Additionally, the GFI (Goodness of Fit Index) is 0.9, indicating a good fit for the model. The NFI (Normed Fit Index) is 0.932, the CFI (Comparative Fit Index) is 0.909, and the IFI (Incremental Fit Index) is 0.923. Since these values are greater than 0.9, the research model is considered to be well-fitted. The RMSEA (Root Mean Square Error of Approximation) is 0.045, which, being less than 0.08, further confirms the good fit of the model.

Table 3. Model Fit Indices

Index	Ratio
Chi-square	141/589
DF	58
GFI	0/90
NFI	0/932
CFI	0/909



IFI	0/923
RMSEA	0/045

For testing the research hypotheses, structural equation modeling and path analysis were conducted. Path analysis is a technique that simultaneously demonstrates the relationships between variables. Two important outputs of the software are the model in the standardized estimation state and the model in the significance coefficients state. In the standardized estimation state, the extent to which each variable's variance is explained by its dependent variables is determined, while in the significance coefficients output, the significance of the relationships between variables is identified. The numbers on the paths represent path coefficients, and the numbers on the arrows of latent variables indicate factor loadings. The path coefficients also indicate a positive and significant effect between the research variables.

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Figure 2. The Structural Model of Research in Standard Mode

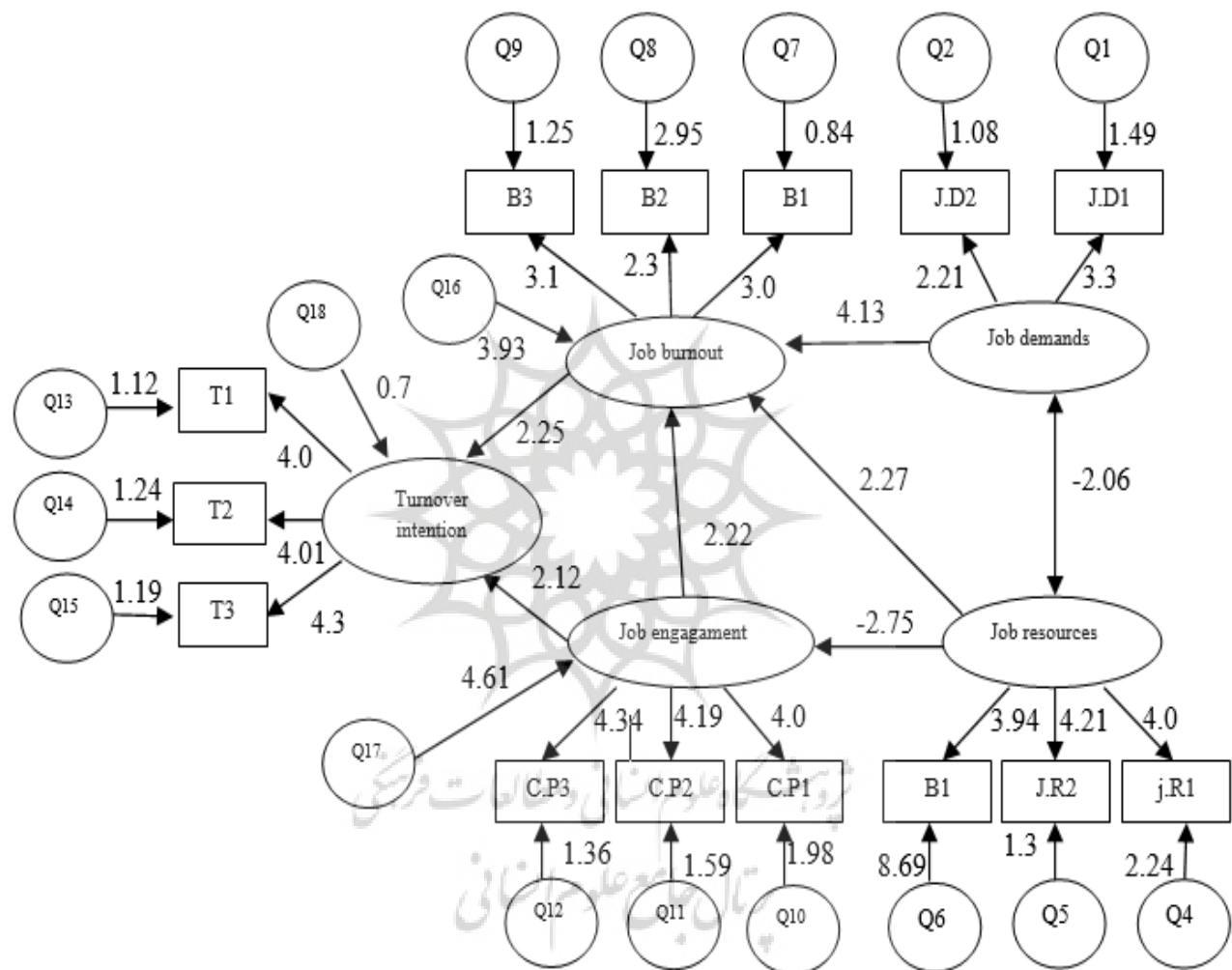
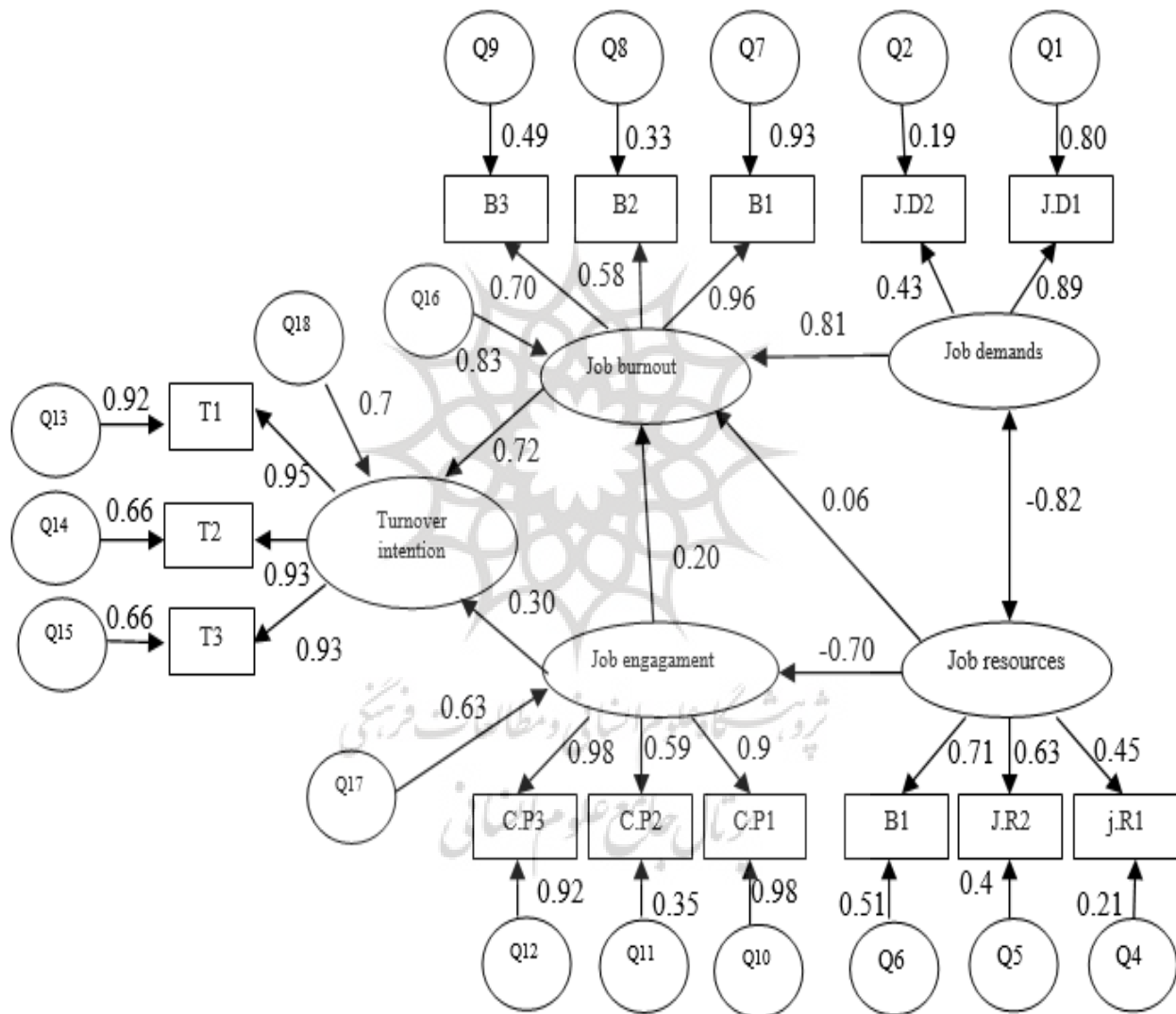


Figure 3. *The Structural Model of Research in Significance Mode*



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In Figure 2 (the structural model of the research in the standardized state), if the obtained t-values in this output are greater than 1.96 or less than -1.96, the path coefficients are deemed significant. The calculated values indicate that the t-values for the impact of job demands, job resources, and job engagement on job burnout are 4.13, 2.27, and 2.22, respectively; for job resources on job engagement it is 2.75; and for job burnout and job engagement on turnover intention, they are 2.25 and 2.12, respectively. These values exceed the minimum threshold, thus confirming the significance of the path coefficients.

Figure 3 illustrates the significance of the path coefficients among the research variables. In this model, the impact of job demands on job burnout is 0.81, job resources on job burnout is 0.60, job resources on job engagement is 0.70, job engagement on job burnout is 0.30, job burnout on turnover intention is 0.72, and job engagement on turnover intention is 0.30. The R^2 coefficients indicate the influence of an exogenous variable on an endogenous variable, with values above 0.33 considered as a benchmark. Based on the obtained R^2 values, 84% of turnover intention is explained by the independent variables, while this value is 80% for job burnout and 36% for work engagement. These values exceed the benchmark. Table 5 presents the results of the hypotheses testing.

Table 5. *Testing Research Hypotheses*

Hypotheses	Regression Coefficients	Standard Regression Coefficients	Standard Error	Sig.
1. Job burnout affects the turnover intention among seafarers.	.72	2.25	.250	.001



2. Job engagement affects the turnover intention among seafarers.	.30	2.12	.027	.002
3. Job demands affect the level of job burnout among seafarers.	.81	4.13	.23	.001
4. Job resources affect the level of job burnout among seafarers.	.6	2.27	.742	.001
5. Job resources affect the level of job engagement among seafarers.	.7	2.75	.447	.002
6. Job demands are related to job resources among seafarers.	.955	2.06	.481	.001
7. Job engagement affects job burnout among seafarers.	2.12	.30	.082	.001

5. Discussion and Conclusion

Maritime organizations play a strategic and significant role in the country's economy. On the other hand, human resources play a very important role in achieving organizational goals. Therefore, individuals within the organization are the focal point of human resource management. The sustainability and survival of any organization depend on its employees, and generally, humans in any organization are considered a vital element that can influence organizational culture. Thus, managers should pay attention to employees and their needs, especially mental health. The concept of job burnout is correlated with concerns such as physical fatigue, insomnia, increased drug and alcohol

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consumption, and the emergence of family problems. Research results indicate that job burnout leads to a deterioration in the quality of services provided by employees and can be a factor for absenteeism, low morale, and lack of responsibility.

In recent years, studying and researching positive psychology has introduced a novel approach for many social psychologists. This approach, instead of focusing on signs of distress and negative concepts, emphasizes the scientific study of positive experiences, happiness, psychological well-being, and positive human resources. Job engagement is defined as a positive mental state towards one's job that refers to a stable and pervasive psychological state rather than a specific temporary condition. When job engagement exists among employees in the workplace, it creates a friendly and familiar environment within the organization, simplifies tasks, and allows group activities to progress smoothly and quickly. In fact, job engagement is a positive construct with high potential for explaining favorable organizational outcomes. The above research aimed to examine the impact of job resources and demands on seafarers' job engagement and burnout and their effect on the intention to leave, given the importance and special position of maritime organizations.

The results from data analysis show that job burnout has a significant impact on seafarers' intention to leave. Therefore, Hypothesis 1 is confirmed. This result aligns with the findings of Schaufeli and Bakker (2004) and Schaufeli and Taris (2014). According to previous research, job burnout is associated with health-related issues as well as employees' intention to leave, and it also plays a mediating role in the relationship between job demands and health problems and employees' intention to leave. Based on the findings of this study, job burnout directly affects seafarers' intention to leave. In the



studied community, seafarers' job burnout leads to health problems (both physical and mental) or injuries resulting from negligence while working due to fatigue and a lack of professional efficacy, causing individuals to be involuntarily absent. Their physical and mental issues, if not improved after repeated crises, lead them to the stage of hitting a wall, ultimately resulting in their intention to leave their job.

The results of the second hypothesis suggest that job engagement has a significant impact on seafarers' intention to leave. Additionally, based on the sign of the regression coefficient, it is concluded that the two variables have an inverse relationship. In other words, an increase in job engagement leads to a decrease in seafarers' intention to leave. This result also aligns with the findings from the referenced research within the studied community. In Schaufeli and Bakker's (2009) study, it was noted that burnout (positively) and job engagement (negatively) predict the duration and number of recorded absenteeism periods among employees. These absences are introduced in two forms: involuntary and voluntary absenteeism. Lack of job engagement leads to voluntary absences due to disinterest in the job and an intentional desire to leave work. Job engagement among seafarer's increases commitment and motivation, and when they are committed to their organization, they will not seek to leave it. In fact, engagement (absorption, energy, and dedication at work) among seafarers contributes to their retention within the organization.

The results of data analysis for Hypothesis 3 indicate that job demands have a significant impact on the level of burnout among seafarers. In fact, an increase in job demands leads to an increase in the level of burnout among seafarers. The study by Schaufeli and Bakker (2009), based on the Job

Demands-Resources (JDR) model, showed that job demands are predictors of job burnout. According to the model by Demerouti et al. (2001), burnout occurs through two processes: initially, job demands lead to energy depletion and fatigue, and in the second process, the lack of job resources complicates the performance of tasks related to job demands, leading to individual withdrawal and ultimately a lack of engagement. Indeed, the specific working conditions of seafaring jobs and the interference between work and home, when they exceed individuals' capacity, become stressful and lead to burnout among seafarers.

Based on Hypothesis 4, it can be concluded that job resources have a significant impact on the burnout of seafarers. This result is consistent with the findings of studies by Schaufeli and Bakker (2004) and Schaufeli and Taris (2014). This means that in the studied community, an increase in job resources (such as feedback, supervisor support, and self-esteem) has had a significant impact on reducing job burnout and its dimensions. Other factors related to job resources, such as compensation discussions, employee appreciation, coworker support, and even changes in certain regulations like the amount of leave for seafarers, spiritual rewards, etc., may also be effective in reducing burnout.

Based on the analysis of the fifth hypothesis, we conclude that job resources have a significant impact on the job engagement of seafarers. In other words, an increase in job resources leads to an increase in job engagement among seafarers. This result aligns with the findings from Schaufeli and Taris (2014) in the studied community. Job resources can play the role of both intrinsic and extrinsic motivators. This means that providing more job resources to seafarers increases their willingness to devote effort to



work tasks. In this case, the likelihood of successfully completing tasks increases, and work goals are achieved.

The results of data analysis regarding the sixth hypothesis show that job demands have a significant relationship with the job resources of seafarers. Additionally, the high level of correlation indicates a strong inverse relationship between these two variables. In the study by Schaufeli and Taris (2014), it was suggested that depending on specific job characteristics, job resources can play a neutralizing role against job demands. In fact, when job demands for seafarers increase, job resources are perceived as weak and vice versa. In the studied community, the lack of job resources leads to an increased perception of job demands by seafarers. Moreover, with an increase in their job resources, it becomes possible to continue activities satisfactorily in the presence of job demands without feeling fatigued.

The results of the analysis for Hypothesis 7 indicate that job engagement has a strong negative impact on the burnout of seafarers, thus confirming this hypothesis. This means that as the job engagement of seafarers increases, their level of burnout decreases; however, a reduction in their job burnout does not necessarily lead to an increase in their job engagement. Reducing job burnout results in diminishing adverse outcomes such as health issues, illness, and the intention to leave the job. Nevertheless, a decrease in job burnout does not necessarily lead to increased job engagement. This is because what creates strong attachment among seafarers to their work stems from receiving feedback, encouragement, and support from supervisors, having self-esteem, and other related job resources. Therefore, the increase or decrease in job engagement is not influenced by the variable of job burnout,

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and only by increasing enthusiasm and interest in work can their level of burnout be reduced.

Based on these results and considering the importance of each of the variables—job burnout, job demands, job resources, and job engagement—on the intention to leave among employees of maritime organizations, it is suggested that:

Given the components of working conditions and work-home interference in the independent variable of job demands, it is recommended that due to the unique nature of maritime jobs and the inability to change the inherent conditions of seafaring work, efforts should be made to pay special attention to their welfare issues at the workplace and during work. Motivation should be created through encouragement, appreciation, and compensation as an important organizational resource, and necessary actions should be taken to retain and maintain employees, aiming to reduce the impact of harsh working conditions. Additionally, by improving communication with the families of seafarers and attempting to mitigate potential issues they may face during the absence of seafarers in the family environment, the impact of work-home interference demands can be lessened. Therefore, it is suggested that managers regularly and continuously appreciate employee performance and take steps to design and allocate spiritual rewards by understanding employee expectations appropriately. They should design reward packages and benefits options to increase their job motivation. Actions should be taken to evaluate seafarers based on performance using fair methods without personal bias. Continuous and appropriate communication should be established to honor seafarers and identify problems faced by their families. Furthermore, efforts should be made to address issues and reduce anxieties arising from the absence of family



heads during service by providing appropriate welfare, medical, and counseling facilities for their esteemed families.

Considering the high average of working conditions and work-home interference among job demands and reviewing the results of factor analysis of the questionnaire items related to these two components, it can be concluded that proper training of employees and briefing their supervisors on appropriate supervision and guidance of subordinates should be undertaken. Additionally, all safety instructions should be updated and adhered to. Implementing corrective actions, continuous updates, and maintenance of systems, tools, and machinery used by seafarers in their service locations are other necessary measures to reduce risks arising from working conditions. Furthermore, due to the importance of the eleventh question regarding the difficulty in fulfilling life commitments by seafarers due to the nature of their job (as examined in the sub-components of the questionnaire), it is recommended that to address this issue, communication facilities be enhanced and ease of communication for seafarers with their families during service be facilitated, along with establishing appropriate welfare systems when they are with their families.

Regarding the importance of job resources in increasing work engagement and reducing the perception of job demands by the statistical population, it is suggested that organizational managers take steps to strengthen the factors under review. Particularly, considering the factor loading of feedback as one of the important elements of job resources, managers should provide information to seafarers about how tasks are performed and encourage them if necessary, along with other job resources.

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Considering the strong inverse impact of job engagement on job burnout and also the influence of burnout and job engagement on the seafarers' intention to leave, the role of organizational officials in focusing on programs to increase employee job engagement becomes more evident. Taking into account the age group and possibly assuming new family roles by individuals in this group, motivational programs should be implemented both financially and spiritually to enhance their job engagement. Additionally, organizational managers should plan and train supervisors and relevant individuals on how to provide feedback and inform subordinates about task performance.

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