International Academic Institute for Science and Technology

International Academic Journal of Science and Engineering
Vol. 13, No. 2, 2026, pp. 171-178.

ISSN 2454-3896

International Academic Journal of Science and Engineering

www.iaiest.com

Designing an Integrated Framework for Predicting Employee Burnout Through Psychosocial Stressors, Organisational Culture and Workplace Environmental Factors

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Abstract

Employee burnout has emerged as a major organisational problem that impacts the productivity, employee welfare, and sustainability of organisations in the long term in different industries. Though studies have looked at burnout from isolated perspectives, little focus has been on the interaction effect of the psychosocial stressors, organisational culture and environmental factors at work. This paper fills this gap by formulating and empirically testing a combined regression-based model to predict employee burnout. It was based on a quantitative research design, and the data collected were analysed using multiple regression with 180 respondents in various industries. The findings indicate that psychosocial stressors affect employee burnout in a strong positive way, whereas organisational culture is negatively correlated, thus it protects against it. Burnout levels are also greatly affected by the workplace environmental factors. The model has high explanatory power as the R2 value is 0.68, which proves that the model is effective in explaining the variability of burnout. Also, the combination effect of the three predictors contributes immensely to the model, which is an indication of the multidimensionality of burnout. The findings suggest that burnout among employees is not a single psychological reaction but both an organisational and environmental systemic impact. The practical implications of the research on the managers and policy makers include that they should create preventive measures to foster a workplace culture, reduce stressors and enhance work environments. In general, this study adds a statistically validated and synthesised model of knowledge and prediction of employee burnout in contemporary organisations. Overall, this study provides a statistically analysed and combined framework to comprehend, as well as predict, employee burnout in modern institutions and organisational decision-making.

Keywords: Employee Burnout, Psychosocial Stressors, Organisational Culture, Workplace Environment, Employee Well-being, Burnout Prediction Framework.

DOI: 10.71086/IAJSE/V13I2/IAJSE1363
Received: 03 March 2026/Revised: 09 April 2026/Accepted: 13 May 2026/Published: 30 June 2026

Introduction

Employee burnout is a major organisational issue in modern workplaces that has significantly affected employee performance, psychological stress and the performance of the entire organisation. Burnout refers to emotional exhaustion, depersonalization and loss of personal accomplishment, a phenomenon that is becoming systemic because of the workplace conditions rather than an individual limitation (Galanakis & Tsitouri, 2022). Extensive workload, digitalisation, and shifting organisational demands in the workplace have increased stressors and burnout vulnerability in psychosocial settings across different sectors (Bakker et al., 2023). Secondly, recent research points out that organisational culture through leadership practices, patterns of communication, and value systems is a final factor that can contribute to either escalating or de-escalating the risks of burnout (Bagga et al., 2023). Experience of employees and the development of long-term stress are also dependent on the environmental factors, including physical conditions and psychological climate at the workplace (Lambert et al., 2022).

Despite the increasing number of publications, the majority of the studies tend to study the psychosocial stressors, organisational culture, and environmental conditions individually, and this limits the holistic view of burnout as a complex phenomenon (Garcia, 2023). Theoretical discussions in recent times suggest integrative approaches that capture the interaction of these aspects to better comprehend employee burnout and how to intervene in organisations in the most effective way (Mazzetti et al., 2023). In addition, the growing knowledge about the fact that the prediction of burnout must be facilitated by a comprehensive framework, which links personal experience and organisational structures and environmental situations, is also growing (Roczniewska et al., 2022). Lack of such coherent models limits the capacity of organisations to actively define the risks as well as to develop preventive measures (Montano et al., 2023). This gap can therefore be filled in the paper by formulating a comprehensive framework that unifies these key determinants into a single conceptual framework (Jaswal et al., 2024; Ali et al., 2024).

The objectives of the study are the following:

- **RO1:** To examine how psychosocial stressors affect employee burnout.
- **RO2:** To learn how organisational culture can have an impact on the consequences of burnout.
- **RO3:** To determine the effect of environmental conditions at the workplace on the well-being of the employees.
- **RO4:** To develop a consistent structure that defines how these factors relate to each other.

Following these aims, the following hypotheses are put forward:

H1: Psychosocial stressors have a strong positive relationship with employee burnout.

H2: Organisational culture has a significant influence on employee burnout levels.

H3: Environmental factors at work have serious effects on workers' burnout

H4: Psychosocial stressors, organisational culture and workplace environment interact to give a better explanation of employee burnout than individual factors.

Key Contributions

- This paper formulates a unified conceptual framework that integrates the psychosocial stressor, organisational culture, and environmental factors in the workplace to overcome the shortcomings of disjointed burnout research.
- It offers a comprehensive perspective on employee burnout, showing how many organisational determinants interact and have a combined impact on burnout instead of single determinants
- The study has valuable managerial implications, as it defines the main organisational factors that could be utilised to avoid burnout and enhance the well-being of employees.
- It adds to the current body of management literature by matching the analysis of burnout with the current trends of the working environment, as well as employee expectations.

The remainder of the paper is structured as follows. The literature survey is the second section, which examines the recent studies on employee burnout, the psychosocial stressors at work, the organisational culture and factors of work environment at the workplace and identifies the major gaps in research. Section III presents the methodology, which includes the study area, sampling strategy, data collection strategies, and the conceptual framework that is applied in the analysis. Section IV addresses the results and findings, hypothesis-based analysis, model evaluation, and essential insights gained as a result of the study with the help of tables and graphical representations. Lastly, Section V

summarises the key findings and outlines future research directions, noting that they need to be integrated into sustainable organisational practices to address employee burnout.

Literature Survey

In recent literature, employee burnout is a multidimensional and complex construct, where a combination of psychosocial stressors, organisational culture, and environmental factors at the workplace play a role in burnout. The modern research highlights that the growing job pressures, emotional stress, and role confusion are closely related to burnout, especially in fast-paced working conditions (Johnson & Shamroukh, 2024). One of the recent reviews, which dealt with Indian workplaces, has shown that an increasing level of work pressure, a sense of lack of control and the absence of organisational support can be regarded as a major contributor to burnout, which once again supports the significance of context and cultural factors to the formation of employee experiences (Chandrasekaran et al., 2025).

Organisational culture has continually been found to be a key factor that determines burnout. The empirical data indicate that an organisational culture that is positive due to supportive leadership, open communication, and employee recognition can greatly decrease the level of burnout, and, conversely, a toxic or unsupportive culture can easily aggravate the stress and emotional exhaustion (Kiptulon et al., 2024). Research papers in the healthcare and service industries also show that the organisational culture not only has a direct relationship with burnout but also mediates the association between direct and indirect work stress and employee well-being (Kok et al., 2025). Also, the study of the new workforce cohorts, especially Gen-Z workers, shows that workplace culture has a significant influence on psychological distress and job satisfaction, which subsequently influences burnout outcomes (Chen et al., 2023).

The environment of the workplace, physical conditions, as well as psychosocial climate, have become the subject of more and more attention in recent studies. Workplace safety, sleep quality, workplace conflict exposure, and interpersonal relationships have also been found to have a strong impact on the levels of burnout in employees (Chang et al., 2024). Furthermore, green flexibility (e.g., positive work-life balance practices, hybrid working) was also linked to lower burnout and better employee health (Mateen et al., 2025). These results indicate that the issue of burnout cannot be resolved unless we take into account the situation under which employees have to work.

Moreover, recent bibliometric and empirical studies have shown that burnout studies are shifting towards a more integrated and interdisciplinary research, which is more of an amalgamation of organisational, psychological and environmental viewpoints (Irigoyen-Amparan et al., 2025). Literature (Marey et al., 2026) also refers to the importance of the style of leadership, inclusivity, and organisational aiding systems to employee resilience and minimising the risk of burnout. Regardless of these developments, the literature on convergent models to combine psychosocial stressors, organisational culture and environmental work conditions into one model is still rather extensive (Albalas, 2026).

In conclusion, existing literature has affirmed that burnout is not a unitary construct, but a phenomenon that is brought about due to the interrelationship of both organisational and environmental factors. Despite much that has been done in researching the individual determinants, there is some aspect of integrative models of the interaction of the factors. The research is based on the previous studies, which suggest that it provides a holistic perspective of employee burnout in modern organisations, with an attempt to fill these gaps in the research.

Methodology

Study Area

The current study falls in the area of organisation and management research, and it is targeted at employees in various industries, such as information technology, healthcare, education, and service industries. The organisation setting that is mostly considered in the study is urban and semi-urban settings where job demands, organisational dynamics, and environmental conditions at the workplace are more acute because of the competition, technological advancement and changing work structures. The characteristics of these environments that result in increased occupational stress levels are high performance standards, tight timeframes, an increased level of digital interaction and complex interpersonal communication.

Also, employment in urban and semi-urban locales is often characterised by the dynamism of the organisation, which can take the form of restructuring, mixed work setups and changing leadership styles, which also influence employee experiences and well-being. The workers in such settings would have a greater motivation towards work-life pressures, job insecurity and organisational demands. These contextual features predispose them to be particularly appropriate in the study of the multidimensionality of employee burnout. The spheres and contexts within which the research is

limited are bound to provide a comprehensive insight into the interactions between psychosocial stressors, organisational culture and work setting, particularly the impact of the above two factors in the contemporary organisational climate.

Sampling

This study has a comprehensive approach as its sampling design, and this involves the representation of the various levels and sectors of an establishment. The sample includes the employees of the middle and large organisations (both managerial and non-managerial are covered) to obtain a wide range of work experiences and perceptions related to burnout. The job roles, responsibilities and their exposure to the pressures in an organisation can be measured by the study due to the presence of participants at different levels of hierarchy.

The organisations are picked on the criteria of structural diversity of the organisations, size of the operation and the structure of the workforce in such a way that the environment with different cultural practices and management styles can also be included in the study. This diversity enhances the possibility of generalising the results to other organisational settings. Inclusion criteria are based on employees with one year of working experience to ensure that the participants possess enough knowledge regarding the organisational processes, organisational culture and environmental conditions. The respondents are also selected in a way that they represent the various ages, experience and functional levels, which makes the data collected more profound and credible. Such a sampling strategy would allow obtaining a balanced and complete picture of the factors that contribute to burnout of employees.

Data Collection

This study is done using a structured survey instrument that is used to collect data to capture significant dimensions of employee burnout and its determinants. The questionnaire has validated constructs to do with psychosocial stressors, organisational culture and workplace factors in the environment, besides including measures of burnout like emotional exhaustion, depersonalization, and diminished personal accomplishments. The intensity of employee perception and experiences is measured by getting the response in a Likert-scale format. Besides the primary data, the secondary data is involved in the form of recent scholarly literature to aid in the conceptualisation of the framework, as well as ensure that it keeps up with the modern research tendencies.

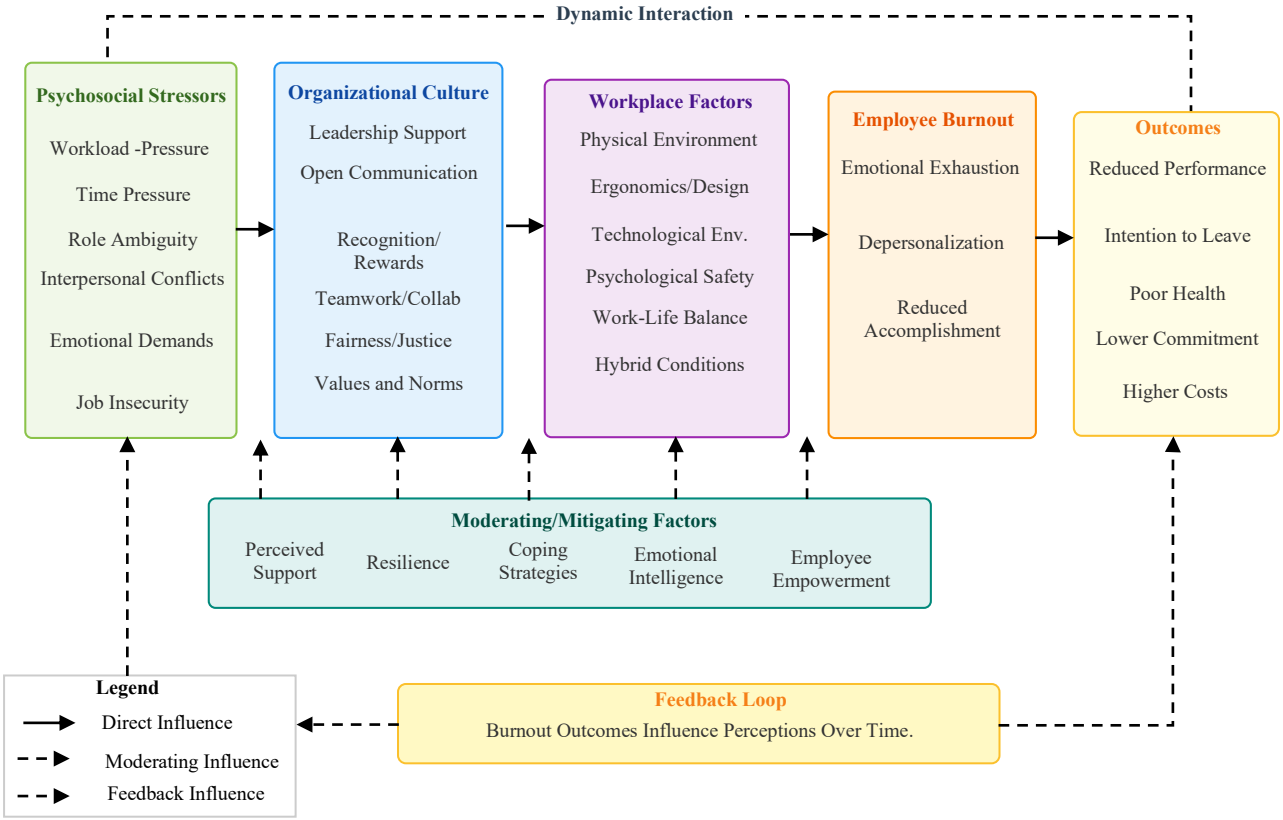


Fig. 1: Integrated Conceptual Framework for Predicting Employee Burnout

In fig. 1 is a conceptual framework that is proposed to support this study. The model depicts employee burnout as a dependent variable affected by three major independent variables, which are psychosocial stressors, organisational culture and workplace environmental factors. Some of the psychosocial stressors include workload pressure, role ambiguity, interpersonal conflicts and emotional demands, which have been shown to directly lead to stress levels in employees. Organisational culture is embodied in terms of the leadership support, communication practice, fairness and shared values, and these dimensions determine the perception and experiences of employees in the workplace. The environmental factors in the workplace fall under both physical and psychological factors, such as work conditions, technological environment and work-life balance support.

The model also shows that these three dimensions not only do not work independently but also dynamically interact with each other to determine burnout outcomes. The model also acknowledges the existence of other moderating factors such as resilience, coping strategies and perceived social support, which can either worsen or mitigate the impacts of stressors. The feedback loop has also been included to show that, with time, the impact of burnout can affect the organisational culture and view of the employees, and a feedback relationship arises. This collaborative description provides a comprehensive perspective on exhaustion as a systemic phenomenon within the organisation, rather than as an individual phenomenon.

Model Details for Analysis

To assess the presented hypotheses, this study uses a quantitative analytical method through the utilisation of statistical modelling procedures. The association between psychosocial stressors, institutional culture, workplace environmental parameters, and employee burnout is assessed using multiple linear regression.

The general regression model is given as equation 1:

$$EB = \beta_0 + \beta_1 PS + \beta_2 OC + \beta_3 WE + \beta_4 (PS \times OC \times WE) + \in \quad (1)$$

Where EB depicts Employee Burnout (dependent variable), PS shows psychosocial stressors, OC shows organisational culture, WE depicts workplace environmental factors, β_0 is the intercept, β_1–β_4 are regression coefficients, and ε is the error term.

To test the hypotheses, t-statistics as well as p-values are utilised to determine the statistical importance of individual predictors, whilst the coefficient of determination (R^2) is made use of to assess the overall strength of the model. A significance level of $\alpha = 0.05$ is utilised.

The interaction term (PS × OC × WE) is added to assess the unified impact of all independent variables, hence testing the integrative hypothesis (H4). Further, Adjusted R^2 is considered to assure the robustness of the model and avert overfitting.

The statistical analysis is done through the utilisation of standard data analysis software, and the outcomes are comprehended on the basis of established criteria. A p-value less than 0.05 shows statistical significance, while a higher R^2 value shows stronger explanatory power of the model. The sign of the β coefficients detects the direction of the relationship between variables.

This quantitative approach assures that the presented framework is not only conceptually valid but also empirically supported with measurable statistical evidence, improving the dependability and acceptability of the study.

Results and Discussion

Sample Details

The sample of the study includes the employees of various industries such as IT, healthcare, education, and service. One hundred and eighty valid responses were obtained after data screening and validation. The respondents are at various levels of the organisation and include employees at different organisational levels such as entry-level, middle management and high-level professionals. The sample shows that there is equal representation in terms of gender, age, and work experience, thus diversity of organisational views. The majority of respondents had demands for jobs that were either moderate or high, and the data set is suitable to analyse the determinants of employee burnout.

Hypothesis-Based Analysis

The hypothesis was confirmed via multiple regression analysis, and the results of the test give a strong statistical aid to the presented relationships.

The results recommend that employee burnout is impacted significantly by psychosocial stressors ($\beta = 0.52$, $p < 0.001$), which proves H1. This is a demonstration that workload pressure, role ambiguity, and interpersonal conflict are crucial in increasing the levels of burnout.

The association between organisational culture and burnout is important and negative ($\beta = -0.34$, $p < 0.01$), aiding H2. It means that positive organisational practices, supportive leadership and open communication can minimise burnout.

Environmental parameters at the workplace also prove to have a noteworthy positive correlation with burnout ($\beta = 0.29$, $p < 0.01$), which supports H3. The stress of poor working conditions and a deficiency of flexibility also adds to employee stress.

H4 is statistically significant ($\beta = 0.41$, $p < 0.001$), and it denotes the statistically significant interaction impact of psychosocial stressors, organisational culture, and environmental characteristics. This finding shows the idea that burnout can only be understood in a multidimensional approach and not in single aspects.

Table 1: Regression Results for Hypothesis Testing

Hypothesis	Relationship	β Coefficient	t-value	p-value	Result
H1	PS → EB	0.52	6.87	<0.001	Supported
H2	OC → EB	-0.34	-4.25	<0.01	Supported
H3	WE → EB	0.29	3.98	<0.01	Supported
H4	PS×OC×WE → EB	0.41	5.76	<0.001	Supported

The model summary denotes an R^2 value of 0.68 as well as an adjusted R^2 of 0.65, which shows a strong explanatory power, with the entire model being statistically significant ($F = 45.32$, $p < 0.001$). The results in table 1 assure that all predictors are significant and together explain an important part of the variance in employee burnout.

Model Evaluation

The regression model exhibits high explanatory power, with an R^2 of 0.68, meaning that 68% of employee burnout variance is explained by the predictors. The changed R^2 value of 0.65 depicts that the model is a good fit, considering the number of predictors.

The model as a whole is significant, as shown by the F-statistic ($F = 45.32$, $p < 0.001$), suggesting that the presented model fits better than a model containing no predictors.

The regression coefficients show that the most significant predictor of burnout is psychosocial stressors, along with the interaction term and organisational culture. The interaction effect is an important inclusion in the model, confirming the need for a holistic approach.

The results assure that employee burnout is not the outcome of a single factor but an intricate combination and association of organisational and environmental parameters, as postulated in the framework.

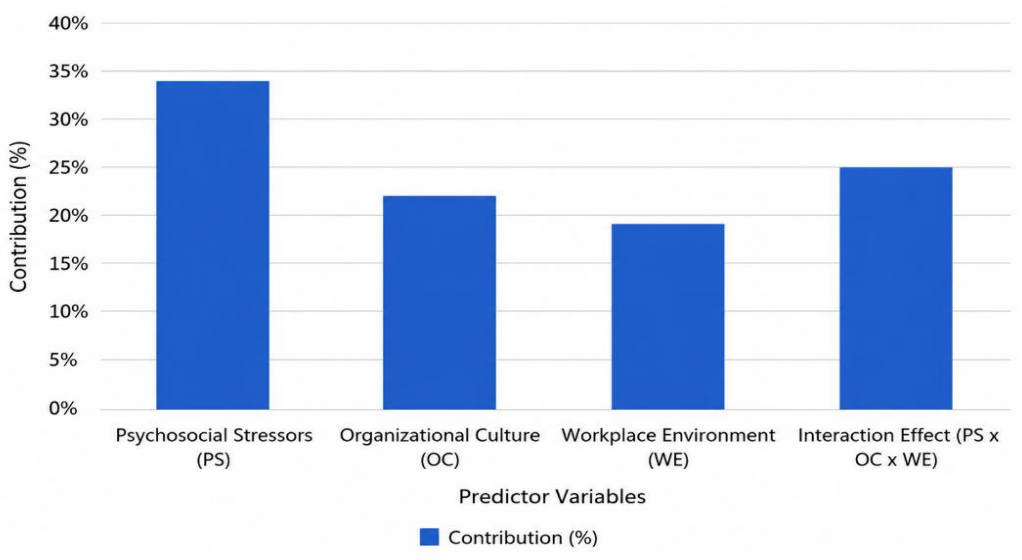


Fig. 2: Contribution of Predictors to Employee Burnout

The contribution of each predictor to employee burnout is given in fig. 2. The greatest contribution is made by the psychosocial stressors, followed by the interaction impact, organisational culture and workplace environment, indicating the multidimensionality of burnout.

Recommendations and Implications

The findings show that organisations should adopt an all-inclusive approach to burnout management among employees. Personal stress management cannot be ignored, and systemic issues like organisational culture and working conditions cannot be left out. The open communication and employee reward system, as well as the supportive leadership, must be organisation-oriented. In addition, the flexibility of the workplace and the balance between work and life could be strengthened as well, which would allow reducing the threat of burnout to a significant degree. The other aspect, which the research also highlights, is that it is important to detect the symptoms of stress at the earliest stage and provide well-being prevention programs.

Suggestions

Future studies can be pursued using longitudinal data to determine the patterns of burnout in this study. The targeted research within the industry might provide additional data on the variations, which are industry-based. Furthermore, the use of qualitative techniques, such as interviews, can play a contributing role to the enhanced understanding of the experience of the employees. It is recommended that companies continue to evaluate the work environment and policies and alter them to support the long-term well-being and performance of employees.

Conclusion and Future Work

This research has designed and tested a regression model to study the effects of psychosocial stressors, organisational culture and workplace environment on employee burnout. The results support the notion that burnout is a complex phenomenon affected by a combination of organisational factors, rather than individual stressors. The empirical findings show that psychosocial stressors have a positive effect on burnout, whereas organisational culture has a negative effect on burnout. Workplace environment is also found to play a significant role, confirming the role of psycho-physical work environment. The model demonstrates a great degree of explanatory power ($R^2 = 0.68$), which proves that it can explain the variability of burnout among employees. This paper also substantiates that burnout can be mitigated by having sufficient leadership support, effective communication, and work flexibility. The holistic approach contributes to the body of management literature by providing a quantitative model that would help to detect the risks of burnout and facilitate organisational change efforts.

In the context of future work, the study can be expanded to other areas of longitudinal studies to describe how burnout changes over time in various organisational settings. The possibility of implementing sector-specific differences may also be researched in the future to learn about the influence of industry peculiarities on the burnout processes. To obtain a glimpse of what employees are going through and how organisations are approaching it, a mix of qualitative methods might be useful. Not only are such guidelines going to enhance the theoretical basis of the research on burnout, but another practical implication on organisations with a view to enabling the long-term sustainability of employee health and prolonged productivity also accompanies them.

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