

Work Stress and Burnout among Human Resources Personnel in Private Higher Education Institutions in China: The Mediating Role of Job Satisfaction

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Abstract

As China's private higher education institutions undergo transformative development, the Human Resources Department, as one of the core departments, faces significantly increased work stress, decreased job satisfaction, and intensified burnout among its staff. Although previous studies have focused on the relationships among these variables, the within specific dynamics to the context of private higher education institutions in China remain insufficiently explored. This study aimed to 1) investigate the interactions among work stress, job satisfaction, and burnout, 2) examine the mediating role of job satisfaction between work stress and burnout, and 3) provide theoretical and empirical support for human resources management in private higher education institutions.

Using a quantitative research method, this study surveys the staff of Human Resources Departments in private higher education institutions in Yunnan Province, China, with a valid sample size of 423. Statistical methods were analyzed to examine the relationships and underlying mechanisms among work stress, job satisfaction, and burnout. The findings indicate that there is a significant positive correlation between work stress and burnout, with job satisfaction serving as a significant mediator in this relationship. Specifically, the analysis revealed that work stress indirectly increases burnout by reducing job satisfaction.

Based on the results, this study underscores the importance of managing work stress in the context of private higher education institutions, demonstrates that enhancing job satisfaction can effectively alleviate burnout, and recommends that private higher education institutions adopt strategies to optimize the work environment, provide training and development opportunities, enhance the job satisfaction of Human Resources Department staff, and reduce burnout.

Keywords: Work Stress, Burnout, Job Satisfaction

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Introduction

In recent years, with the rapid development of private higher education institutions in China and the increasing degree of education marketization, private human resources management departments are facing more challenges. Among these, work stress, job satisfaction, and burnout are key factors affecting the work efficiency and the health status of faculty and staff. Numerous studies have pointed out that work stress not only directly impacts individual psychological and physical health but also indirectly influences burnout through job satisfaction, further affecting the overall operational efficiency and well-being of the organization (Wu et al., 2020; Soto-Rubio et al., 2020). However, existing research predominantly focuses on enterprises, with relatively insufficient studies on the unique human resources environment and stress-coping mechanisms in private higher education institutions. The Human Resources Department, as the core department managing personnel (Li & Song, 2022), has staff whose work status directly influences the development of the school. If the Human Resources Department staff faces severe work stress and burnout, it will not only affect their health and work efficiency but also negatively impact the entire school's operation and development. Therefore, studying how to effectively manage and alleviate work stress in private higher education institutions' Human Resources Departments, improve job satisfaction, and reduce burnout is of great significance for enhancing the overall operational efficiency of the schools and promoting their long-term development.

Furthermore, while there have been studies exploring the relationship between work stress and burnout, the mediating role of job satisfaction in this process has not been sufficiently supported theoretically and empirically, particularly in the context of the Human Resources Departments of private higher education institutions. The Conservation of Resources (COR) theory provides a robust theoretical framework for explaining how work stress leads to burnout by depleting individuals' psychological and physical resources under conditions of limited resources (Hobfoll, 2001). Guided by this theory, this study delves into the mediating role of job satisfaction and how it moderates the relationship between work stress and burnout.

Therefore, this study aims to achieve three objectives: First, to clarify the relationship among work stress, job satisfaction, and burnout; second, to explore the mediating role of job satisfaction between work stress and burnout; and third, based on the research findings, to provide empirical foundations and improvement suggestions for human resources management in private higher education institutions. Such research not only supports the theory and practice of human resources management in private higher education institutions but also helps relevant managers optimize policies, improve the working environment for faculty and staff, enhance job satisfaction, and reduce occupational burnout.

This study employs a quantitative research method, conducting a questionnaire survey among the staff of Human Resources Departments in private higher education institutions in Yunnan Province, China, and collecting 423 valid samples. Due to the author's six years of experience working in private higher education institutions in Yunnan Province, relevant data were readily accessible. Through statistical analysis, the relationships and underlying mechanisms among work stress, job satisfaction, and burnout were verified. The results indicate a significant positive correlation between work stress and burnout, with job satisfaction significantly mediating the relationship between the two. The analysis reveals that work stress indirectly increases

burnout by reducing job satisfaction. This is consistent with previous research findings and further validated in the specific context of private higher education institutions.

Based on the results, this study emphasizes the need for managing work stress, enhancing job satisfaction, and reducing burnout among Human Resources Department staff in private higher education institutions. The findings indicate a significant positive correlation between work stress and burnout, with job satisfaction significantly mediating the relationship between the two. Specifically, the analysis revealed that work stress indirectly increases burnout by reducing job satisfaction. This underscores the importance of optimizing the work environment and providing training and development opportunities. It is recommended that private higher education institutions adopt various strategies to enhance job satisfaction, thereby improving overall operational efficiency and employee well-being.

Research Objective

1. To systematically investigate the relationships among work stress, job satisfaction, and burnout, particularly by analyzing the mediating role of job satisfaction between work stress and burnout to elucidate the underlying mechanisms of these interactions.
2. To develop and validate a theoretical model that includes work stress, job satisfaction, and burnout, thereby providing comprehensive insights into the interrelationships among these variables and contributing enrichment of academic theories and empirical research in this domain.
3. To propose evidence-based management strategies and employee development recommendations for private higher education institutions, based on the research findings. The aim is to optimize the work environment, enhance job satisfaction, and reduce occupational burnout, thus improving work efficiency and the overall well-being of faculty and staff.

Literature Review

Concept Definition

Work Stress

Work stress refers to negative stimuli related to work that arise from the mismatch between the work environment, work demands, and personal expectations. This stress response is harmful to both physical and mental health and is influenced by external environments, organizational factors, and individual characteristics (Tong et al., 2022).

Burnout

Burnout, also known as occupational burnout, is generally considered the result of the long-term negative impact of work stressors. It is an extreme reaction to work stress (Borritz et al., 2006). Specific symptoms include emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 2001; Bianchi et al., 2019). Experiencing burnout at work not only negatively affects employees' physical and mental health, family environment, and organizational atmosphere but can also lead to significant economic losses for the country in severe cases.

Job Satisfaction

The multidimensional concept of job satisfaction was first proposed by Hoppock (Hoppock, 1938), who defined it as the sense of fulfillment employees experience both psychologically

and physiologically in their work environment. Gazioglu and Tansel (2006) considered job satisfaction to be a positive emotional state, derived from the perception of whether work promotes the realization of personal values. To further clarify the meaning of job satisfaction, the Minnesota Satisfaction Questionnaire, which is widely used, evaluates individual job satisfaction through two components: intrinsic and extrinsic satisfaction. Extrinsic job satisfaction refers to people's perceptions of external work environment characteristics, such as job qualifications, organization and government policies, salary, work conditions, colleagues, career development and supervision, and partners. Intrinsic job satisfaction pertains to people's perceptions of the nature of the work tasks themselves such as expectations, demands, and other aspects (Hirschfeld, 2000).

Theoretical Foundation

Conservation of Resources Theory

The Conservation of Resources (COR) theory is widely accepted as one of the important theories explaining the mechanism of burnout (Bardoel & Drago, 2021). This theory posits that burnout occurs when individuals invest substantial resources but receive only minimal returns (Hobfoll, 2001). However, quantitative research on the internal mechanisms causing burnout among human resources staff in Chinese private higher education institutions remains relatively weak. While existing studies have explained the impact of work stress on burnout, few have addressed how to avoid the negative effects caused by work stress. To enrich related empirical research and theoretical foundations, this study focuses on staff in the Human Resources Departments of private higher education institutions. By combining previous research findings, this study constructs a hypothetical model to clarify the pathways affecting occupational burnout among Human Resources Department staff. The goal is to provide feasible suggestions for coping with work stress, alleviating occupational burnout, and improving work quality.

Research Hypotheses

Work Stress and Burnout

Stress is prevalent in people's daily lives and work. Griffin et al. (2007) and Ganster et al. (2013) suggested that stress is the perception and response generated by individuals when coping with environmental events, where the events that trigger stress are typically referred to as stressors. Stressors generally include physical, task-related, role-related, social, and work-related stressors. These stressors can have negative impacts on an individual's cognition, emotions, and physiology. Prolonged exposure to stress can be detrimental to an individual's work, as research indicates that stress depletes energy and leads to psychological disengagement from work (Smith et al., 2019). The Conservation of Resources (COR) theory explains that when individuals possess fewer resources and face high job demands, the likelihood of maladaptation increases, making them more prone to experiencing a lack of achievement in their work, which in turn leads to burnout (Salama, 2022).

Therefore, we propose Hypothesis H1: Work stress positively predicts occupational burnout among human resources staff in private higher education institutions.

The Mediating Role of Job Satisfaction in the Relationship between Work Stress and Burnout

Empirical studies have confirmed the relationships between work stress, job satisfaction, and burnout. Regarding work stress and job satisfaction, Khamisa et al. (2016) conducted a cross-sectional study with 1,200 nurses from four hospitals. After controlling for age, gender,

demographics, education level, work experience, and hospital type, the results showed that work stress significantly and negatively predicted job satisfaction. Regarding job satisfaction and burnout, researchers have found that job satisfaction is significantly negatively correlated with burnout (Skaalvik & Skaalvik, 2017; Ran et al., 2020). Additionally, concerning the relationships among the three variables, Wu et al. (2021) surveyed 1,464 employees from Chinese banks and found that job satisfaction mediated the relationship between different dimensions of work stress and burnout. Based on these perspectives, this study incorporates job satisfaction as a variable and hypothesizes that work stress among HR staff in private higher education institutions indirectly affects their burnout through job satisfaction.

Therefore, we propose Hypothesis H2: Job satisfaction mediates the relationship between work stress and burnout among HR staff in private higher education institutions.

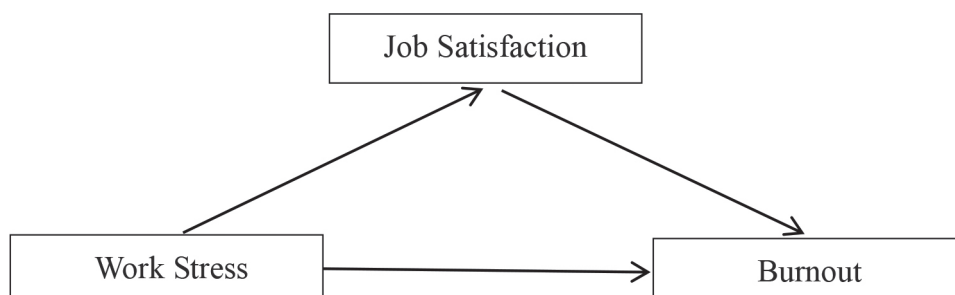


Figure 1 Theoretical Model Diagram

Methodology

This study targeted human resources staff in private higher education institutions in Yunnan Province, China. Given the author's six years of experience working in this region, relevant data were readily accessible. After contacting relevant private institutions by phone, an online survey was distributed to the target population. Data collection occurred in March 2024, resulting in 506 questionnaires, of which 423 were valid, yielding an effective rate of 83.59%. Harman's single-factor analysis method was used to test for common method bias in the returned questionnaires, and the results confirmed that the questionnaires were free from common method bias. The survey results were satisfactory, with a well-distributed sample in terms of gender, age, education level, professional title, and position, indicating a strong representativeness of the sample.

In this study, the independent variable is work stress, the dependent variable is burnout, and the mediating variable is job satisfaction. To ensure the reliability and validity of the measurements, the scales were revised based on established scales published in authoritative journals and commonly used in research with verified reliability and validity. The original scales were retranslated and adjusted as needed to better fit the research context. During the translation process, accuracy was prioritized, and back-translation was used to ensure consistency between the translation and the original text. The work stress scale was based on the research by Kim (1996) and Price (2001); the burnout scale was developed by Maslach and Jackson (1981); the job satisfaction scale was designed according to Weiss et al. (1967).

The reliability and validity of the research tools were thoroughly tested in this study. The Cronbach's alpha coefficients for the work stress, burnout, and job satisfaction scales were all

above 0.80, indicating high internal consistency. According to Nunnally (1978), a Cronbach's alpha coefficient above 0.70 is considered acceptable, while coefficients above 0.80 indicate good internal consistency. Factor analysis was conducted to confirm the construct validity of the scales, with all items loading significantly on their respective factors, supporting the scales' validity (Hair et al., 2010).

Statistical analyses were conducted using SPSS to examine the relationships and underlying mechanisms among work stress, job satisfaction, and burnout. Descriptive statistics, correlation analysis, and multiple regression analysis were performed to test the hypotheses. Mediation analysis was conducted to explore the mediating role of job.

Results

Sample Demographics

In the sample, females outnumber males, accounting for 67.61%. Regarding age, the majority of participants are between 20-30 years old, representing 42.32% of the total sample. In terms of marital status, 57.92% of the participants are married. Educationally, those with a master's degree or higher constitute the largest proportion, reaching 60.99%. Concerning work experience, the most significant group has 1-3 years of experience, making up 27.66% of the sample. These detailed demographic statistics provide a comprehensive understanding of the sample characteristics, offering a solid foundation for in-depth exploration of the relationship between work stress and burnout.

Table 1 Characteristics of Study Participants (N = 423)

Basic Information	Category	Frequency (n)	Percentage (%)
Gender	Male	137	32.39%
	Female	286	67.61%
Age	20-30 years	179	42.32%
	31-40 years	129	30.50%
	41-50 years	98	23.17%
	50 years and above	17	4.02%
Marital Status	Single	178	42.08%
	Married	245	57.92%
Educational Level	Associate degree or below	25	5.91%
	Bachelor's degree	140	33.10%
	Master's degree or above	258	60.99%
Current Position Level	General staff	275	65.01%
	Supervisor	113	26.71%
	Director/Deputy Director	35	8.27%

Table 1 Characteristics of Study Participants (N = 423) (Con.)

Basic Information	Category	Frequency (n)	Percentage (%)
Years of Service at Current Institution	Less than 1 year	75	17.73%
	1-3 years	117	27.66%
	3-5 years	101	23.88%
	5-10 years	87	20.57%
	More than 10 years	43	10.17%

Correlation Analysis

This study used Pearson correlation coefficients to examine the relationships among all dimensions. The specific relationships between the factors are as follows: there are significant correlations between work stress, job satisfaction, and burnout ($P < 0.01$). Specifically, work stress is significantly negatively correlated with job satisfaction ($P < 0.01$); job satisfaction is negatively correlated with burnout ($P < 0.01$); however, work stress is positively correlated with burnout ($P < 0.01$). The use of Pearson correlation is appropriate for assessing the strength and direction of linear relationships between continuous variables (Schober et al., 2018).

The four dimensions of work stress significantly positively predict overall work stress. Similarly, the two dimensions of job satisfaction positively predict overall job satisfaction. In terms of burnout, low personal accomplishment and depersonalization are not significantly associated with emotional exhaustion.

Regression Analysis

The correlation analysis results indicate significant relationships among work stress, job satisfaction, and burnout, meeting the requirements for further multiple regression analysis. To address multicollinearity issues, a stepwise regression method was employed. The specific results are shown in Table 2.

Table 2 Regression Analysis of Work Stress on Burnout

Independent Variable	Dependent Variable	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>B</i>	β
Work Stress	Burnout	0.534	0.285	83.600***	0.820	0.534
Lack of Work Resources		0.422	0.178	44.900***	0.265	0.204
Unclear Work Roles		0.516	0.266	37.300***	0.325	0.264
Work Role Conflicts		0.531	0.282	26.870***	0.131	0.141
Workload		0.542	0.294	21.200***	0.101	0.114

Table 2 Regression Analysis of Work Stress on Burnout (Con.)

Independent Variable	Dependent Variable	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>B</i>	β
Work Stress	Emotional Exhaustion	0.519	0.270	76.160***	1.246	0.519
Lack of Work Resources		0.394	0.156	38.080***	0.374	0.183
Unclear Work Roles		0.445	0.198	25.440***	0.275	0.143
Work Role Conflicts		0.469	0.220	19.210***	0.201	0.138
Workload		0.545	0.298	21.580***	0.413	0.296
Work Stress	Depersonalization	0.374	0.140	33.720***	0.837	0.374
Lack of Work Resources		0.249	0.063	13.690***	0.081	0.043
Unclear Work Roles		0.405	0.164	20.150***	0.542	0.302
Work Role Conflicts		0.421	0.177	14.710***	0.189	0.140
Workload		0.421	0.177	10.980***	0.012	0.009
Work Stress	Low Personal Accomplishment	0.192	0.037	7.850***	0.335	0.192
Lack of Work Resources		0.209	0.044	9.400***	0.258	0.173
Unclear Work Roles		0.251	0.063	6.880***	0.245	0.174
Work Role Conflicts		0.251	0.063	4.570**	0.016	0.016
Workload		0.309	0.096	5.380***	0.196	0.192

Source: *** $p < 0.001$, ** $p < 0.01$

First, a hierarchical regression analysis was conducted to examine the impact of work stress on burnout. Given that the correlation coefficients between work stress, burnout, and their dimensions are below 0.7, a forced entry method was used, where all variables were entered into the regression model one by one to uncover the importance of these variables. Specifically, the independent variables were the four indicators of work stress, and the dependent variables were the three indicators of burnout. As shown in Table 2, the F-tests for the three regression equations were all significant ($P < 0.01$), indicating that the regression effects were significant. Work stress explains the three aspects of burnout. Furthermore, all β coefficients were greater than 0, confirming that work stress positively predicts burnout. Comparing the standardized coefficients of each variable in the model, the standardized coefficient of overall work stress was 0.534, indicating that the burnout phenomenon among the HR management staff is influenced by various aspects of work stress, especially the negative effects brought by unclear work roles ($\beta = 0.264$).

Next, a multiple regression analysis was conducted to validate the causal relationship between work stress and job satisfaction. The dependent variables were the two dimensions of job satisfaction, and the independent variables were the four dimensions of work stress. As shown in Table 3, except for the impact of workload on intrinsic satisfaction, the F-tests for other regression equations were significant, indicating that the regression effects were generally

significant. The study found that work resources, unclear work roles, work role conflicts, and workload significantly affected job satisfaction ($P < 0.05$). Moreover, based on β coefficients less than 0, the study indicated that the four indicators of work stress negatively predicted job satisfaction. Comparing the standardized coefficients of each variable in the model, the absolute value of the standardized coefficient of overall work stress was 0.607, indicating that the job satisfaction of the HR management staff is influenced by work stress, especially the pressure brought by insufficient work resources ($\beta = -0.679$).

Table 3 Regression Analysis of Work Stress on Burnout

Independent Variable	Dependent Variable	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>B</i>	β
Work Stress	Job Satisfaction	0.607	0.368	120.840***	-0.639	-0.607
Lack of Work Resources		0.679	0.462	179.330***	-0.608	-0.679
Unclear Work Roles		0.425	0.180	45.990***	-0.360	-0.425
Work Role Conflicts		0.299	0.088	20.200***	-0.191	-0.299
Workload		0.171	0.030	6.190*	-0.105	-0.171
Work Stress	Internal Satisfaction	0.554	0.307	92.480***	-0.578	-0.554
Lack of Work Resources		0.627	0.393	135.130***	-0.555	-0.627
Unclear Work Roles		0.396	0.157	38.470***	-0.331	-0.396
Work Role Conflicts		0.311	0.097	22.060***	-0.196	-0.311
Workload		0.103	0.011	2.170*	-0.062	-0.103
Work Stress	External Satisfaction	0.587	0.345	108.920***	-0.729	-0.587
Lack of Work Resources		0.651	0.424	153.780***	-0.688	-0.651
Unclear Work Roles		0.405	0.165	40.680***	-0.404	-0.405
Work Role Conflicts		0.242	0.059	12.790***	-0.182	-0.242
Workload		0.233	0.055	11.850***	-0.169	-0.233

Source: * $p < 0.05$; *** $p < 0.001$, ** $p < 0.01$

Then, a regression analysis was conducted with the two indicators of job satisfaction as independent variables and the three indicators of burnout as dependent variables to analyze the impact of job satisfaction on burnout. As shown in Table 4, the F-tests of the regression equations were significant ($P < 0.01$). This indicates a clear causal relationship between internal and external satisfaction and burnout. Additionally, based on the negative β coefficients, the two job satisfaction indicators can effectively negatively predict burnout, with internal satisfaction having a greater impact on burnout ($\beta = -0.502$).

Table 4 Regression Analysis of Work Stress on Burnout

Independent Variable	Dependent Variable	<i>R</i>	<i>R</i> ²	<i>F</i>	<i>B</i>	β
Job Satisfaction	Burnout	0.510	0.261	73.700***	-0.747	-0.510
Internal Satisfaction		0.502	0.252	69.850***	-0.740	-0.502
External Satisfaction		0.452	0.204	53.650***	-0.560	-0.452
Job Satisfaction	Emotional Exhaustion	0.426	0.181	46.400***	-0.978	-0.426
Internal Satisfaction		0.377	0.142	34.740***	-0.875	-0.377
External Satisfaction		0.428	0.183	46.860***	-0.832	-0.428
Job Satisfaction	Depersonalization	0.296	0.087	20.130***	-0.634	-0.296
Internal Satisfaction		0.286	0.081	18.630***	-0.618	-0.286
External Satisfaction		0.270	0.073	16.170***	-0.485	-0.270
Job Satisfaction	Low Personal Accomplishment	0.333	0.111	26.130***	-0.558	-0.333
Internal Satisfaction		0.394	0.156	38.070***	-0.663	-0.394
External Satisfaction		0.214	0.046	9.880**	-0.301	-0.214

Source: *** $p < 0.001$, ** $p < 0.01$

Finally, SPSS's PROCESS plugin was used to test the mediating effect of job satisfaction in the relationship between work stress and burnout. The results showed that work stress significantly negatively predicted job satisfaction ($\beta = -0.64$, $t = -10.99$, $P < 0.001$; 95% CI = -0.75, -0.52). Work stress also significantly positively predicted burnout ($\beta = 0.54$, $t = 5.02$, $P < 0.001$; 95% CI = 0.33, 0.76). Furthermore, after including job satisfaction in the model, the direct predictive effect of work stress on burnout remained significant ($\beta = -0.43$, $t = -4.16$, $P < 0.001$; 95% CI = -0.63, -0.22). Additionally, the direct effect of work stress on burnout and the mediating effect of job satisfaction were significant, as the 95% confidence intervals for both did not contain 0. This indicates that work stress not only directly predicts burnout but also indirectly predicts burnout through the mediating effect of job satisfaction. Job satisfaction partially mediates the relationship between work stress and burnout, with a mediation effect value of 33.57% ($a*b/c$).

Discussion

This study aims to explore the impact of work stress on burnout and the mediating role of job satisfaction in this relationship. The results indicate that work stress has a positive predictive effect on burnout, and job satisfaction partially mediates this relationship.

1. Systematically Investigating the Relationships among Work Stress, Job Satisfaction, and Burnout

The study found a high correlation between work stress and burnout. Regression analysis revealed that work stress significantly positively predicts all three dimensions of burnout. This finding aligns with existing theories, particularly the Job Demands-Resources (JD-R) model,

which explains the process of burnout. High work demands deplete the energy of HR personnel, leading to feelings of exhaustion and burnout. Additionally, a lack of resources prevents them from engaging in their work effectively. When work demands are high and resources are limited, HR personnel may gradually disengage from their work after experiencing burnout (Bakker & Demerouti, 2007).

Furthermore, the study confirms that job satisfaction partially mediates the relationship between work stress and burnout. High work stress leads to low job satisfaction, which in turn exacerbates burnout. Conversely, high job satisfaction can effectively mitigate burnout. This is consistent with the findings of Wu et al. (2021) and supports the Conservation of Resources (COR) theory.

2. Developing and Validating a Theoretical Model

The findings support the development of a theoretical model that includes work stress, job satisfaction, and burnout. The Job Demands-Resources (JD-R) model and the Conservation of Resources (COR) theory provide a robust framework for understanding these relationships. Work stress directly impacts burnout and indirectly influences it through job satisfaction. This model enriches the academic theories and provides empirical evidence on the interrelationships among these variables.

3. Proposing Evidence-Based Management Strategies and Employee Development Recommendations

Based on the research findings, the following targeted measures are recommended to reduce the negative impact of work stress on HR personnel, improve their job satisfaction, and alleviate burnout:

Reduce Work Stress: Optimize work processes, reduce unnecessary administrative tasks, and improve work efficiency through digitalization. Outsourcing non-core tasks and streamlining work processes can significantly reduce workload and stress levels. Providing training and development opportunities helps HR personnel enhance their skills and adapt better to their roles, reducing role conflict.

Enhance Job Satisfaction: Provide competitive salaries, a supportive work environment, various promotion channels, and psychological support such as employee assistance programs. Fostering a positive work environment and offering psychological support can enhance job satisfaction. Recognizing HR personnel's efforts and achievements promptly can also play a crucial role in maintaining high job satisfaction levels.

Implement Effective Incentive Mechanisms: Establish incentive mechanisms to promptly recognize HR personnel's efforts and achievements, tap into their intrinsic motivation, and help them enhance their overall job satisfaction. Developing recognition programs and creating opportunities for meaningful work that align with HR personnel's skills and interests will enhance their professional identity and job satisfaction.

Conclusion

This study investigated the current status of work stress, job satisfaction, and burnout among HR personnel in private higher education institutions in China and explored the relationships between these variables. The study results indicate:

Work stress significantly predicts burnout positively: High work stress increases the burnout levels of HR personnel.

Work stress negatively predicts job satisfaction: High work stress reduces the job satisfaction of HR personnel.

Job satisfaction significantly predicts burnout negatively: High job satisfaction can effectively reduce the burnout levels of HR personnel.

Job satisfaction partially mediates the relationship between work stress and burnout: Work stress indirectly increases burnout by lowering job satisfaction.

Targeted Measures

Based on the research findings, the following targeted measures are recommended to reduce the negative impact of work stress on HR personnel, improve their job satisfaction, and alleviate burnout:

Reduce Work Stress: Streamline work processes, minimize unnecessary administrative tasks, and enhance efficiency through digital solutions.

Enhance Job Satisfaction: Offer competitive salaries, foster a supportive work environment, provide clear career advancement paths, and implement psychological support programs such as employee assistance programs

Implement Effective Incentive Mechanisms: Develop recognition programs to promptly acknowledge HR personnel's contributions, leverage intrinsic motivation, and promote job satisfaction, encouraging a positive work environment and self-fulfillment at work.

Future research can further enrich the existing conclusions by expanding the sample size and increasing the qualitative data. For example, how do HR personnel handle the responsibilities of multiple roles in different scenarios? Additionally, longitudinal studies can be conducted to explore the developmental trajectory of burnout among HR personnel, such as the differences in work dynamics of HR groups at different times. These studies will provide important references for relevant management departments to promote the professional growth of HR personnel and assist them in career planning.

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