

The Influence Of Human Resource Management Practices On Employee Burnout: Focusing on OJT Students In Parañaque City Hall

Marjorie P. Caracuel ¹, Michaella R. Cervantes ², Angeline D. Daiz ³, Chariss L. Sazon ⁴, Daniela T. Suminguit ⁵

Polytechnic University of the Philippines Parañaque City Campus

danielatsuminguit@gmail.com

Abstract	Article Info
This study entitled “The Influence of Human Resource Management Practices on Employee Burnout: Focusing on OJT Students in Parañaque City Hall” sought to determine the relationship between Human Resource Management (HRM) practices and employee burnout of the On-the-Job Training (OJT) students employed at Parañaque City Hall. This include HRM practices concerning recruitment and orientation, training and development, supervision and support, and performance evaluation, as well as employee burnout related to emotional exhaustion, mental stress, and reduced motivation. The methodology adopted for this research was quantitative descriptive research design using survey questionnaires to collect data from 100 OJT students from various courses. Frequency, percentage, and weighted mean were applied to the analysis of the obtained data. The findings revealed that respondents considered the implementation of HRM practices within Parañaque City Hall quite effective, namely regarding recruitment and orientation, supervision, and training support. Nonetheless, the results of the research showed that OJT students suffered from moderate levels of employee burnout, which mostly concerned emotional exhaustion due to increased workload. Moreover, it could be noted that most of the respondents indicated that heavy workload impacted their motivation during training adversely. The study therefore found that sound HRM practices are instrumental in preventing burnout and ensuring positive OJT training experiences among students. It is suggested that the areas of supervision, workload management, communication, and support mechanisms be strengthened to ensure a healthier work atmosphere among OJT students..	Keywords: <i>Human Resource Management, Employee Burnout, OJT Students, Emotional Exhaustion, Work-related Stress, Training and Development, Parañaque City Hall</i>

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INTRODUCTION

In today's fast-paced work environment, exhaustion is no longer limited to long hours—it has evolved into what researchers now recognize as employee burnout. Studies and workplace perspectives often viewed burnout primarily as an individual problem, suggesting that employees experiencing fatigue or emotional strain lacked personal resilience or effective coping mechanisms Freudemberger, H. J. (1974). That is why this research studies the Influence of the Human Resource Management Practices on On-the-Job Training Burnout specifically in Parañaque City Hall. The researchers want to study the relationship between the Human Resource Management and the burnout of the On-the-Job.

As organizations continue to evolve, society has begun to recognize the importance of creating healthier and more supportive work environments. Across industries and institutions, there is a growing aspiration to ensure that employees are not only productive but also mentally and emotionally well. Human Resource Management has therefore taken on a broader role—not just managing employees, but developing strategies that foster balance, motivation, and professional growth. In the context of students undergoing On-the-Job Training (OJT), this aspiration becomes even more important. OJT students represent the future workforce, and their early workplace experiences can shape their perceptions of professional life. Ensuring that HRM practices support their learning and well-being helps create a more prepared, resilient, and motivated generation of employees. Given these considerations, studying the relationship between Human Resource Management practices and employee burnout has become increasingly important. Research in this area provides valuable insights into how organizational policies and management approaches influence employees' mental health and job satisfaction. The findings of such studies can benefit multiple stakeholders. For organizations and institutions, the results can guide improvements in HRM strategies that promote a healthier workplace environment. For students and employees, it highlights the importance of supportive management in maintaining well-being and motivation. At a broader level, understanding burnout and its causes contributes to the development of a more productive workforce, which ultimately supports economic growth and national development.

This study focuses specifically on OJT students assigned to Parañaque City Hall, a local government institution located in Parañaque City, Philippines. Parañaque has a rich history as one of the oldest settlements in Metro Manila and has developed into a progressive urban city known for its active local governance and public service initiatives. The Parañaque City Hall evolved from Spanish-era Presidency in La Huerta to its current modern complex in Barangay San Antonio. The city government plays an essential role in providing administrative services to the community while also offering opportunities for students to gain practical experience through internship and OJT programs. Within this environment, students are exposed to real workplace dynamics, making it an ideal setting to examine how HRM practices may influence their experiences and potential feelings of burnout.

Burnout has evolved from being seen as a simple personal struggle to a complex workplace issue influenced by organizational practices. As society continues to prioritize employee's well-being and sustainable work environments, understanding the role of Human Resource Management becomes increasingly significant. This research therefore aims to explore how HRM practices may influence employee burnout among OJT students in Parañaque City Hall. By examining the broader importance of workplace well-being, the benefits of effective HRM, and the local context of the study, this research seeks to contribute valuable insights that may help improve both organizational practices and the overall experience of future professionals.

BACKGROUND OF THE STUDY

In today's workplace, the issue of employee burnout continues to gain attention as organizations face increasing pressure to maintain productivity while ensuring employee well-being. Burnout is now widely recognized as a work-related condition characterized by emotional exhaustion, reduced motivation, and decreased performance due to prolonged stress World Health Organization. (2019). Burnout an “occupational phenomenon”: International Classification of Diseases. This study emphasizes that burnout is not simply caused by personal weakness but is strongly influenced by workplace conditions, including management practices, workload, and organizational support (Bakker et al., 2023).

Human Resource Management (HRM) plays a significant role in shaping the work environment and influencing employees' overall experience. HRM practices such as recruitment and selection, training and development, performance evaluation, and compensation systems are designed to support employees and improve organizational effectiveness. When these practices are properly implemented, they can enhance employee satisfaction, engagement, and mental well-being. However, ineffective HRM practices—such as lack of proper training, unclear job roles, and insufficient supervision—can increase stress levels and contribute to burnout (Altaf & Awan, 2021).

In recent years, the entry of On-the-Job Training (OJT) into the workforce has introduced new challenges and expectations for organizations. OJT individuals are known for being highly adaptable and technologically skilled, but they are also more conscious of mental health and work-life balance. According to recent research (Buchko et al., 2021), OJT tends to value supportive leadership, career development opportunities, and a positive work environment. When these expectations are not met, they are more likely to feel dissatisfied and experience burnout.

This situation is particularly relevant for students undergoing On-the-Job Training (OJT), as they represent the emerging workforce. OJT serves as a bridge between academic learning and real-world work experience. During this period, students are exposed to actual workplace responsibilities, organizational structures, and management practices. Their experiences during OJT can significantly influence their future work attitudes and career decisions. If they are placed in a supportive environment with effective HRM practices, they are more likely to develop confidence and professional competence. On the other hand, negative workplace experiences such as poor supervision, excessive workload, and lack of guidance may increase stress and contribute to burnout among trainees, as supported by studies highlighting the importance of supervisor support in reducing emotional exhaustion (Bhar et al., 2022).

Parañaque City Hall, as a local government institution, provides opportunities for students to participate in OJT programs and gain practical experience. Within this setting, OJT students are exposed to administrative tasks, public service responsibilities, and workplace interactions. This makes it an appropriate environment to examine how HRM practices are implemented and how they affect the well-being of young individuals. Unlike private organizations, government institutions may have different structures and limitations, which can influence the effectiveness of HRM practices.

Despite the growing concern about burnout, there is still limited research focusing on OJT students, particularly within government settings. Most studies focus on full-time employees in private companies, leaving a gap in understanding how HRM practices influence burnout among OJT individuals in public institutions. Addressing this gap is important because early work experiences can shape long-term attitudes toward work and organizational commitment.

This study aims to explore the influence of HRM practices on employee burnout among OJT students in Parañaque City Hall. It seeks to determine whether existing HR practices help reduce stress or contribute to burnout. The findings of this study may provide valuable insights for improving HR policies and creating a more supportive environment for future employees. Furthermore, it is important to consider that burnout does not only affect an individual's emotional and mental state but also has direct consequences on organizational outcomes. Employees or trainees who experience burnout are more likely to demonstrate decreased productivity, lack of motivation, absenteeism, and reduced quality of work. In the case of OJT students, these effects may manifest through decreased learning engagement, difficulty in completing assigned tasks, and lack of confidence in performing workplace responsibilities. This can hinder the primary objective of OJT programs, which is to develop competent and work-ready individuals. Therefore, addressing burnout at an early stage is essential not only for the well-being of students but also for maintaining the effectiveness of training programs. In addition, supervision plays a critical role in shaping the OJT experience. Supervisors serve as immediate guides and mentors who influence how students perceive their work environment. Supportive supervision, characterized by clear instructions, patience, and regular feedback, can help reduce uncertainty and stress

among trainees. On the other hand, lack of supervision or ineffective communication may lead to confusion, mistakes, and increased pressure on OJT students. Since trainees are still in the process of learning, the absence of proper guidance can make even simple tasks feel overwhelming, which may contribute to burnout over time. Another important factor to consider is workload distribution. While exposure to real tasks is necessary for learning, assigning excessive or inappropriate workloads to OJT students may negatively impact their experience. Unlike regular employees, OJT students are still developing their skills and may require more time to complete tasks. When they are given responsibilities beyond their capacity without proper support, it can result in stress and fatigue. Balanced workload distribution, combined with proper guidance, can help ensure that students learn effectively without feeling overwhelmed.

Moreover, organizational support is a key element in preventing burnout. This includes providing a welcoming environment, approachable staff, and accessible resources that can assist OJT students in performing their duties. When students feel that they are valued and supported by the organization, they are more likely to develop a positive attitude toward work. In contrast, an environment that lacks support, recognition, or inclusivity may cause students to feel neglected or unimportant, which can contribute to emotional exhaustion. Communication within the organization also plays a significant role in shaping the experiences of OJT students. Clear and open communication helps reduce misunderstandings and ensures that students are aware of their roles, expectations, and responsibilities. When communication is ineffective or inconsistent, it can create confusion and anxiety among trainees. This is especially important in government institutions where formal structures and processes are often followed, making it necessary for instructions and expectations to be clearly conveyed.

Additionally, the transition from academic life to a professional work environment can be challenging for many students. In school, students are guided by structured lessons and clear instructions, whereas in the workplace, they are expected to be more independent and proactive. This sudden shift can create pressure and adjustment difficulties, especially when students are not adequately prepared or supported. OJT programs, therefore, play a crucial role in easing this transition by providing a structured yet supportive environment where students can gradually adapt to workplace expectations.

It is also worth noting that OJT students may hesitate to express their concerns or difficulties due to fear of negative evaluation or lack of confidence. This can lead to unaddressed stress, which may accumulate over time and result in burnout. Creating an environment where students feel comfortable asking questions and sharing their concerns is essential in promoting their well-being. Encouraging open dialogue between supervisors and trainees can help identify potential issues early and provide appropriate support. The nature of work in public service institutions, such as Parañaque City Hall, involves interaction with diverse individuals, including clients and citizens. This exposure can be both a learning opportunity and a source of stress for OJT students. Handling public concerns, managing administrative tasks, and adapting to workplace protocols require both technical and interpersonal skills. Without proper preparation and support, these responsibilities may become overwhelming for trainees, increasing their risk of experiencing burnout.

Lastly, understanding the relationship between HRM practices and burnout among OJT students is essential in developing effective strategies for improvement. By identifying specific HR practices that either contribute to or reduce burnout, organizations can make necessary adjustments to enhance the overall OJT experience. This includes improving supervision, providing adequate training, ensuring fair workload distribution, and fostering a supportive work environment. These improvements not only benefit OJT students but also contribute to the development of a more competent and resilient future workforce.

STATEMENT OF THE PROBLEM

This study aims to examine the influence of Human Resource Management (HRM) practices on employee burnout among On-the-Job Training (OJT) students in Parañaque City Hall. Specifically, it seeks to answer the following questions:

1. What is the demographic profile of the respondents in terms of:

- 1.1 Age
- 1.2 Gender
- 1.3 Program
2. On a scale of 1-5, rate the Human Resource Management (HRM) practices experienced by On-the-Job Training (OJT) students in terms of:
 - 2.1 Recruitment and Orientation
 - 2.2 Training and Development
 - 2.3 Supervision and Support
 - 2.4 Performance Evaluation
3. Rate the level of employee burnout among the On-the-Job Training (OJT) students on a scale of 1-5 in terms of:
 - 3.1 Emotional Exhaustion
 - 3.2 Mental Stress
 - 3.3 Reduced Motivation
4. Does excessive workload negatively affect the motivation and learning engagement of On-the-Job Training (OJT) students?
5. Does the OJT training provided by the Human Resource Management (HRM) effectively prepare the On-the-Job Training (OJT) students for workplace responsibilities?

OBJECTIVES OF THE STUDY

General:

The study aims to examine the influence of Human Resource Management (HRM) practices on employee burnout among On-the-Job Training (OJT) students in Parañaque City Hall.

Specific:

- To determine the demographic profile of the respondents in terms of age, gender, and program.
- To assess the level of Human Resource Management (HRM) practices experienced by OJT students in terms of recruitment and orientation, training and development, supervision and support, and performance evaluation.
- To evaluate the level of employee burnout among OJT students in terms of emotional exhaustion, mental stress, and reduced motivation.
- To determine whether excessive workload significantly affects the motivation and learning engagement of OJT students.
- To assess whether the OJT training provided by Human Resource Management effectively prepares students for workplace responsibilities and to analyze the significant relationship between HRM practices and employee burnout among OJT students in Parañaque City Hall.

SIGNIFICANCE OF THE STUDY

This study aims to provide a comprehensive understanding of burnout among On-the-Job Training (OJT) students, particularly those assigned in government institutions such as Parañaque City Hall. The findings of this research are expected to contribute valuable insights and practical implications to various stakeholders.

• To The Human Resource Management (HRM)

The results of this study may assist Human Resource Management personnel in developing and implementing more effective training and supervision strategies for OJT students. By identifying the factors contributing to burnout, HR departments can design structured programs, establish supportive supervision practices, and introduce employee assistance initiatives that promote the well-being, productivity, and overall performance of trainees within the organization.

• To The OJT Students

For OJT students, this study provides increased awareness and understanding of burnout, including its causes, symptoms, and potential consequences. It also offers practical coping mechanisms and stress management strategies that may help students effectively navigate workplace challenges. As a result, students may be better

equipped to maintain their mental well-being, enhance their resilience, and perform their assigned tasks more efficiently during their training period.

• To The Parañaque City Hall Management

The management of Parañaque City Hall may benefit from the findings by gaining insights into the experiences and challenges encountered by OJT students within their departments. This information can support the development of policies and workplace improvements aimed at reducing burnout, such as balanced workload distribution, improved communication, and a more supportive working environment. Ultimately, this may lead to increased trainee satisfaction and organizational effectiveness.

• To The Academic Institutions

Educational institutions may utilize the results of this study to strengthen their OJT programs and better prepare students for real-world work environments. The findings can inform the development of pre-deployment orientations, training modules, and monitoring systems that emphasize stress management, professional readiness, and student welfare. This may contribute to a more holistic approach to student development.

• To The Future Researchers

This study may serve as a relevant reference for future researchers who intend to explore burnout and related variables in similar or different contexts. It provides foundational data and insights that can be further examined, validated, or expanded upon in subsequent studies, thereby contributing to the continuous advancement of knowledge in this field.

SCOPE AND LIMITATIONS

Scope:

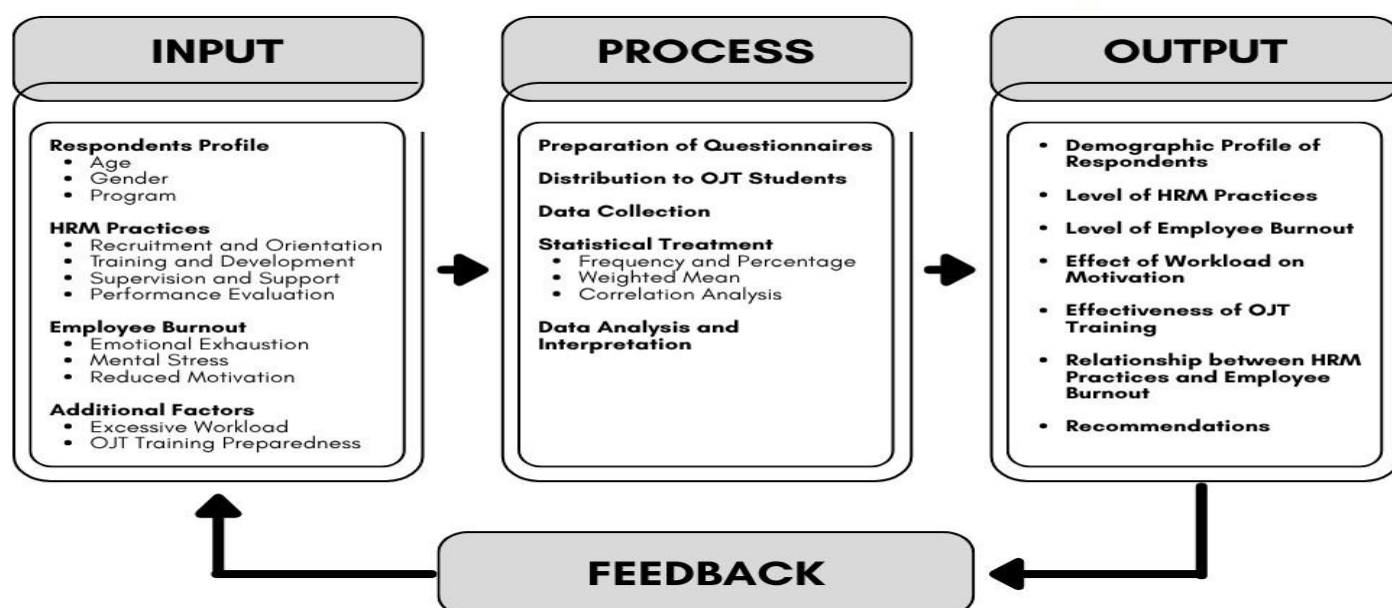
This study will focus on the influence of Human Resource Management (HRM) Practices on Employee Burnout among On-the-Job Training (OJT) Students in Parañaque City Hall. The study focuses on OJT students as the respondents. This study utilizes a quantitative-descriptive design that involves data collection through survey questionnaires. This research will examine the key areas of the HRM practices such as recruitment and selection, training and development, performance evaluation, and compensation systems that could influence the burnout of the On-the-Job Training (OJT) Students.

Limitations:

This study will not extend to any OJT students in other companies in Parañaque City. It is bound to the public sector of Parañaque and does not include other private sectors. This will not cover practices in other offices at Parañaque City Hall, the practices in the human resource management only. The research is limited to On-the-Job Training students only; it will not cover the regular employees.

CONCEPTUAL FRAMEWORK

Figure 1



This study is guided by the Input–Process–Output (IPO) model to explain the relationship between Human Resource Management (HRM) practices and employee burnout among On-the-Job Training (OJT) students in Parañaque City Hall. The input includes HRM practices such as recruitment and orientation, training and development, supervision and support, and performance evaluation, as well as the respondents' demographic profile. Employee burnout, measured in terms of emotional exhaustion, mental stress, and reduced motivation. The process involves the collection and analysis of data through survey questionnaires and the use of statistical tools such as frequency, percentage, weighted mean, and correlation analysis. The output of the study includes the identified levels of HRM practices and burnout, as well as the determination of whether a significant relationship exists between them. The results will serve as the basis for recommendations to improve HRM practices and reduce burnout among OJT students.

HYPOTHESES

H₀ (Null Hypothesis):

There is no significant relationship of Human Resource Management (HRM) practices on the level of employee burnout among OJT students in Parañaque City Hall

H₁ (Alternative Hypothesis):

There is a significant relationship of Human Resource Management (HRM) practices on the level of employee burnout among OJT students in Parañaque City Hall

DEFINITION OF TERMS

HRM (Human Resource Management) - Refers to the process of managing employees through recruitment, training, supervision, and performance evaluation to improve their performance and well-being.

JD-R (Job Demands-Resources) - A theory that explains how job demands and resources affect stress and burnout in the workplace.

OJT (On-the-Job Training) - A training program where students gain actual work experience in a workplace as part of their academic requirements.

REVIEW OF RELATED LITERATURE

A. Main Theory of the Study

This study is anchored on the Job Demands–Resources (JD-R) Theory with the perspective of self-regulation as discussed by Bakker, A. B., & de Vries, J. D. (2021). The theory explains that stress and burnout occur based on the balance between job demands and job resources, while also considering an individual's ability to regulate their thoughts, emotions, and behavior.

Job demands refer to aspects of work that require continuous effort and may lead to strain when excessive. For OJT students, these include handling unfamiliar tasks, meeting supervisors' expectations, and adjusting to a professional work environment. Since trainees are still developing their skills and experience, these demands can become overwhelming and may increase their risk of stress.

In contrast, job resources are the forms of support that help individuals cope with these demands. These include proper training, clear instructions, supervision, and constructive feedback. In this study, such resources are represented through Human Resource Management (HRM) practices, particularly in training and development, supervision and support, and performance evaluation. These practices play a crucial role in guiding OJT students and improving their ability to perform tasks effectively.

The JD-R Theory further explains that burnout is more likely to occur when job demands are high and resources are insufficient. However, self-regulation also plays an important role in reducing this risk. Individuals who can manage stress, stay focused, and adapt their behavior are better able to handle workplace challenges.

In the context of this study, OJT students may have limited self-regulation skills due to their lack of experience, making them more reliant on HRM support. When organizations provide effective HRM practices, students

are better equipped to manage their responsibilities and avoid burnout. Conversely, inadequate support may increase their difficulty in coping with job demands.

B. Supporting Theories

Aside from the main theory, it is important to include supporting theories that strengthen the conceptual framework of the study. These theories provide additional perspectives and validate the relevance of the main theory.

1. Social Exchange Theory (SET) - This theory is originally introduced by Blau, P. M. (1964) and further developed in recent workplace research, which explains that relationships between individuals and organizations are based on perceived reciprocal exchanges such as support, fairness, and recognition (Cropanzano et al., 2022; Ahmad et al., 2023).

In the context of this study, SET explains the relationship between Human Resource Management (HRM) practices and the experiences of OJT students. HRM practices such as training and development, supervision, and fair performance evaluation can be seen as the organization's form of support for the students. When OJT students perceive that their organization provides adequate guidance, fair treatment, and consistent support, they are more likely to respond positively by becoming more motivated, engaged, and willing to perform their tasks effectively.

However, OJT students also evaluate their training experience based on what they receive in return for their effort and time. When HRM support is lacking—such as unclear instructions, minimal supervision, or insufficient feedback—students may feel undervalued or unsupported. This perceived imbalance in exchange can lead to frustration, reduced motivation, and difficulty coping with workplace demands.

On the other hand, SET has recent applications to emphasize that perceived organizational support strongly influences emotional well-being and work-related stress (Cropanzano et al., 2022). In relation to this study, when OJT students feel that their efforts are not matched with proper HRM support, they become more vulnerable to stress and burnout.

Overall, when the exchange is balanced through effective HRM practices, students are more likely to maintain motivation and manage their training experience successfully.

2. Organizational Theory - Burnout is often thought of as something personal—something that happens when an individual can no longer cope with stress. According to Organizational Theory, burnout develops as a consequence of ongoing work-related stressors combined with insufficient coping mechanisms (Cox et al., 1993; Golembiewski et al., 1986). These stressors may include factors such as excessive workload, unclear job roles, lack of support, and ineffective management practices. When individuals are consistently exposed to these conditions without proper guidance or resources, they begin to experience psychological strain that can eventually lead to burnout. This perspective highlights the responsibility of organizations in shaping employee well-being, suggesting that burnout is not just an individual issue but also an organizational concern.

However, the recent study of Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022), Organizational Theory offers a different perspective by shifting the focus from the individual to the environment in which they work. Instead of asking why a person feels exhausted, this theory asks what kind of workplace conditions might be causing it in the first place. It emphasizes that burnout is not simply a result of personal weakness, but rather a response to organizational stressors that build up over time.

In relation to the present study, Organizational Theory provides a strong supporting foundation by explaining how workplace conditions contribute to burnout among OJT students. Just like regular employees, OJT students are exposed to organizational structures, expectations, and management practices that can either support or strain their well-being. Factors such as excessive workload, lack of supervision, or ineffective training may act as stressors that increase the risk of burnout. This supports the idea that Human Resource Management practices play a crucial role in shaping the experiences of OJT students. When these practices are properly implemented, they can help reduce stress and prevent burnout; however, when they are lacking, they may contribute to emotional exhaustion, mental stress, and reduced motivation.

Therefore, Organizational Theory complements the Job Demands–Resources Model by reinforcing the idea that burnout is deeply influenced by the work environment and the systems within it.

3. Team Burnout Emergence Theory - This theory explains that burnout is not only experienced individually but can also develop within a group through shared interactions and working conditions. According to Bakker et al., (2021), burnout can emerge at the team level when members are exposed to similar job demands, pressures, and stressors. These experiences are reinforced through daily interactions, making burnout something that can be shared across the group.

In the context of this study, this theory helps explain how OJT students may experience burnout not just on their own but also as part of a team. Since OJT students often work with other trainees or employees in the same environment, they face similar expectations, workloads, and challenges. When these stressors are consistently experienced by the group, burnout can develop collectively and affect each member's emotional and psychological well-being.

The theory also highlights the importance of team dynamics, such as communication, collaboration, and mutual support, in either reducing or increasing burnout. When team members support each other, share knowledge, and maintain positive interactions, the negative effects of job demands can be lessened. However, if the team lacks cooperation or has poor communication and high pressure, burnout may become more severe among its members.

In addition, this theory emphasizes the role of Human Resource Management (HRM) practices in managing both individual well-being and team dynamics. Effective supervision, strong team support, and a positive work environment can help prevent burnout from spreading among OJT students. By creating a supportive and collaborative atmosphere, organizations can reduce stress and improve overall team performance.

Furthermore, Team Burnout Emergence Theory complements the Job Demands–Resources (JD-R) Theory by showing how shared job demands and limited resources can impact not only individuals but entire teams. It also aligns with Social Exchange Theory (SET), as supportive team interactions can create positive exchanges that increase motivation and reduce stress.

4. Person–Environment Fit Theory - In this theory, it explains that stress and burnout can occur when there is a mismatch between an individual and their work environment, especially in terms of skills, values, and job demands. According to Zeng and Hu (2024), this theory focuses on two main components: person–job fit, which refers to how well a person's abilities match the demands of the job, and person–organization fit, which refers to how well a person's values align with the organization's culture and expectations.

This theory helps explain the experiences of OJT students as they adjust to real workplace settings. Many students may face challenges when their current skills and knowledge do not fully match the tasks they are assigned. This mismatch can make it harder for them to perform effectively, which may lead to stress and frustration.

Furthermore, Person-Environment Fit Theory explains that an individual's behavior, satisfaction, and performance depend on how well their personal characteristics match the environment where they are placed. This “fit” refers to the compatibility between a person's values, skills, needs, and personality and the demands, culture, and resources of the environment, such as a workplace organization.

Additionally, person–organization fit is also important because OJT students need to adapt to the organization's culture, norms, and expectations. When students feel that they do not belong or are not aligned with how the organization operates, they may experience discomfort and lower motivation. On the other hand, when there is a good fit, students are more likely to feel engaged, satisfied, and perform better in their roles.

This theory highlights the importance of Human Resource Management (HRM) practices in improving the experiences of OJT students. Through proper training, orientation, supervision, and support, organizations can help students adjust more easily to their roles and environment. As a result, their level of fit improves, and the chances of experiencing stress and burnout are reduced.

Overall, this theory supports the study by explaining how the compatibility between OJT students and their work environment affects their ability to handle job demands, manage stress, and prevent burnout.

C. Review of Related Literature and Studies

1. Local Studies

Burnout occurs when excessive work demands lead to feelings of fatigue and demotivation among employees. The study by Ilac, E. J. D., & Fernandez, P. L. (2023), titled “Caring for Stressed and Burned-out Employees,”

discusses addressing stress and burnout in Filipino workplaces, emphasizing that managing employee mental health is a shared responsibility between employees and management. The researchers synthesized existing studies on stress and burnout into a practical guide, referred to as a "script," which serves as a resource for HR professionals and managers on how to assist employees facing these challenges.

Another important point they made is that the company's culture and HRM practices have a big effect. If HR only focuses on output and deadlines without checking if the workload is fair, employees will get burned out faster. But if HR listens, adjusts tasks, gives enough rest, and trains managers to spot stress, then burnout can be prevented or lessened. The most important results showed that stress is normal and can even be helpful. When we're stressed, our bodies are more alert, we pay more attention, and we work harder to get things done. This is called "good stress," but too much can be harmful.

This research is relevant to the current study as it directly addresses the impact of HRM on burnout and is contextually relevant, being based in the Philippines, particularly reflecting issues encountered in government offices like Parañaque City Hall. OJT students are not regular employees; thus, they are in a unique situation. Most of them are still getting used to working in an office but sometimes treated like regular employees. Having to meet deadlines, fill out paperwork, and sometimes even meet with clients or citizens. However, most of the time, OJT students don't get enough direction, they're too scared to say "no" to tasks, and their bosses are too busy to help them. This is what the study calls "demands exceeding capacity," which can lead to burnout. In general, this study helps us understand why HRM is important, what burnout looks like in the Philippines, and what HR can do to fix it.

Another study conducted by Gilpa, J., et al. (2024), titled "Human Resource Scarcity as a Predictor of Employee Workload and Morale: A Trajectory Toward Policy Model Development" which aims to ascertain whether insufficient staffing, or "human resource scarcity," can lead to issues such as increased workload and diminished employee morale. The researchers wanted to find out what was wrong and then suggest ways to fix it. The researchers utilized a quantitative methodology. They used surveys to find out how much HR scarcity employees felt, how much work they had to do, and how happy or motivated they were. After getting the survey results, they used statistics to see if HR scarcity really does predict workload and morale.

The study revealed a shortage of HR workers leading to increased workload for existing staff, resulting in heightened stress and fatigue. This situation reduces employee morale, happiness, and motivation, potentially leading to burnout. The authors indicate that this cycle worsens as workers leave, exacerbating the HR shortage. They recommend improved hiring practices, work distribution, and support for employees to address these issues. They suggested that companies and government offices need better rules to break the cycle.

This study emphasizes the reliance of government offices, such as City Hall, on OJT students due to a shortage of full-time employees. These students provide free assistance, often taking on tasks typically assigned to regular staff. This is exactly what the study means by "human resource scarcity." The research showed that a shortage of HR results in an increased workload, which subsequently causes burnout and diminished morale. This backs up our claim that OJTs can get burned out if HRM doesn't do a good job of hiring and assigning tasks. If the HR department at Parañaque City Hall keeps taking on a lot of OJT students but doesn't plan their work well or limit their hours, the students might feel overworked and burned out before they even finish their training. This study indicates that HRM decisions, particularly regarding staffing and workload, significantly influence employee burnout, including among OJT students. It suggests the necessity of policies, such as establishing clear guidelines for the allocation of OJT students and their task responsibilities, to prevent overwhelming their workloads.

Additionally, a study by Dagodog (2024), titled "Burnout and Resilience among Academic Staff: Insights for Human Resource Management through Path Analysis" that aims to examine burnout and resilience among Filipino teachers and to evaluate how human resource management can assist through the Job Demands-Resources (JD-R) model. The researcher wanted to find out which job demands are most likely to cause burnout and which resources can help workers become more resilient. The researcher applied a quantitative design for the methodology. Giving a validated survey to at least 110 secondary and tertiary teachers in the Philippines. The survey looked at things like emotional strain, work-family conflict, and role overload as job demands. It also looked at things like stress management, well-being, and personal resources like emotional intelligence and optimism as resilience factors. Path analysis was used to look at the data and see which factors are the best predictors of burnout and resilience.

The primary findings showed that burnout and resilience do not work the same way. The most important factors that led to burnout were emotional and time demands. This means that teachers get burned out the most when their jobs are emotionally draining or when they don't have enough time to finish everything. In contrast, challenging tasks do not significantly contribute to burnout. Existing burnout models are not effective at predicting burnout and instead better illustrate resilience, where emotional intelligence and optimism serve as crucial personal resources for managing stress. Moreover, teachers rated current HR strategies poorly, indicating insufficient support for stress management and resilience enhancement.

This study highlights that emotional and time stress significantly contribute to burnout among OJT students, similar to findings from research on teachers. OJT students also have to deal with emotional stress when they have to deal with difficult clients at City Hall and time stress when they have too many tasks with short deadlines. It emphasizes the necessity for HRM to manage workload and emotional challenges effectively. Additionally, it identifies a lack of sufficient HR strategies, suggesting that the Parañaque City Hall may also not adequately support OJT students with stress management programs. Overall, it advocates for improved HRM interventions to better safeguard the well-being of OJT students and mitigate burnout.

2. Foreign Studies

One thing that often goes unnoticed in workplaces is how people slowly lose their energy—not all at once, but gradually, until even simple tasks begin to feel overwhelming. This is the kind of burnout that many professionals experience, and it's exactly what Hijazi et al. (2021) explored in their study titled “The Impact of Human Resources Management Practices (HRMPs) on Job Burnout among Faculty Members in Public and Private Universities in Jordan.” It aims to assess the implementation level of HRM practices, the extent of burnout experienced by faculty, and the correlation between these factors. Additionally, the research explores demographic differences in burnout, considering variables like gender, academic rank, and years of experience. Researchers employed a descriptive-analytical and causal research design to investigate the relationship between Human Resource Management (HRM) practices and job burnout among faculty members. Data was collected via a structured questionnaire distributed to 375 faculty members, yielding 305 valid responses for analysis. Utilizing stratified random sampling, the study revealed that both HRM practices and job burnout levels were moderate. Significantly, HRM practices were found to impact burnout directly, with faculty in private universities reporting slightly higher burnout levels than those in public institutions. Notably, about 50.5% of respondents indicated a willingness to leave their positions for better opportunities, primarily due to burnout concerns.

These findings are highly relevant to the present study, as they clearly demonstrate the connection between Human Resource Management practices and employee burnout. While the study focused on university faculty members in Jordan, the core idea remains applicable to OJT students in Parañaque City Hall. Just like faculty members, OJT students are also exposed to workplace expectations, supervision, and training systems that can influence their stress levels and motivation. This study supports the assumption that effective HRM practices—such as proper training, guidance, and evaluation—can help reduce burnout, while poor implementation may lead to increased stress and dissatisfaction.

Another study conducted by Razouq (2022) titled “The Impact of Human Resources Management Practices and Leadership Style in Reducing Job Burnout” explored the idea that burnout doesn't always come from the job itself, but from how people are managed and led. In many workplaces, sometimes, the difference between feeling motivated and feeling completely drained depends on the kind of support employees receive from their organization. In this study, the researcher aimed to examine how different HRM practices—such as hiring, training, and performance evaluation—contribute to employees' well-being, and whether effective leadership can help lessen the negative effects of workplace stress. The primary objective of the study was to determine how Human Resource Management (HRM) practices, along with leadership style, influence job burnout among employees working in Jordan's state ministries.

The study employed a descriptive research approach to investigate the relationship between Human Resource Management (HRM) practices, leadership styles, and job burnout among employees of the Joint Services Council in Jordan. Through structured data collection and analysis of existing literature and observations, it was found that effective HRM practices such as proper recruitment, continuous training, fair performance evaluation, and supportive supervision significantly reduce job burnout. Additionally, a supportive leadership style fosters a positive work environment, further mitigating burnout levels. The research identified emotional

exhaustion, depersonalization, and reduced personal accomplishment as key dimensions of burnout that can be managed through effective HR and leadership strategies.

The weight of the evidence suggests that it is relevant to the present study, as they reinforce the idea that Human Resource Management practices have a direct impact on employee burnout. The study supports the assumption that when HRM practices and leadership are properly implemented, they can help reduce stress and improve overall experience. Although the study focused on employees in Jordan's public sector, the insights can be applied to OJT students in Parañaque City Hall, who are also exposed to structured management systems and workplace expectations. Just like regular employees, OJT students rely on guidance, training, and supervision to perform effectively.

Furthermore, according to Zilić, Tudor, and Hadziahmetović (2024), at times, what drains employees the most is not the workload itself, but the emotional weight that comes with it. On their study, titled "Resilience in Crisis: The Impact of HRM Practices on Job Performance and Emotional Exhaustion," provides a deeper look into how Human Resource

Management (HRM) practices influence not only employee performance but also their emotional well-being, particularly during challenging periods such as the COVID-19 pandemic. The study sought to understand how workplace conditions during crisis situations influence employee outcomes, especially in terms of stress and productivity.

In many organizations, people continue to perform their tasks even when they are already mentally exhausted, which raises an important question: how does this exhaustion actually affect performance? To figure this out, the study focused on examining the relationship between Human Resource Management practices, job performance, and emotional exhaustion among university employees in the Western Balkan region. More specifically, the researchers aimed to determine whether HRM practices directly affect job performance and whether emotional exhaustion plays a mediating role in this relationship. The researchers utilized a quantitative research design to examine the effects of HRM practices on emotional exhaustion and job performance. Data were collected via an online survey using a 5-point Likert scale and analyzed with statistical tools, including Structural Equation Modeling (SEM). The study found that effective HRM practices significantly enhance job performance and negatively relate to emotional exhaustion, suggesting improved practices can reduce employee stress. Interestingly, emotional exhaustion did not significantly impact job performance or mediate the relationship between HRM practices and performance, differing from previous research findings.

Although the study focused on university employees in a different region, the idea that HRM practices can reduce emotional exhaustion and improve performance can also be applied to OJT students in Parañaque City Hall. Just like employees, OJT students are influenced by the type of training, supervision, and support they receive. The study supports the assumption that effective HRM practices can help lessen stress and improve overall performance, even in demanding environments.

In a company, Human Resource Management is considered a critical factor in having well-rounded employees and sustaining development in an organization. The practices carried out by Human Resource Management help determine whether a person or employee is fit for the job. Factors such as emotional state, discomfort, and discouragement contribute to the job performances of an employee. Employees are at high risk of being exposed to multiple work-related demands, long working hours, and high workloads, which pose a high risk of psychological distress Chen et al. (2023).

The study entitled "Modeling the significance of work culture on burnout, satisfaction, and psychological distress among the Gen-Z Workforce in an emerging country" shows how organizational culture impacts burnout and satisfaction among young employees. Additionally, this study emphasizes the significance of considering the mental health of young employees, as it is an important aspect that an organization should have. The study used a quantitative method, cross-sectional design using convenience sampling through online surveys. The outcome of the path analysis is that for job burnout, work culture and work overload have a significant effect on job burnout. For job satisfaction, the results show that work culture, work overload, perceived career development opportunities, pay for performance, and job burnout have significant effects on job satisfaction. The aim of this study, based on the results of cross-sectional data, is to examine the factors that impact job burnout, job satisfaction, and psychological distress among employees across various organizations, the results suggest that job burnout has a significant negative influence on job satisfaction.

This study is relevant to the present study of the researchers because both operate under the premise that Human Resource Management Practices are primary drivers of employee outcomes. While the study establishes a broad "Modeling of Significance" that proves a work culture and workload are direct predictors of burnout and satisfaction, the core variables of this and the present study are mostly connected because their direct link is the variable burnout. This is because the OJT Students at Parañaque City Hall are also exposed to multiple work-related demands, long working hours, and workload.

Moreover, in the study of "Human Resource Management practices and their impact on healthcare workers' job satisfaction and burnout in the Jordanian public sector," Athamneh (2024) found that good performance management lowers burnout. Meaning, keeping the workers happy, appreciating their hard work, and giving them constructive comments reduces burnout of employees. This study shows that Human Resource Management practices affect Jordanian healthcare workers' performance and well-being. It can also show how important employees are to the company because the employees are the ones who act and move to keep the company going every day.

To obtain data for this study, a stratified random sampling approach was used to ensure a fair representation of healthcare professional roles in the public sector. The HRM practices related to recruitment, training and development, and compensation and benefits are scored on a five-point Likert scale. Participants, on average, show a high level of burnout syndrome, with high emotional exhaustion, depersonalization, and low personal achievement. In terms of job satisfaction, it received an average score from the participants. Overall, participants reported a high level of burnout. In addition, according to the study, burnout syndrome was negatively related to job satisfaction, where emotional exhaustion and depersonalization increased, leading to a reduced perception of job satisfaction.

It is also stated in this study that there is no significant relationship between age, years of experience, and burnout syndrome, as represented by emotional exhaustion, depersonalization, and personal achievements. This is connected to the current study being conducted by the researchers because the researchers want to find out the impact of practices implemented by Human Resource Management on the burnout experienced by OJT Students at Parañaque City Hall.

SYNTHESES

The foreign studies by Hijazi et al. (2021) and Zilić et al. (2024) consistently show that HRM practices such as training, supervision, recruitment, and performance evaluation can influence the burnout levels of employees in universities and government institutions. These studies align with local studies, which highlight similar issues among OJT students and government interns, including workload distribution, inadequate supervision, and limited organizational support. While the local studies show that OJT Students face similar challenges, including this is the workload distribution and inadequate supervision. The study of Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022) provided a clear definition and measurement of burnout through the Organizational Theory. The contrast is based on the population studied: foreign research often examines established professionals, while local studies emphasize the transitional challenges faced by students entering the workforce. Despite this difference, the focus of these studies is the same, and that is, HRM practices are central to managing burnout.

Existing studies have provided strong evidence connecting HRM practices to burnout, emphasizing how existing studies have shown how HRM practices affect the establishment of well-being, performance, and burnout levels of employees, but there is still a gap, they overlook the unique vulnerabilities of the trainees. OJT students often lack professional experience, coping mechanisms, and workplace resilience, and this is what causes them to become dependent on HRM practices such as supervision, training, and evaluation.

The Job Demands-Resources (JD-R) model and the dimensions of burnout, according to Maslach, the emotional exhaustion, depersonalization, and reduced personal accomplishment, are consistently validated in various existing studies. The research study from Jordan, the Western Balkans, and the Philippines shows that effective HRM practices can reduce burnout and enhance performance, while poor implementation worsens stress and disengagement. These findings confirm that HRM systems are not merely administrative tools but essential mechanisms for protecting employee welfare and productivity.

The existing studies are important to the present study currently being examined by the researchers, as they provide practical insights that strengthen the study of HRM practices and burnout for OJT students at Parañaque City Hall. Foreign research demonstrates how structured HRM practices, such as training, supervision, recruitment, and evaluation, reduce burnout and improve performance across different professions. Similarly, local studies highlight the challenges faced by OJT students in adapting to workplace demands. Together, these existing studies provide benefits to researchers by offering different perspectives, validating the relevance of established frameworks such as Job Demands-Resource Management and Maslach's burnout dimensions, and identifying practical strategies that can be applied in government institutions.

METHODOLOGY

RESEARCH DESIGN

This study used a quantitative descriptive research design to determine the influence of Human Resource Management (HRM) practices on employee burnout among OJT students in Parañaque City Hall. Quantitative research is appropriate for this study because it focuses on collecting numerical data and analyzing the responses of the participants using statistical methods. Through this approach, the researchers will be able to measure the respondents' perceptions regarding HRM practices and employee burnout using weighted mean, frequency, and percentage.

Specifically, the study employed a descriptive research design to describe and assess the level of Human Resource Management practices experienced by OJT students in terms of recruitment and orientation, training and development, supervision and support, and performance evaluation. It will also determine the level of employee burnout in terms of emotional exhaustion, mental stress, and reduced motivation. In addition, the design will help identify whether excessive workload affects motivation and learning engagement and whether the OJT training provided by Human Resource Management effectively prepares students for workplace responsibilities.

The quantitative descriptive research design is suitable for the study because it allows the researchers to gather factual information from the chosen respondents and systematically analyze the results. Using survey questionnaires, the researchers can obtain reliable data that will help explain the relationship between Human Resource Management practices and employee burnout among OJT students in Parañaque City Hall.

RESEARCH LOCALE

This study was conducted at Parañaque City Hall, which serves as the local government center of Parañaque City. It is located in Metro Manila and houses various offices and departments that provide public services to the community. As a government institution, Parañaque City Hall accommodates On-the-Job Training (OJT) students from different academic programs who are assigned to assist in administrative and office-related tasks as part of their internship requirements.

The researchers selected Parañaque City Hall as the locale of the study because it provides a suitable environment for examining the influence of Human Resource Management (HRM) practices on employee burnout among OJT students. The institution exposes students to actual workplace settings where they experience recruitment and orientation, training and development, supervision and support, and performance evaluation. These experiences make the respondents appropriate participants for assessing how HRM practices may affect their motivation, stress levels, and overall workplace engagement during their internship.

RESPONDENTS OF THE STUDY

The respondents of the study were the 100 On-the-Job Training (OJT) students assigned at Parañaque City Hall. These are college students from various universities and colleges around Parañaque City who are undergoing their required internship hours in different departments such as the Human Resource Management Office, Accounting Office, Engineering Department, Social Welfare and Development Office, the Office of the Mayor, etc.

This group was selected as respondents because they are directly exposed to the Human Resource Management practices implemented by Parañaque City Hall. Through their daily tasks and interactions with supervisors and staff, they experience firsthand how policies on supervision, workload assignment, training, and feedback are applied. This exposure puts them in a position to assess whether these HRM practices contribute to or reduce their experience of burnout during their internship.

SAMPLING TECHNIQUE

This study utilized purposive sampling, a non-probability sampling technique in which respondents are selected based on specific characteristics and qualifications relevant to the study. Purposive sampling is appropriate because the research specifically focuses on On-the-Job Training (OJT) students assigned in Parañaque City Hall.

The researchers intentionally select respondents who have direct experience with the Human Resource Management (HRM) practices implemented in the workplace, such as recruitment and orientation, training and development, supervision and support, and performance evaluation. Since not all students have undergone OJT training in Parañaque City Hall, purposive sampling allows the researchers to gather data from individuals who can provide relevant and reliable information regarding the influence of HRM practices on employee burnout. This sampling technique is suitable for the study because it ensures that the chosen participants meet the specific criteria needed to address the objectives and Statement of the Problem of the research.

RESEARCH INSTRUMENT

The research instruments utilized in this study were a Likert scale wherein the respondents rated each item on a 5-point Likert scale and closed-ended questions. This questionnaire was specifically designed around the key indicators of the Human Resource Management Practices on the employee burnout, which include the Recruitment and Orientation, Training and Development, Supervision and Support, Performance Evaluation, Emotional Exhaustion, Mental Stress, and Reduced Motivation, under the 5-point Likert scale, which ranged from Strongly Disagree to Strongly Agree.

Close-ended questions were also used to find out if excessive workload has a negative effect on the motivation and learning engagement of OJT students, as well as whether Human Resource Management Practices help prepare OJT students for workplace responsibilities.

Before being distributed, the instrument underwent a review process conducted by a person with sufficient knowledge in doing research. This step ensured that the questionnaire effectively captured the essential element of the Human Resource Management Practices on Employee Burnout, and it is relevant to the targeted population.

DATA GATHERING PROCEDURE

The succeeding section describes the series of procedures that the researchers followed to obtain the needed data for the study. First, the researchers sought permission and received the approval of the research adviser to conduct the study. Following the receipt of approval, the researchers proceeded to prepare the survey questionnaire according to the research objectives. The next procedure entailed the validation of the survey questionnaire by Mr. Rodel C. Mendoza, MBA, Research Mentor, to guarantee that the questions presented in the survey form are clear and relevant.

Following the receipt of approval, the researchers administered the survey forms to the selected respondents. The objective and aim of the study were properly communicated to the respondents, while ensuring the confidentiality of their answers in relation to its use in academic endeavors only. Upon completion of the questionnaires, the researchers collected and verified all information gathered from the respondents to ensure that the collected data is comprehensive and accurate. Lastly, the researchers analyzed and interpreted the collected data through the utilization of statistical tools.

DATA ANALYSIS

The data gathered from the respondents were organized, tallied, analyzed, and interpreted using appropriate statistical tools. This helps make findings more accurate and objective.

The following statistical tools were utilized in the study:

Frequency and Percentage. Frequency and percentage distribution were used to describe the demographic profile of the respondents in terms of age, gender, and program. These statistical tools helped determine the number of respondents under each category and their corresponding percentage in relation to the total population.

Weighted Mean. Weighted mean was used to determine the influence of Human Resource Management (HRM) practices experienced by OJT students in terms of recruitment and orientation, training and development, supervision and support, and performance evaluation. It was also used to evaluate the level of employee burnout in terms of emotional exhaustion, mental stress, and reduced motivation.

These analytical methods were considered suitable for this study because they efficiently process and interpret quantitative data gathered through survey questionnaires using a Likert scale.

ETHICAL CONSIDERATION

The researchers observed proper ethical practices throughout the conduct of the study to ensure the protection of the respondents' rights, privacy, and welfare. Before the distribution of the survey questionnaire, the researchers had first sought permission from the appropriate authorities and clearly explain the purpose and objectives of the study to the participants. Informed consent was also observed by providing the respondents with sufficient information regarding the nature of the study, the procedures involved, and the purpose of data collection. The respondents were informed that their participation is entirely voluntary and that they have the right to decline or withdraw from the study at any time without any consequences.

To maintain confidentiality, the researchers had ensured that the personal information and responses of the participants will remain private and will only be used for academic purposes. The questionnaire did not require respondents to provide unnecessary personal details that may reveal their identity. All collected data will be handled responsibly and stored securely to prevent unauthorized access. Furthermore, the researchers observed honesty, respect, and fairness throughout the research process. The gathered information was analysed accurately without alteration or manipulation to preserve the credibility and integrity of the study. Through these ethical practices, the researchers aim to protect the respondents and maintain the trustworthiness of the research.

SUMMARY

This section presented the methodology used in the study entitled "The Influence of Human Resource Management (HRM) Practices on Employee Burnout Among OJT Students in Parañaque City Hall." The study utilized a quantitative descriptive research design to gather and analyze numerical data regarding the respondents' experiences with HRM practices and employee burnout. The research was conducted at Parañaque City Hall, which was selected because it provides an actual workplace environment for OJT students from different academic programs.

The respondents of the study were 100 OJT students assigned in various offices and departments of Parañaque City Hall. Purposive sampling was used to select respondents who met the specific qualifications relevant to the study. The researchers utilized a survey questionnaire consisting of a 5-point Likert scale and closed-ended questions to gather the necessary data regarding HRM practices, employee burnout, workload, and workplace preparedness.

The data gathering process included securing permission from the research adviser and concerned authorities, validation of the questionnaire, distribution of survey forms, collection of responses, and organization of the

gathered data. The data were analyzed using frequency, percentage, and weighted mean to accurately interpret the responses of the participants. Lastly, ethical considerations such as informed consent, confidentiality, voluntary participation, and proper handling of data were strictly observed to protect the rights and welfare of the respondents throughout the conduct of the study.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This section presents the gathered data, analysis, and interpretation of the responses obtained from the survey conducted by the researchers. The data were collected through a survey questionnaire distributed to OJT students in Parañaque City Hall with a total of 100 respondents. The results are presented using tables, graphs, percentages, and corresponding interpretations to provide a clear understanding of the findings of the study.

The following scale was used in interpreting the responses:

Scale	Range	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree
4	3.41 – 4.20	Agree
3	2.61 – 3.40	Neutral
2	1.81 – 2.60	Disagree
1	1.00 – 1.80	Strongly Disagree

DEMOGRAPHIC PROFILE

Table 1

Profile Variable	Category	Frequency	Percentage
Age	18 - 21	64	64%
	22 - 23	36	36%
Gender	Female	65	65%
	Male	29	29%
	Prefer not to say	6	6%
Program	BSOA	60	60%
	BSIT	29	29%
	BSCPE	11	11%

Analysis:

Table 1 shows that the majority of the respondents belong to the age group of 18 to 21 years old, with 64 respondents or 64%. This is followed by respondents aged 22 to 23 with 36 respondents or 36%. The data also revealed that out of 100 respondents, 65% (65 respondents) are female, 29% (29 respondents) are male, and the lowest frequency of respondents is “prefer not to say” with 6% (6 respondents). In terms of program, the results show that most of the respondents are currently taking Bachelor of Science in Office Administration (BSOA), with 60 respondents or 60%. This is followed by Bachelor of Science in Information Technology (BSIT), with 29 respondents or 29%, and the lowest frequency of respondents is the Bachelor of Science in Computer Engineering (BSCPE), with 11 respondents or 11%, a total of 100 respondents.

Interpretation:

The findings show that the respondents are mostly within the typical age range of college students undergoing On-the-Job Training (OJT). The majority being female and mostly enrolled in the Bachelor of Science in Office

Administration (BSOA) program indicates that the respondents are relevant and suitable participants for the study. Overall, the demographic profile shows that the respondents possess relevant educational backgrounds and experiences that make them suitable participants for examining the influence of Human Resource Management practices on employee burnout among OJT students.

HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES

Table 2.1 Recruitment and Orientation

Indicators	Weighted Mean	Verbal Interpretation
The orientation provided before my OJT was clear and informative.	4.30	Strongly Agree
The HRM staff explained my responsibilities properly.	4.24	Strongly Agree
I was given enough information about workplace policies and rules.	4.27	Strongly Agree
The recruitment and placement process was organized and fair.	4.18	Agree
Composite Mean	4.25	Strongly Agree

Analysis:

Table 2.1 presents the respondents' assessment of Human Resource Management (HRM) practices in terms of Recruitment and Orientation. Based on the results, the indicator "The orientation provided before my OJT was clear and informative" obtained the highest weighted mean of 4.30, interpreted as Strongly Agree. This indicates that most of the respondents were satisfied with the orientation provided before starting their On-the-Job Training (OJT). Meanwhile, the indicator "The recruitment and placement process was organized and fair" obtained the lowest weighted mean of 4.18, verbally interpreted as Agree. Although it received the lowest rating among the indicators, the result still suggests that respondents generally viewed the recruitment and placement process positively.

Interpretation:

Overall, the table obtained a composite mean of 4.25, which is verbally interpreted as Strongly Agree. This means that the respondents generally perceived the Human Resource Management practices in terms of recruitment and orientation as effective and well-implemented. The findings suggest that proper orientation, clear communication of responsibilities, and organized HRM procedures contribute positively to the OJT students' experience in Parañaque City Hall.

Table 2.2 Training and Development

Indicators	Weighted Mean	Verbal Interpretation
The training provided helped me understand my tasks better.	4.16	Agree
I was given opportunities to develop my skills during the OJT.	4.21	Strongly Agree
The workplace provided guidance whenever I encountered difficulties.	4.12	Agree
The training activities prepared me for actual workplace responsibilities.	4.15	Agree
Composite Mean	4.16	Agree

Analysis:

Table 2.2 presents the respondents' assessment of Human Resource Management (HRM) practices in terms of Training and Development. Based on the results, the indicator "I was given opportunities to develop my skills during the OJT" obtained the highest weighted mean of 4.21, interpreted as Strongly Agree. This indicates that most of the respondents were given the chance to develop their skills during their On-the-Job Training (OJT). On the other hand, the indicator "The workplace provided guidance whenever I encountered difficulties" obtained the lowest weighted mean of 4.12, verbally interpreted as Agree. Although it had the lowest score

among the indicators, the results still indicate that respondents typically consider their workplace as a reliable source of guidance when they face challenges.

Interpretation:

Overall, Table 2.2 obtained a composite mean of 4.16, verbally interpreted as Agree. This indicates that the respondents generally had a positive assessment of the Human Resource Management (HRM) practices in terms of Training and Development. The findings suggest that the training, skill-development opportunities, and guidance provided during the OJT helped the students improve their abilities and prepare for actual workplace responsibilities.

Table 2.3 Supervision and Support

Indicators	Weighted Mean	Verbal Interpretation
My supervisor was approachable and supportive.	4.32	Strongly Agree
I received proper guidance from supervisors during my OJT.	4.11	Agree
Feedback and assistance were provided when needed.	4.14	Agree
I felt supported while performing my assigned tasks.	4.10	Agree
Composite Mean	4.17	Agree

Analysis:

Table 2.3 presents the respondents' assessment of Human Resource Management (HRM) practices in terms of Supervision and Support. Based on the results, the indicator "My supervisor was approachable and supportive" obtained the highest weighted mean of 4.32, interpreted as Strongly Agree. This suggests that the majority of the respondents consider their supervisor approachable and supportive during their On-the-Job Training (OJT) in Parañaque City Hall. In contrast, the indicator "I felt supported while performing my assigned tasks" obtained the lowest weighted mean of 4.10, verbally interpreted as Agree. While it gained the lowest rating among the indicators, the findings still express positively that the respondents felt supported while performing the tasks assigned to them.

Interpretation:

Overall, Table 2.3 obtained a composite mean of 4.17, verbally interpreted as Agree. This indicates that the respondents generally had a positive assessment of the Human Resource Management (HRM) practices in terms of Supervision and Support. The findings suggest that the supervisors provided guidance, feedback, and assistance that helped the OJT students feel supported and more comfortable while performing their assigned tasks in the workplace.

Table 2.4 Performance Evaluation

Indicators	Weighted Mean	Verbal Interpretation
My performance was evaluated fairly.	4.05	Agree
Constructed feedback was provided regarding my work performance.	4.12	Agree
The evaluation process helped me improve my skills.	4.18	Agree
I clearly understood the criteria used in evaluating my performance.	4.14	Agree
Composite Mean	4.12	Agree

Analysis:

Table 2.4 presents the respondents' assessment of Human Resource Management (HRM) practices in terms of Performance Evaluation. Based on the results, the indicator "The evaluation process helped me improve my skills" obtained the highest weighted mean of 4.18, verbally interpreted as Agree. This indicates that the respondents generally viewed the evaluation process helpful for improving their skills positively. Meanwhile,

the indicator “My performance was evaluated fairly” obtained the lowest weighted mean of 4.05, also interpreted as Agree. Though it had the lowest rating of all the indicators, the results indicate that the participants believe their performance was assessed fairly.

Interpretation:

Overall, Table 2.4 obtained a composite mean of 4.12, verbally interpreted as Agree. This indicates that the respondents generally had a positive assessment of the Human Resource Management (HRM) practices in terms of Performance Evaluation. The findings suggest that the evaluation process, feedback provided, and clear performance criteria helped the OJT students understand their strengths and improve their skills during their training experience.

EMPLOYEE BURNOUT

Table 3.1 Emotional Exhaustion

Indicators	Weighted Mean	Verbal Interpretation
I often feel emotionally drained because of my OJT tasks.	3.58	Agree
I feel tired even before starting my daily duties.	3.25	Neutral
I sometimes feel overwhelmed by my responsibilities during OJT.	3.71	Agree
I feel exhausted after completing my assigned work.	3.54	Agree
Composite Mean	3.52	Agree

Analysis:

Table 3.1 presents the respondents’ assessment of Employee Burnout in terms of Emotional Exhaustion. Based on the results, the indicator “I sometimes feel overwhelmed by my responsibilities during OJT” obtained the highest weighted mean of 3.71, verbally interpreted as Agree. This implies that most of the respondents acknowledge that their OJT responsibilities can occasionally feel overwhelming. On the other hand, the indicator “I feel tired even before starting my daily duties” obtained the lowest weighted mean of 3.25, verbally interpreted as Neutral. This suggests that the respondents had uncertain or mixed perceptions regarding the aspect about feeling tired even before starting their daily duties at their On-the-Job Training in Parañaque City Hall.

Interpretation:

Overall, Table 3.1 obtained a composite mean of 3.52, verbally interpreted as Agree. This indicates that the respondents generally experience emotional exhaustion during their On-the-Job Training (OJT), particularly in relation to their assigned tasks and responsibilities at Parañaque City Hall. The findings suggest that the demands of OJT occasionally make the respondents feel overwhelmed and emotionally drained after completing their work, although they do not consistently feel tired even before starting their daily duties.

Table 3.2 Mental Stress

Indicators	Weighted Mean	Verbal Interpretation
I feel pressured when completing my assigned tasks.	3.34	Neutral
I experience stress due to workload and deadlines.	3.46	Agree
I find it difficult to balance tasks during my OJT.	3.22	Neutral
My OJT responsibilities sometimes affect my mental well-being.	3.36	Neutral
Composite Mean	3.35	Neutral

Analysis:

Table 3.2 presents the respondents’ assessment of Employee Burnout in terms of Mental Stress. Based on the results, the indicator “I experience stress due to workload and deadlines” obtained the highest weighted mean of 3.46, verbally interpreted as Agree. These findings imply that the majority of the respondents experience stress due to workload and deadlines. In contrast, the indicator “I find it difficult to balance tasks during my

OJT” obtained the lowest weighted mean of 3.22, verbally interpreted as Neutral. This indicates that the respondents had neither agreed nor disagreed to the aspect of having difficulties balancing their On-the-Job Training tasks in Parañaque City Hall.

Interpretation:

Overall, Table 3.2 obtained a composite mean of 3.35, verbally interpreted as Neutral. This indicates that the respondents generally have a moderate or uncertain level of mental stress during their On-the-Job Training (OJT) at Parañaque City Hall. The findings suggest that while some respondents experience stress due to workload and deadlines, other aspects such as task pressure, difficulty in balancing responsibilities, and effects on mental well-being are not strongly felt or are inconsistently experienced.

Table 3.3 Reduced Motivation

Indicators	Weighted Mean	Verbal Interpretation
I sometimes lose motivation while performing my tasks.	3.33	Neutral
I feel less enthusiastic about my OJT responsibilities overtime.	3.37	Neutral
I struggle to stay engaged in my assigned work.	3.06	Neutral
I feel discouraged when dealing with difficult tasks.	3.14	Neutral
Composite Mean	3.23	Neutral

Analysis:

Table 3.3 presents the respondents’ assessment of Employee Burnout in terms of Reduced Motivation. Based on the results, the indicator “I feel less enthusiastic about my OJT responsibilities overtime” obtained the highest weighted mean of 3.37, verbally interpreted as Neutral. This suggests that most of the respondents had not strongly perceived positively or negatively the feeling of gradually losing enthusiasm about their On-the-Job Training duties overtime. Meanwhile, the indicator “I struggle to stay engaged in my assigned work” obtained the lowest weighted mean of 3.06, also interpreted as Neutral. Although it received the lowest rating among the indicators, the findings still imply that the respondents neither agreed nor disagreed with the statement that they find it difficult to keep focused on their assigned task at their On-the-Job Training at Parañaque City Hall.

Interpretation:

Overall, Table 3.3 obtained a composite mean of 3.23, verbally interpreted as Neutral. This indicates that the respondents generally exhibit a moderate or uncertain level of reduced motivation during their On-the-Job Training (OJT) at Parañaque City Hall. The findings suggest that the respondents neither strongly agree nor disagree with experiencing loss of motivation, decreased enthusiasm, difficulty in staying engaged, and feelings of discouragement when handling difficult tasks. This implies that while some indicators of reduced motivation are present, they are not strongly felt or consistently experienced by the respondents throughout their OJT

DOES EXCESSIVE WORKLOAD NEGATIVELY AFFECT YOUR MOTIVATION AND LEARNING ENGAGEMENT?

Response	Frequency	Percentage
Yes	64	64%
No	36	36%
Total	100	100%

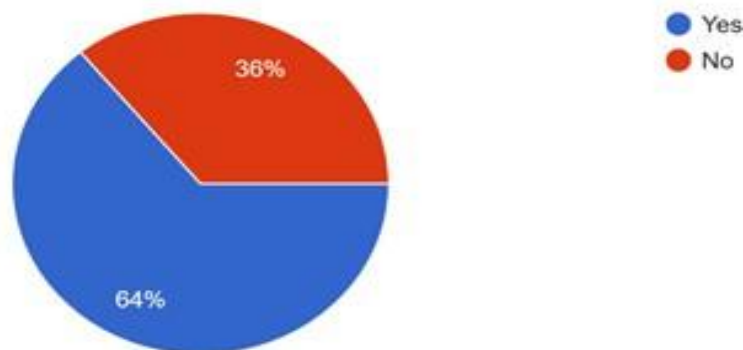
**Analysis:**

Table 4 presents the respondents' answers regarding whether excessive workload negatively affects their motivation and learning engagement during their On-the-Job Training (OJT). Based on the results, 64 respondents or 64% answered "Yes," while 36 respondents or 36% answered "No." The findings show that the majority of the respondents believe that excessive workload negatively affects their motivation and learning engagement.

Interpretation:

The results imply that heavy workloads may create pressure and stress among OJT students, which can reduce their interest, focus, and willingness to learn in the workplace. This suggests that when tasks become too demanding, students may experience difficulty maintaining motivation and active engagement during their training. Therefore, proper workload management and support from Human Resource Management (HRM) may help improve the learning experience and overall well-being of OJT students.

DOES THE OJT TRAINING PROVIDED BY THE HUMAN RESOURCE MANAGEMENT (HRM) EFFECTIVELY PREPARE YOU FOR WORKPLACE RESPONSIBILITIES?

Response	Frequency	Percentage
Yes	87	87%
No	13	13%
Total	100	100%

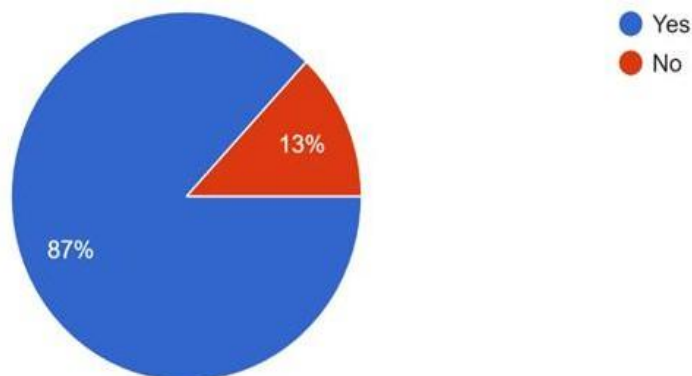
**Analysis:**

Table 5 presents the respondents' answers regarding whether the OJT training provided by the Human Resource Management effectively prepares them for workplace responsibilities. The results reveal that 87 respondents or 87% answered "Yes," while only 13 respondents or 13% answered "No." This indicates that the majority of the respondents believe that the OJT training provided by HRM effectively prepares students for actual workplace tasks and responsibilities.

Interpretation:

The findings suggest that the training and preparation provided by the Human Resource Management (HRM) contribute positively to the readiness and confidence of OJT students in performing their assigned duties. This further implies that effective training programs help students adjust more easily to the workplace environment.

and develop the necessary skills needed during their internship. Therefore, proper OJT training plays an important role in improving the overall experience and preparedness of students in the workplace.

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

SUMMARY OF FINDINGS

Based on the results of the study, the findings imply that the respondents had the required educational qualifications and prior knowledge to assess the impact of Human Resource Management (HRM) practices on employee burnout among OJT students. As for the HRM practices, the respondents strongly agreed that the HRM recruitment process and orientation were conducted effectively as the obtained mean score of 4.25.

Furthermore, they agreed that training and development, supervision and support, and performance evaluation were effectively implemented based on their composite mean scores of 4.16, 4.17, and 4.12, respectively. The results show that proper orientation, effective communication, training, supportive supervision, and performance evaluation played significant roles in enhancing OJT experiences of the respondents.

With regard to their burnout experiences, the respondents concurred that they underwent emotional exhaustion in the OJT phase, which scored a composite mean value of 3.52. The learners claimed that at some point, they felt mentally exhausted because of the challenges they faced in accomplishing their assigned tasks. On the other hand, mental stress and lack of motivation earned the respondents' neutral mean scores of 3.35 and 3.23, respectively. This implies that they moderately experienced these situations.

In summary, the results of the current study reveal that excessive workloads and pressure at work could be contributing factors to emotional exhaustion and demotivation of the OJT learners. Nonetheless, efficient HRM processes such as training and supervision will ensure that the students are well-prepared and adapt well to the work environment. Thus, effective workload management and HRM interventions play a significant role in ensuring that students benefit from their OJT phases.

CONCLUSIONS

Based on the findings from the analysis of this study, the majority of the respondents who underwent the On-the-Job Training program at Parañaque City Hall were female OJT students aged 18 to 21 years old, who were taking up the Bachelor of Science in Office Administration degree. Thus, it can be stated that the respondents have the relevant background knowledge that makes them capable of performing their assigned duties during the training period. The positive assessment of HRM practices concerning recruitment and orientation, training and development, supervision and support, and performance evaluation by the OJT students can be considered proof that the students easily adjusted to the new work environment and were prepared to perform their responsibilities in due time.

Concerning the issue of employee burnout, the analysis of the respondents' responses allowed us to conclude that the level of emotional exhaustion, mental stress, and loss of motivation that the participants experienced during their internships at Parañaque City Hall were rather high. Although severe burnout cases have not been reported during the investigation process, excessive workload has been proved to have a negative effect on the learning experience of OJT students.

Hence, the research finds that good Human Resource Management practices have a great impact in terms of lowering the risk of burnout and ensuring the overall better performance of OJT trainees working in Parañaque City Hall. Good supervision, guidance, communication, and workload distribution ensure that employees perform well at work by motivating them. Furthermore, managing workload effectively and ensuring adequate support systems are essential in creating a positive and productive learning environment for OJT students in Parañaque City Hall.

RECOMMENDATIONS

For the Parañaque City Hall HRM Department

- Establish a Workload Caps and Guidelines for clear tasking: Since the most common cause of mental stress among OJT students is heavy workload, HRM staff should coordinate with the heads of each department to set guidelines for a specific list of tasking each day that is only for OJT students.

- **Introduce a Task Rotation System:** To prevent OJT students from feeling a repetitive work or heavy workloads, implement a rotation system wherein OJT students will switch between heavy workloads to a lighter ones for example within one week, allocating 3 days for heavy works and 2 days for a lighter work so that they have a 2 days of rest from heavy workloads.

For the Future Researchers

- **Conduct a Qualitative Deep Dives:** For the future researchers, they can conduct qualitative research, future studies can focus on group discussion per department or an interview on what specific tasking made them feel heavy work and pressure.
- **Study of the Coping Mechanism:** Conduct a study that focuses on the self-care and coping strategies employed by the successful OJT students to see what they did to help with the burnout they felt from the tasking they were doing in their assigned departments.

For the Academic Institutions

- **Active monitoring and feedback:** The Internship coordinator should maintain weekly communication with Parañaque City Hall HR Department like "Online Kumustahan" to discuss the status of OJT students in the departments assigned to them.
- **Create an Internship Grievance Mechanism:** Create a safe and confidential channel where OJT students will not feel afraid to report if the work they are being asked to do is too much beyond control or lack of support from their supervisors, without fear that they might get low grades.

SUMMARY OF THE OVERALL STUDY

The study determines the influence of Human Resource Management practices on employee burnout among the On-the-Job Training students of Parañaque City Hall. The study employed a quantitative descriptive research design as it emphasizes the gathering of numerical data and the analysis of the responses through the use of statistical methods. This design was appropriate to describe the level of HRM practices experienced by OJT students in recruitment and orientation, training and development, supervision and support, and performance evaluation. It also evaluated the burnout levels in emotional exhaustion, mental stress and decreased motivation and examined if workload and training have an influence on students' motivation and preparedness for the workplace.

The respondents of this study were the 100 OJT students who were assigned to various departments within the City Hall of Parañaque, such as the HRM Office, Accounting Office, Engineering Department, Social Welfare and Development Office, Office of the Mayor, etc. The respondents were chosen based on purposive sampling, as they have firsthand experiences with HRM practices that can affect their levels of burnout in their internships.

The data were collected by utilizing a survey questionnaire with a 5-point Likert Scale and closed-ended questions regarding HRM practices and factors indicating burnout. The validity of the tool used for the study was first validated by a person with sufficient knowledge in doing research. Once the survey questionnaires have been approved, the survey was distributed, confidentiality was assured, and the data were collected. Frequency, percentage, and weighted mean analysis were used to describe the respondent profile as well as the level of HRM practices and burnout. From the results, it was noted that participants evaluated positively on HRM practices in all dimensions, but highest rating came in recruitment and orientation. As for burnout, students were moderately emotionally exhausted but mentally stressed and had neutral motivation levels. It means that although the use of HRM practices in helping students learn and adjust, they still experienced stress and low motivation due to heavy workload.

In light of these findings, it is advised that the HRM department at Parañaque City Hall make a proper guideline regarding workload and task rotation so that burnout is avoided. To future researchers, it is recommended that qualitative research be done on coping strategies as well as stressors. Universities are advised to have a monitoring system where they keep track of the students and also create a grievance committee so that the student feels secure in reporting workload problems without compromising on grades. The research suggests

that appropriate HRM strategies and proper workload management enable reducing the risk of burnout and increasing the efficiency of OJT, thus providing a good foundation for developing resilient and motivated employees in the future.

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