

The Relationships Between Burnout, Motivation and Job Satisfaction: A Job Demands-Resources Perspective

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Abstract: Issues related to employee well-being have become more and more prominent. The impacts of job demands and resources on workers' mental and emotional health—specifically, burnout, motivation, and job satisfaction—has been the subject of recent research. This study provides an overall analysis of how these factors interrelate and lead to organizational outcomes. Excessive job demands and inadequate resources have been linked to burnout, which lowers motivation and job satisfaction. However, intrinsic motivation is especially crucial for mitigating the effects of job resources on job satisfaction and burnout. Both job resources and motivation have positive correlations with job satisfaction, while burnout tends to undermine it. Moreover, intrinsic motivation play a key role in how job resources and demands work, usually through individual factors such as evaluation of stress. The study emphasizes using job resources, supporting motivation, and managing stress evaluation to prevent burnout and boost job satisfaction.

1 INTRODUCTION

As the work stress and burden increase, employees are prone to exhaustion and burnout, which reduces their work enthusiasm and has a negative impact on job performance. More and more organizations have begun to pay attention to employee health and take measures to stimulate employees' motivation and potential. Therefore, as important factors affecting employees' mental health and performance, burnout, motivation and job satisfaction have become important research topics in the field of organizational management.

One popular work psychology theory that offers a framework for comprehending the relationship between job-related stress, motivation, and satisfaction is the Job Demands-Resources theory (JD-R theory). According to the hypothesis, burnout, motivation, and job satisfaction are regulated by job resources and demands. Most studies analyze the status of employees of a certain occupation with JD-R theory, such as medical workers and teachers. Few studies have given overall description of the relationships between those important factors affecting employee well-being and organization performance. Additionally, the studies lack full discussion on personal factors and instead put more

emphasis on the moderating influence of external resources.

This review's goal is to explore, using JD-R theory, the connections among work satisfaction, motivation, and burnout. By reviewing the existing research literature, the study aims to systematically analyze the ways in which work demands and resources impact workers' motivation and burnout, thereby affect job satisfaction. Furthermore, the study will specifically analyze the interactions among burnout, motivation and job satisfaction. In addition, the factors that moderate these relationships will be identified, especially personal traits. This discussion aims to offer helpful recommendations for organization management in addition to a fresh viewpoint for theoretical advancement.

2 DEFINITION

2.1 Job Demands-Resources Theory

A robust framework for identifying the connection between job features, employee well-being, and organizational outcomes is offered by the JD-R theory. Job demands and job resources are the two main categories into which job characteristics can be

separated. The term "job demands" describes the detrimental elements that consume energy, such as workloads, time pressure, role conflicts, job uncertainty, and so forth. Job resources are positive factors which promote the achievement of work objectives, such as organizational support, thus reducing related psychological and physical costs and contributing to individual growth and development.

According to the JD-R theory, there are two ways that job demands and resources affect workers' performance and well-being independently and interactively. High job demand can cause stress which increases burnout levels, whereas job resources improve motivation and engagement, result in positive outcomes. Furthermore, work resources act as a buffer to mitigate the detrimental effects that work demands on employees. Instead of making linear assumptions, later research proposed the dynamic nature of job demands and resources, emphasizing that their effects on employees depend on variables like duration and intensity (Bakker et al., 2023). Recent research has further shown that job resources will experience diminishing returns as job demands rise, indicating that the ability to mitigate the negative consequences starts to weaken (Li et al., 2025).

2.2 Burnout

Burnout syndrome is an individual response to stress caused by high job demands, which develops gradually and can ultimately become chronic, result in health problems (Edú-Valsania et al., 2022). Specifically, employee's energy continues to be depleted when high job demands are not compensated by job resources. From a psychological point of view, the symptoms include emotional exhaustion, depersonalization, diminished personal accomplishment, which translates into negative behaviour towards work (Edú-Valsania et al., 2022).

2.3 Motivation

A psychological condition known as motivation, describes a collection of internal and external factors that influence behaviors linked to job performance. According to Self-Determination Theory, intrinsic motivation refers to fulfilling the basic demands of autonomy, competence and relatedness. In addition, extrinsic motivation refers to external forces, such as regulation, rewards and punishments, which can be internalized to intrinsic motivation (Altintas et al., 2023). This paper mainly focuses on intrinsic motivation and how it relates to burnout and satisfaction.

2.4 Job Satisfaction

Job satisfaction is a psychological state that an individual feels content with their work and all of its associated elements, such as their workplace, position, challenges, relationships with coworkers, prospects for advancement, etc. It is associated with favorable results like increased productivity, innovation and employee retention rate (Aljumah, 2023). Hence, improving employee satisfaction is always what managers and leaders strive for.

3 MOTIVATION AND BURNOUT

In different industry contexts, work demands and resources result in changes in burnout levels by influencing certain types of motivation. According to the JD-R theory, faced with stress caused by work demands, burnout levels increase. Job resources can stimulate employees' motivation, reduce burnout and improve engagement. In order to investigate how scaling affects employee burnout and job satisfaction, 10,908 employees from 6324 newly registered Swedish businesses were chosen as the research subject (Genedy et al., 2024). The study collected data about job burnout and satisfaction from the Swedish Work Environment Survey, which were gathered in ways of phone interview and questionnaire. Using personnel growth as a metric, scaling was operationalized as the divergence in the venture's growth trajectory. Besides, the data of managerial position and prior experience were collected in public databases, which could define occupational positions and backtrack the work history of respondents. This study adopted least squares (OLS) regression to analyse the data.

The results proved that while scaling had a negative correlation with job satisfaction, it had a positive correlation with burnout. Additionally, managerial position and prior experience mitigated these adverse impacts of scaling. The study further explained that managers experienced lower burnout, which was due to their greater control over work. It could be deemed as job resource to better handle the dynamic, ever-changing, and evolving nature of scaling, giving managers more freedom to change work methods and adjust work flows. This resource improved employee motivation through satisfying the internal need of autonomy. Non-managerial staff, on the other hand, could feel trapped in a demanding workplace with limited flexibility to adjust to their needs. Employees who have previously worked on new projects were always assured of their capacity to

management. Their motivation improved through satisfying the internal need of competence. This study is constrained by its use of cross-sectional data instead of longitudinal data, which may ignore changes in burnout levels as the venture scales. When job demands continue to reach higher levels, job resources may have diminishing returns on burnout levels.

A study exploring the relationship between emotional labor and burnout indicated that salon workers are expected to deliver care and assistance to customers that surpass the scope of their official job roles. (Page et al., 2024). In the face of high emotional demands from clients, emotional labor could lead to job burnout, especially when salon workers lacked skills and were unfairly remunerated. Specifically, employees lacked motivation and did not believe in their abilities to accomplish challenging tasks, whose internal needs of competence were not satisfied. What's worse, with the intense emotional demands from customers, salon workers' efforts and rewards were not proportional, and could not perceive the significance of their work. Consequently, lack of both extrinsic and intrinsic motivation contributed to increased burnout levels. Research on burnout demonstrated that the pressures associated with information and communication technologies (ICTs) have a substantial adverse effect on burnout, where work-family balance acts as a mediator (Ninaus et al., 2021). It concluded that increasing ICTs resources may not reduce employee burnout levels. It's more critical to adjust their perceptions of ICTs, and introduce effective ways of dealing with them, increasing sense of challenge and self-efficacy, then ICTs are no longer perceived as a source of stress. Under those circumstances, intrinsic motivation is the key to reducing burnout compared to direct extrinsic motivation.

From the micro-perspective, appraisal and self-regulation towards stress are important factors affecting burnout level. A study of the appraisal of job demands and employee burnout, selected a random sample of 631 employees in Upper Austria, which included a wide range of occupations (Gerich & Weber, 2019). The mean age of respondents was around 45 years old and mean tenure was around 15 years. The majority of respondents were experienced workers, with 48.1% professionals and 21.5% managers. This study conducted separate analyses for burnout and satisfaction. The outcomes demonstrated that all challenge appraisals are inversely related to burnout, while hindrance appraisals are the opposite. The more employees appraised job demands as being threatening, the more they would report pressure, which decreased motivation levels. It further

concluded that job control and social support can reshape perceptions of high demands, transforming them from stressors into motivators, thus reducing burnout levels. This highlights the importance of fostering supportive work environments and empowering employees to manage demands effectively. The limitation of this study is that it ignores employees' personal traits and other boundary conditions in the organizational environment, which refer to task-related and organizational characteristics. Other boundary conditions such as leadership and regulation, also may be influential factors in stressor appraisal.

Most of the previous studies have used burnout as an outcome variable without mentioning the impact of burnout in turn on motivation. A study of psychological need satisfaction and burnout indicated that burnout is negatively correlated with basic psychological need satisfaction (Maunz & Glaser, 2024). Employees who suffer increased burnout may find themselves lacking the energy to make decisions, and distance themselves from work. It indicates that their motivation to achieve autonomy, competence, and relatedness has diminished.

In summary, these studies have demonstrated the role of motivation and illustrated a negative correlation between motivation and burnout. The differences lie in the perspectives and directions of research, with some focusing on superficial behaviors, some on individual appraisals, and some on reverse impact pathways. It can be concluded that resources are the antidote to stress-generated burnout, and that external resources promote intrinsic motivation such as autonomy and self-efficacy, which is often the key to alleviating effects. Limitation is that they all emphasized the positive impacts of organizational resources on burnout through enhancing motivation. The role of critical personal resources, like emotional intelligence and proactive personality, is not fully discussed.

4 MOTIVATION AND JOB SATISFACTION

Both extrinsic and intrinsic motivation play a critical role in enhancing job satisfaction. A study focusing on this relationship selected 306 managers from Saudi Arabian enterprises of different scales (Aljumah, 2023). The study collected data by a survey questionnaire, and the sample was largely composed of male individuals in managerial roles. It covered four types of positions, with 32% managers, 22%

senior managers, 27% heads of department and 19% chief executive officers. Partial least squares structural equation modeling was employed to investigate the multifaceted relationships among the studied variables.

The study concluded that both extrinsic and intrinsic motivation were positively correlated with job satisfaction, whereas the latter had a more significant impact on satisfaction than the former. In addition, the study indicated that performance-based incentives and compensation satisfaction were vital determinants in enhancing external motivation. Besides, employee recognition significantly enhances intrinsic motivation by boosting self-confidence and self-worth, reinforcing employees' sense of responsibility and value within the organization. As a result, employees were more energized and engaged in their work, which contributed to higher job satisfaction levels. However, this study fails to investigate the interaction between extrinsic motivation and intrinsic motivation. Besides, the fact that this research sample is predominantly male will also affect the generalization of the conclusions.

Some studies indicate the mediational role of burnout between extrinsic motivation and job satisfaction. A study about high performance work systems concluded that economic incentives and high-performance remuneration, which were components of extrinsic motivation, indirectly enhanced job satisfaction through burnout reduction (Dorta-Afonso et al., 2023). Additionally, practices intended for developing employee knowledge, skills and abilities required to perform well, such training, had a positive effect on job satisfaction directly. The practices contributed to stimulating intrinsic motivation, which could satisfy the internal need of competence.

The enhancement of employee motivation and engagement through job resources results in increased job satisfaction. Prior studies concluded that managers' satisfaction levels increased when the venture was scaling, which were consistently higher than those of non-managers (Genedy et al., 2024). Greater resources and control motivated managers to actively tackle workplace challenges, while intrinsic factors like autonomy and competence helped them manage stress and sustain satisfaction. Job resources can help employees better stimulate intrinsic motivation, improve work engagement, and thus enhance job satisfaction.

When faced with high job demands, the positive impacts of job resources on job satisfaction is not direct, but more likely by changing perceptions toward demands. The study of the appraisal of job demands and satisfaction concluded that challenge appraisals

were positively associated with higher work satisfaction (Gerich & Weber, 2019). When employees saw the stress of work demands as challenges, it provided them with stimulation and a positive attitude toward work. Under challenge appraisals, self-efficacy as a motivator was strengthened, leading to increased job satisfaction. However, challenge appraisals declined after the stress exceeded a certain level. Overload could cause boredom and burnout, thereby reducing the positive impacts of challenge appraisals on job satisfaction.

Both extrinsic and intrinsic motivation contribute to enhancing employee satisfaction. Intrinsic motivation is particularly crucial for job satisfaction because it promotes employees' deep satisfaction with their work. Moreover, the impact of extrinsic motivation on satisfaction is often indirect. Job resources and other factors, can enhance job satisfaction by improving employees' motivation and engagement.

5 BURNOUT AND SATISFACTION

Increased burnout levels are linked to reduced job satisfaction. The main reason is that burnout directly affects employees' emotional and cognitive states, reducing their positive evaluations of their work. From the characteristics of burnout, emotional exhaustion is negatively correlated with job satisfaction, which is particularly evident in a high workload environment (Bakker et al., 2023). Employees tend to lose interest and engagement in their work. Similarly, reduced personal achievement occurs when employees feel their work is meaningless or that they cannot achieve success, thus reducing job satisfaction.

The negative link between burnout and satisfaction is moderated by various factors, such as job resources and individual characteristics. High social support contributed to reducing burnout and increasing employee satisfaction (Gerich & Weber, 2019). Social care and career training could enhance employees' sense of belonging and self-efficacy, thereby improving job satisfaction. Research involving foreign language teachers from universities, secondary schools, and primary schools, revealed a strong inverse relationship between burnout and job satisfaction, emphasizing the need for interventions to address burnout in this profession. (Wang et al., 2024). The relationship between burnout and job satisfaction was further moderated by factors like educational

setting, with public school teachers representing a stronger negative correlation compared to those in mixed or private settings. What's more, some personal traits such as personality and psychological capital play an important moderating role in the relationship between job burnout and job satisfaction. For instance, extroverted and optimistic employees may maintain a higher positive attitude in stressful environments, thereby alleviating the negative impacts of burnout.

Other moderators such as work-family balance, can achieve a similar effect. Recent studies have shown that work-family balance increases job satisfaction through burnout reduction (Ninaus et al., 2021). By fostering a harmonious integration of work and personal life, employees are better equipped to manage stress, maintain motivation, and increase productivity, ultimately benefiting both individual and organizational outcomes.

Burnout and job satisfaction share a complex, interactive relationship. As indicated by the studies discussed, burnout often correlates with reduced job satisfaction. The further research focus on different aspects, including indirect affect and mitigating factors. Job burnout not only directly affects job satisfaction, but may also affect employees' work attitudes through various mediating mechanisms, such as work engagement and psychological capital. Additionally, factors like job resources and personal traits can alleviate the adverse effects of burnout and enhance satisfaction. Limitation is that there is insufficient comparison between the negative impacts of job demands on burnout and the positive impacts of resources on satisfaction, which is important for considering employee overall well-being. Given that the mitigating effect of job resources will be weakened under high-pressure environments, it is more important to find the optimal level at which job resources function. Moreover, it is beneficial to identify job resources that can directly exert a more positive effect on job satisfaction. Besides, future research should pay more attention to the heterogeneity of employees, such as different cultural backgrounds.

6 DISCUSSION AND SUGGESTION

6.1 Discussion

Under the JD-R theoretical framework, job burnout, motivation and job satisfaction interact and influence

each other. The relationships among them are moderated by job demands and job resources, which present different patterns in different contexts. Job burnout is usually associated with excessive job demands and insufficient job resources. In such situations, employees are more inclined to perceive job demands as obstacles. Their psychological resources will be exhausted when they feel stressed, leading to energy depletion and burnout, which in turn weakens their motivation.

In reality, job resources possess inherent motivational properties that produce positive effects on employees' well-being, in the form of extrinsic motivation or by stimulating intrinsic motivation. Motivation can help employees recover from burnout, especially when there are sufficient job resources. When employees are highly motivated, they can alleviate burnout through adaptive coping strategies, such as time management. Additionally, employees tend to appraise job demands as challenges, contributing to a high level of work engagement even when facing greater work pressure. High job motivation and engagement increase the likelihood that employees will feel accomplished in their roles, therefore showing higher job satisfaction. Moreover, the provision of work resources can enhance motivation, thereby improving employee job satisfaction. Further studies reveal that job resources and other moderating factors indirectly improve job satisfaction by reducing burnout. Therefore, preventing burnout and finding the resources that can exert a direct and positive effect on job satisfaction are especially important.

However, the dynamics of how job resources moderate burnout and job satisfaction need to be considered. Before a certain level of job demands, higher social support strengthens its beneficial impact on alleviating burnout and improving satisfaction as demands increase (Gerich & Weber, 2019). Nevertheless, when it exceeds the certain level, the positive impacts will be weakened. For the overall impacts on employees' well-being, it is helpful to identify the optimal level of job demands, where job resources can function well.

6.2 Suggestion

Comprehending the interplay among burnout, motivation, and job satisfaction carries practical significance for optimizing the work environment, improving employees' well-being and organizational effectiveness. Organizations should make full use of the natural motivational characteristics of work resources. Additionally, it is important to test

employees' tolerance for work stress and adjust the ratio between job demands and resources reasonably, thus reducing employee burnout levels and improving satisfaction. In view of the key role of intrinsic motivation, managers should pay more attention to employees' personal traits, monitoring their burnout levels and designing tailor-made plans. It is crucial to take measures that can change their evaluation of work demands, so that they will reduce their resistance to work and regard it as an adventure.

6.3 Future Research

Future research should adopt a longitudinal approach to examine the overall effects of job resources and demands on employee well-being. Additionally, the moderating role of individual differences among employees in the above relationships have rarely been discussed, such as personality traits and psychological capital. As intrinsic motivation acts like a key role at the crossroads, future research should start with employees themselves rather than external resources. The possible outcomes depend on the level of intrinsic motivation, which can be avoiding burnout, improving satisfaction or trapping in a vicious circle. In addition, their evaluation of job demands significantly influences the functioning of intrinsic motivation, potentially affected by environmental and personal factors. Like the study mentioned before, changing the perception of ICTs, not appraising it as a stressful demand, can contribute to improving employee well-being (Ninaus et al., 2021). Besides, with the changes in the work environment, especially the popularity of remote work and flexible work arrangements, researchers should pay attention to the potential impact of these new work models on the relationship between job burnout, motivation, and job satisfaction.

7 CONCLUSION

In summary, job burnout, motivation, and job satisfaction present a complex interrelationship under the JD-R theoretical framework. Job burnout usually has a negative impact on motivation and job satisfaction, whereas job resources can enhance employees' motivation and effectively alleviate this impact, thereby improving employees' job satisfaction. Specifically, job demands and job resources serve as moderators in these relationships, which is dynamic and interactive. In addition, the key role of intrinsic motivation cannot be ignored, which functions through individual appraisals toward job

demands. Consequently, organizations should make full use of the natural motivational characteristics of work resources, developing suitable ratio between job demands and resources. Moreover, managers should emphasize the importance of employees' personal traits and take measures that can affect employees' evaluation of work demands. Job burnout, motivation and job satisfaction are important factors affecting employees' mental health and work performance. Comprehending the relationships between them can help improve employee well-being and organizational effectiveness. Hence, the long-term competitive advantages can be established in the fierce market competition.

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