Job Burnout in the Chinese Construction Industry - BPJ Company as an Example

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ABSTRACT: *The aims of this paper were to examine the problem of job burnout in the construction industry and try to propose measures to improve job burnout. This paper takes the case of BPJ company where the researcher worked as a research subject and conducts sampling methods to distribute questionnaires to 120 employees. A total of 107 valid questionnaires are recovered, with a recovery rate of 89.17%. Based on empirical data, the current situation and causes of employees' burnout in the company are analyzed. This study draws the following conclusions: 1. Employees' burnout is continuing to rise, and job burnout is hitting younger working adults particularly hard. 2. The employees' age, gender, working years, and income affect the employees' job burnout level to a certain extent. Finally on the basis of this study, the corresponding countermeasures and suggestions are put forward from the above three levels to change the job burnout problem of the employees in the construction industry. Implications for research and the improvement of burnout are discussed.*
KEY WORDS: *Burnout; Construction companies; Job matching theory, Employee*

I. INTRODUCTION

The construction industry is a pillar industry of China's national economy and is regarded as the pioneer of the national economy (Bao, Lu, Chi, Yuan, & Hao, 2019; Lu, Li, Shen, & Huang, 2009). The total construction industry output value reached 2,930.793 billion yuan in 2021, an increase of 11.04% year-on-year0. The development of the construction industry is related to the country's livelihood and carries a huge mission. However, the market environment of construction industry is poor. The previous property expansion was too fast, and now the total volume is relatively shrinking, housing construction is rampant, and the construction industry is under great pressure due to the impact of the epidemic (Xiarewana, & Civelek, 2020; Zhang, Hu, Zhao, Chen, Zhao, & Li, 2022). The profitability of construction industry output has shown a general downward trend since 2014, with growth slowing for five consecutive years. And in 2021, the number of employees in the construction industry was 52,829,400, decreasing for three consecutive years (China Construction Industry Association, 2021). Clearly, the era of rapid expansion of the construction industry is over! (QQ.com's, 2022). Construction enterprises are facing the impact of modernization (Xie, Zhao, Chen, & Allen, 2022; Yue, & Li, 2017), and enterprises need to accelerate the process of digital intelligence and realize new construction industrialization (Liao, & Yuping, 2020). In this process, some employees have difficulty in adapting to the rapidly changing environment, and their work pressure increases, which leads to job burnout. The purpose of this study is to study the problem of burnout in the construction industry, explore its current situation and causes, and propose improvement measures so as to increase the efficiency of employees and achieve efficient development of enterprises.

II. LITERATURE REVIEW

Job burnout emerged as an important concept in the 1970s in the United States, especially among people working in the human services (Maslach, 1999). A large number of studies mainly focus on five aspects of burnout: definition, measurement, judgment criteria, causes and effects (Hellesøy, Grønhaug, & Kvitastein, 2000; Maslach, & Jackson,1981; Maslach, 2003).

Different scholars have different explanations. The first one was proposed by Freudenberger (1974), who believed that burnout is a disease that arises when workers are overcommitted to their work lacking the ability to meet the needs of service recipients. Then, Maslach and Jackson (1996) proposed the widely accepted definition as emotional exhaustion, depersonalization, and reduced fulfilment presented by individuals who serve people. Later, Pine (1989) considered it as a state of fatigue or exhaustion caused by the excessive

consumption of resources by the individual over a long period of time, including physical, emotional and mental exhaustion. Chernis considered it as a symptom presented by individuals who are accompanied by stress and lack of strong support (Li & Song, 1996). Finally, Li (2008), based on Maslach, proposed that chronic work stress causes individuals to experience symptoms of physical and mental overexertion.

Over the past several decades, many researchers have proposed corresponding measurement scales based on different research perspectives and foundations. The main ones are the following more representative burnout scales: the MBI scale by Maslach and Jackson (1986), the BM Burnout Scale by Pines and Aronson (1988), the Shirom-Melamed Exhaustion Scale by Shirom and Melamed (2002), the Li (2002) MBIGS scale, and the EBI scale proposed by Wang, Liu and Wu (2003), among others. In addition to the scales to measure employees' burnout, there are also some judgment criteria to measure references. For example, Moore (2000) proposed that workload can significantly measure the level of burnout. Different social support roles have different effects as proposed by Zellars and Perrewe (2001), etc. Regarding the causes of burnout, the job matching theory proposed by Maslach and Jackson (1997) is widely accepted (Liu,2021). In addition, Hu, Xu and Zhou (2006) proposed that burnout is closely related to demographic variables, personality factors, role factors, and social support (Li & Song, 1996) as well as Wang and Xu (2004) that social support can alleviate burnout, etc., which provide additional opinions on the causes of burnout.

Scholars generally agree that burnout has negative effects. Appels et al. (1991) argued that it produces negative physiological responses on the somatic body. Dick and Wagner (2001) argued that it is also detrimental to the individual's family life [19].

III. METHODOLOGY

3.1 Research Subjects

In this study, 120 employees of BPJ Company, where the authors work, were surveyed, and the questionnaires were distributed online on February 14th, 2022, using sampling methods/techniques. The total number of questionnaires collected within 30 days was 107, with a return rate of 89.17%.

3.2 Research Instruments

The content of the questionnaire in this study mainly refers to the Maslach Burnout Inventory (MBI) scale with three dimensions of Emotional Exhaustion (EE), Depersonalization Dehumanization (Dh), and Personal Accomplishment (PA) (Maslach, Schaufeli, & Leiter 2001). The items were coded as 21 questions in total as shown in **Table 1**, which were 4 questions on basic personal information, 15 questions on burnout, and 2 questions on causes of burnout and effective measures to address it. In this study, a five-point Likert scale (Zhiwang Encyclopedia, 2022) was used, and the scores of each of the three dimensions were divided by the number of questions of that dimension as the final score. SPSSPRO and Questionnaire Star tools were used to process and analyse survey data.

Table 1: BPJ Burnout Measurement Scale and Coding

Dimensions	Items
Emotional Exhaustion （EE）	EE1 Work leaves me in a drained mood
	EE2 I feel exhausted at the end of the day
	EE3 The thought of starting a new day at work leaves me with a feeling of exhaustion
	EE4 Work makes me feel like I am about to collapse
	EE5 Work makes me face a great deal of stress every day
Dehumanization （Dh）	Dh1 My interest in my work is waning
	Dh2 I care less and less about whether the work I do is contributing
	Dh3 I doubt the meaning of the work I do
	Dh4 I don't care about what happens to some of my colleagues
Personal Accomplishment （PA）	PA1 I can't effectively solve problems that arise at work
	PA2 I don't feel very happy when I finish something at work
	PA3 I don't get a lot of valuable work done
	PA4 I do not have the ability required to complete various tasks
	PA5 I am unable to make useful contributions to society
	PA6 In my opinion, I am not good at what I do

IV. MEASUREMENT AND STATISTICAL ANNALYSIS

4.1 Reliability Test

In this study, Cronbach's alpha coefficient was used for reliability test to consider the validity of the scale for measuring burnout among BPJ employees. According to the analysis, Cronbach's alpha coefficient shows high internal consistency with Cronbach's alpha coefficient values of 0.890 (see **Table 2**). The test re-test reliability of the questionnaire was good.

Table 2: Cronbach's α Coefficient

Cronbach's α coefficient	Standardization Cronbach's αcoefficient	Items	Number of samples
0.890	0.890	15	107

The overall correlations before and after the deletion of items were ≥0.3, and the Cronbach's α coefficients after the deletion of question items were ≤0.89, so the scale items could not be deleted (**Table 3**).

Table 3: Delete Analysis Item Statistics Summary

Title	Average	Variance	Overall Relevance	Cronbach's α	Conclusion
EE1	39.654	76.342	0.440	0.888	
EE2	39.505	76.403	0.400	0.889	
EE3	39.748	76.228	0.395	0.890	
EE4	40.093	70.538	0.735	0.876	
EE5	39.869	72.379	0.631	0.881	
DH1	39.888	73.931	0.540	0.884	
DH2	40.187	70.361	0.665	0.879	
DH3	40.168	72.556	0.573	0.883	better
DH4	40.206	73.882	0.520	0.885	
PA1	40.383	72.974	0.619	0.881	
PA2	40.318	73.011	0.585	0.882	
PA3	40.243	73.733	0.476	0.887	
PA4	40.533	72.515	0.529	0.885	
PA5	40.710	70.264	0.640	0.880	
PA6	40.495	71.384	0.608	0.881	

4.2 Validity Test

The validity test of the scale in this study was conducted using KMO value and Bartlett's spherical test. The test result of KMO value was 0.841 > 0.6 and the significant p-value of Bartlett's spherical test < 0.01 indicating that the scale had satisfactory levels of reliability as shown in **Table 4**.

Table 4: Validity Test

	KMO value	0.841
Bartlett's spherical test	Approximate cardinality	777.377
	df	105.000
	p	0.000***

4.3 Research Sample
4.3.1 Sample Characteristics

In this study, there were 170 valid samples as shown in **Table 5**).

Table 5: Demographic Data of BPJ Employees

	Items		Number of Population	%
Age (A)	A1	25--35	73	68.224
	A2	35--45	21	19.626
	A3	Under 25	9	8.411
	A4	Over 45	4	3.738
Gender (G)	G1	Male	74	69.159
	G2	Female	33	30.841
Working years (W)	W1	5--10	66	61.682
	W2	Less than 5	26	24.299
	W3	10-- 15	12	11.215
	W4	More than 15	3	2.804
Salary (S)	S1	6000 over	84	78.505
	S2	5000--6000	13	12.150
	S3	4000 below	5	4.673
	S4	4000-5000	5	4.673

On the total, 73 were between 25-35 years old (68.224%). Among the respondents 21 were between 35--45 years old (19.626%), 9 participants were under 25 years old (8.411%) and 4 were over 45 years old (3.738%). In addition, there were 74 males (69.159%) and 33 females (30.841%). On employment level (or working years), 66 have 5-10 years working experience (61.682%), 26 have less than 5 years (24.299%), 12 have 5 – 10 years (11.215%), 12 have 10 – 15 (11.215%), 3 have more than 15 years working experience (2.804). At income level, 84 have RMB 6,000 over (78.505%), 13 have between RMB 5,000 – 6,000 (12.150%), 5 have below RMB 4,000 (4.673%), 5 were between RMB 4,000, - 5,000 (4.673%).

4.3.2 Analysis of the Three-Dimensional Model of Burnout

The mean value from EE analysis was 3.226. The highest score was EE2 and the lowest was EE4. The comparison from the two items showed that employees think that work makes them feel tired, which is evident in the EE dimension, but not so much that they break down due to work, and the employees' burnout level is still within the manageable range (three dimensions analysis as shown in **Table 6**).

The mean value from Dh analysis is 2.888. From the four items of dehumanization, the highest score is Dh1 and the lowest is Dh4. It shows that the repetitive, complicated and boring job makes the employees' enthusiasm and interest in the work itself diminished (Thomas, & Holley, 2012; Menges, Tussing, Wihler, & Grant, 2017), but they are still concerned about what is happening around them.

From the PA analysis, the most disparate scores are PA2 and PA5, which show that employees recognize their value to society, but disregard their work achievements, indicating that the completion of work does not bring employees the corresponding PA, so that employees become burned out at work.

Table 6: Three Dimensions of Burnout Performance

Title	Samples	Max	Min	Median	Average	Standard deviation
EE of the sample						
EE1		5	1	3	3.346	0.814
EE2		5	1	4	3.495	0.873
EE3	107	5	2	3	3.252	0.902
EE4		5	1	3	2.907	0.957
EE5		5	1	3	3.131	0.932
EE					3.226	
Dh of the sample						
Dh1		5	1	3	3.112	0.915
Dh2	107	5	1	3	2.813	1.056
Dh3		5	1	3	2.832	0.995
Dh4		5	1	3	2.794	0.949
Dh					2.888	
PA of the sample						
PA1		5	1	3	2.617	0.897
PA2		5	1	3	2.757	1.036
PA3	107	5	1	3	2.682	0.938
PA4		5	1	2	2.467	1.067
PA5		5	1	2	2.290	1.099
PA6		5	1	2	2.505	1.049
PA					2.553	

4.4 Employees' Burnout Status

Employees' age, gender, years of work experience and salary affect the degree of their burnout to some extent (Kim, & Stoner, 2008). The current status of employees' burnout was analysed in terms of the above four aspects in a multivariate manner, respectively as shown in **Table 7**.

4.4.1 Employees' Burnout Correlation Analysis

This study analysed the age of employees in relation to burnout. The total mean value of burnout is most obvious in (A) group 9.585%, followed by (D) 8.946, (B) 8.713, and the lowest is (C) 8.061. (A) employees have high education, high energy and enthusiasm, and are good at accepting new things, but they show unconventional burnout. The reason for this is a combination of life and professional factors. They are full of expectation for their work, but the boring and uninteresting work gradually wears out their fighting spirit and passion, and some employees have a big psychological gap, which is difficult to accept for a while, and they cannot take effective measures to adjust their low emotion, thus they fall into a difficult situation. The analysis was conducted from the gender of employees and burnout as displayed in **Table 7**. The ratio of male to female survey respondents is about 74:33, and overall, the level of burnout is higher among men than women. Under the influence of the traditional "unspoken rule" of male and female social division of labour, men are expected to do something in their career, and if male employees are not satisfied with high positions, high income or high expectations, they will easily feel job burnout. Analysis of the relationship between years of work and occupational burnout shows that the longer the years of work (D) 10.1 the deeper the burnout, the closer to retirement, and the resistance to work leads to occupational burnout. The order is (A) 9.025, and burnout is hitting young adults. More and more young employees have been reporting feelings of burnout because they are not meeting expectations earlier, and (B) 8.562, with a minimum of (C) 8.179.

The analysis of the relationship between salary and burnout (**Table 7**) shows that 78.905% of employees with a monthly salary of 6,000 yuan or more have a burnout mean value of 8.561, which is inversely proportional to burnout because of the increased pressure of work responsibilities. However, the burnout level of

the group with income below 4,000 yuan is the lowest, and they are mainly interns or employees who have just been regularized, working for a short period of time, and low wages and salaries are the quotation, so there are special characteristics in the relationship between salary and burnout for such employees.

Table 7: Summary of Employees' Burnout Correlation Analysis

	Items	EE	Dh	PA	Total mean value
Age and burnout mean					
A1	Under 25	3.622	3.111	2.851	9.585
A2	25--35	3.236	2.904	2.573	8.713
A3	35--45	3.057	2.703	2.302	8.061
A4	Over 45	3.050	3.063	2.833	8.946
Gender and burnout mean					
G1	Male	3.262	2.882	2.574	8.718
G2	Female	3.145	2.901	2.505	8.551
Length of work experience and burnout mean					
W1	Less than 5	3.323	2.952	2.750	9.025
W2	5--10	3.233	2.864	2.465	8.562
W3	10-- 15	2.967	2.729	2.417	8.179
W4	More than 5	3.267	3.500	3.333	10.1
Salary and burnout mean					
S1	4000 below	3.000	2.800	2.200	8.000
S2	4000-5000	3.800	3.700	3.267	10.767
S3	5000--6000	3.123	2.846	2.833	8.803
S4	6000 over	3.221	2.851	2.488	8.561

IV. ANALYSIS OF THE CAUSES OF BURNOUT IN JOB MATCHING

As displayed in **Figure 1**, analysis of the causes of burnout in this study shows: (A) the workload weighs 15.327% representing the highest; (C) unreasonable salary and benefits is 17.383%; (E) 14.393%; (D) mismatch 12.523%; (B) unreasonable training and promotion mechanisms 12.326%; (G) Insufficient ability 9.346%; (H) interpersonal tension 8.411%; (F) disapproval or lack of corporate culture 7.477%. The lowest level of social support is (I) 2.804%, mainly due to family members and lack of support from leaders.
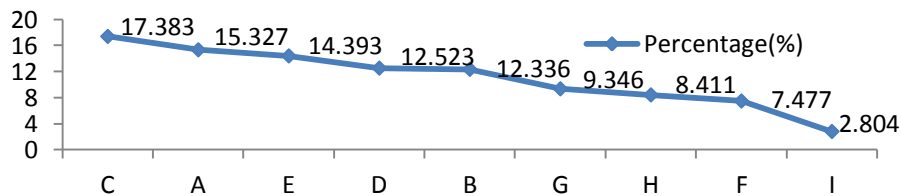

Figure 1: Causes of Burnout

In this study, the options of the questionnaire were divided into organizational, personal, and social levels, and the frequency of causes of employee burnout was analysed according to the statistical results. The organizational factors (A), (B), (C), (D), and (E) were mentioned 385 times by employees and accounted for the highest percentage; personal factors (G) and (I) 55 times; and social factors (H) 45 times (**Figure 2**).
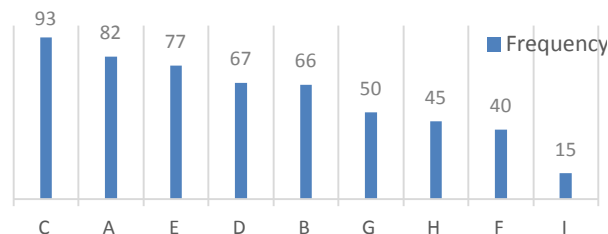

Figure 2: Frequency of Causes of Burnout

5.1 Organizational Level
5.1.1 Unreasonable Workload

There is an inverted U-shaped relationship between workload and people's job performance. Too high or too low workload may affect work. A small workload reduces the excitability level of the human brain and makes it difficult to concentrate; too much workload puts employees in an overload situation (Carr, Kelley,

Keaton, & Albrecht, 2011) and small emergency employees have difficulty responding to it, instead they tend to get into trouble.

BPJ, as a construction company, can be divided into two categories, site employees and office staff, based on the workplace as the division standard. Working at a construction site naturally means a higher workload and safety risks. Site employees are required to work more than ten hours a day and are on a single break, with high work intensity. In their daily work, they face the risks of heat, noise, heavy lifting and falling objects. The employees who are in the platform also have the problem of unreasonable workload, and the workload varies from high to low. For example, employees in R&D, marketing management and other departments need to work overtime regularly due to heavy workload. Long hours and high intensity work cause physiological and psychological fatigue (Lerman, Eskin, Flower, George, Gerson, Hartenbaum, & Moore-Ede, 2012). The unreasonable workload is one of the causes of the appearance of burnout.

5.1.2 Lack of Equity

There is a lack of fairness at BPJ, and the unreasonable compensation and benefits, training and promotion mechanisms make employees feel unfair. First of all, the salary level of clerical and internship positions is low. The salary structure is not formulated with full consideration of the nature of the positions and job characteristics, and it cannot give full play to the driving effect of salary. In addition, the company is preparing to abolish board and lodging allowance and holiday gift distribution for employees and reduce group building activities. These measures have undoubtedly lowered the welfare level, and colleagues are generally less satisfied with the current welfare situation, which is average compared with other companies.

Second, BPJ's training and promotion mechanism is not perfect. When it carries out training, it does not update the training system in accordance with the specific requirements of superiors or the actual situation of the company, which affects the effectiveness of training. In addition, training is mostly conducted offline and in a single format.

5.1.3 Inadequate Promotion of Corporate Culture

Corporate culture is one of the pivots for sustainable development (Martinuzzi, & Schönherr, 2019), and an excellent corporate culture can provide direction for corporate management and promote continuous progress and innovation (Ahmed, 1998). If there is a culture conflict between employees and the company, this can easily lead to burnout of employees.

5.2 Personal Level
5.2.1 Cognitive Errors

Self-perception is an individual's awareness of her/his own behaviour and psychological state, which is an important condition for self-regulation. Cognitive errors can make some employees unsatisfied with their existing salary and status; these employees are not clear about their abilities and the nature of their work, and have high expectations and requirements for their jobs, which leads to job burnout. Correctly perceiving work and setting reasonable job expectations can, to a certain extent, improve employees' job satisfaction.

5.2.2 Lack of Goal Planning

Everyone aspires to success and fulfil their expectations, but to achieve these expectations, one must have a clear goal. The goal is the desired outcome of an individual in a certain period of time or a certain life stage. Some employees have a lack of goal for work, the lack of planning for work, aimless work is easy to ignore the value of work, or even their own value, life lost the direction to move forward, easy to give rise to burnout.

5.2.3 Insufficient Personal Competence

In the third part of the questionnaire of this study, 9.346% of the respondents considered insufficient personal ability as the cause of burnout. If employees cannot supplement their knowledge in time with the development of the times, they will have difficulty in adapting to the needs of job development and will easily develop negative emotions, thus failing to do their jobs well. Long-term personal incompetence increases the risk of burnout (Rowe, 2000).

5.2.4 Incompatibility of Interpersonal Relationships

The level of an individual's interpersonal skills largely affects his or her quality of life. Employees with poor interpersonal relationships are easily treated unfairly in the workplace, and unfair treatment can affect personal emotions and intensify job aversion and burnout. Therefore, poor interpersonal relationships are one of the causes of burnout (Van , Spruyt & Vanroelen, 2014).

5.3 Social Dimension
5.3.1 Existence of Conflict between Family and Work

Family and work are incompatible, and it is widely believed that there is a conflict between the two. And the conflict is mainly attributed to the role conflict caused by both, the conflict of responsibilities assumed by the two roles of employees and family members. For example, if you as an employee devote your time to work and thus neglect your family, there is a risk of work-family conflict, leading to job burnout (Lambert, & Hogan, 2010).

V. STRATEGIES TO IMPROVE EMPLOYEES' BURNOUT

The second question in the third part of the questionnaire, option codes A to J (as shown in **Appendix**), includes a survey of what the employees think are effective solutions to burnout. At the organizational level, employees believe that the most effective solutions are H (12.90%) and E (11.59%). At the individual level, B (15.14%) and C (12.15%) are the most mentioned as shown in **Figure 3** below. Combined with the analysis of the causes, corresponding suggestions were made from three aspects: organizational, individual and society.
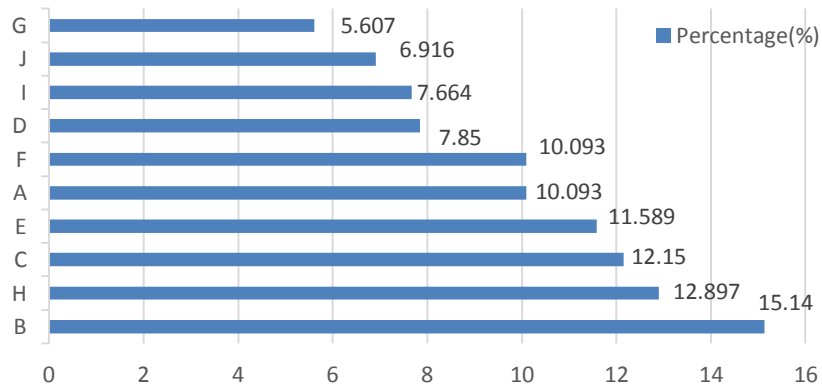

Figure 3: Effective Measures to Address Burnout

6.1 Organizational Level

The analysis shows that unreasonable workload, low salary and benefits, and unrecognized corporate culture at the organizational level can lead to employees' burnout (Maslach, & Leiter, 2008). Therefore, the strategies for reducing employees' workload, sound salary and benefit system, and strengthening corporate culture identity can be adopted at the organizational level to gradually alleviate employees' burnout.

6.1.1 Arrange Appropriate Workload

Appropriate workload can effectively reduce work stress (Carr, Kelley, Keaton & Albrecht, 2011). Firstly, conduct job analysis and arrange employees to the most suitable positions to achieve job matching. According to the workload and work completion of employees, increase the workload for employees with low workload, or transfer the positions to maximize the value of employees. Then, optimizing workflow can effectively reduce workload. Companies can optimize their processes in three ways: eliminating unnecessary processes, integrating complex processes and establishing information technology.

6.1.2 Sound Incentive Mechanism

The American psychologist Herzberg's two-factor theory [11] suggests that salary and compensation, welfare benefits, etc. are healthcare factors, and the unmet healthcare factors will make employees dissatisfied and negatively idle. Establish a performance-based compensation system. Performance and salary are linked, basic salary is determined by position or academic title, talent level is used as the division standard, and according to the principle of work-based distribution, more work is more rewarding, and the role of salary is played to reflect fairness.

Adopt diverse and correct rewards. Rewards are issued on the basis of understanding employees' pay and grasping their ideas. In addition, we should use various forms of rewards, not only in the form of bonuses, but also in the form of paid holidays, holiday prizes, group activities, travel, movie tickets, etc. Rich and attractive rewards can inspire employees to work harder for the company. Through various and correct rewards, employees can establish the equation of "effort + results = rewards" and understand that rewards are not a pretence, but a genuine reward for the company.

Widen the promotion pipeline to increase the possibility of promotion and thus increase the motivation of employees. Based on the employees' own work plan, increase the promotion methods, clearly define the performance assessment guidelines, and effectively carry out the assessment work to avoid the phenomenon of "10,000 people crossing a one-way bridge".

6.1.3 Strengthen Cultural Identity

The development of corporate culture determines the future of the entire enterprise (Zhang, & Liu, 2006). The following requirements need to be made to strengthen cultural identity.

The construction of enterprise culture requires the involvement of all employees (Shen, 2018). The construction and development of enterprise culture needs to have the value of each employee, so that each employee feels that s/he is needed by the company and increase the sense of belonging of employees.

Develop reasonable and practical rules and regulations. Rules and regulations are a significant reflection of corporate culture, which can help companies achieve sustainable development and serve every employee. While learning and following the rules and regulations, employees understand the corporate culture, appreciate the company's care, and understand that they are closely related to the company, which can effectively promote employees' work motivation and reduce burnout.

Conduct systematic corporate culture training. Regular training through the study of corporate development history, strategic thinking and cultural essence, allows employees to systematically understand the company's culture, strengthen their cultural identity, and maintain consistency with the company in their actions and thoughts.

6.1.4 Sound EAP Program

Burnout is a psychological problem that affects the work of employees and the interests of the company. With the Employee Assistance Program (EAP), the lack of psychological counselling for employees in the process of development leads to a high degree of job burnout among employees, which hinders the development of enterprises to a certain extent. The company can alleviate the psychological problems of employees by improving the EAP and conducting psychological counselling in a timely manner. For example, Huawei provides psychological help to employees through the EAP program, which can reflect the care of the enterprise, reduce complaints from employees, and improve corporate interests.

6.1.5 Improving the Working Environment

Employees' own working condition is greatly connected with the environment and working atmosphere of the enterprise (Alter Chen, 2005). We noticed that 11.59% of the employees in the questionnaire mentioned that creating a good working environment can effectively alleviate burnout. A comfortable working environment and atmosphere can make the employees of an enterprise have a positive and pleasant mood, and positive emotions can effectively improve work efficiency (Fredrickson, 2000) and create more revenue for the enterprise. Thus, enterprises need to improve scientifically and reasonably the working environment of employees, and provide a free communication environment, a neat working environment and a good working atmosphere for employees.

6.2 Individual Level
6.2.1 Cultivating the Right Mindset and Cognition

The right mindset and cognition can effectively improve burnout (Permarupan, Al Mamun, Samy, Saufi, & Hayat, 2020).

First, establish reasonable expectations. Vroom (1964), an American psychologist, proposed in the expectancy theory of motivation that the expected value is the subjective perception of the possibility of an individual predicting a specific behaviour to achieve a specific outcome, rather than an objective existence. Excessive expectations actually mean anxiety. Therefore, we need to set reasonable expectations.

Second, develop hobbies and relax. Cultivating personal love for life, practicing musical instruments, calligraphy, painting and other hobbies can add a lot of fun to people's lives, regulate the rhythm of life, and move from a monotonous and tense atmosphere to joy and relaxation.

6.2.2 Making and Adjusting Career Planning

Proper career planning should comprehensively analyse the relationship between yourself and your career (Luzzo, & Ward,1995), summarize your own characteristics, abilities and interests, etc., set career striving goals and make a series of plans for your career. Proper career planning can plan the direction of struggle, provide strategies to move forward, discover and enhance their own value, accelerate career adaptation, and improve their job satisfaction, and be flexible and adjust your career plan according to changes at any time.

6.2.3 Perform Task Management

Feeling that the workload is heavy, and the work is difficult to complete. Sometimes, it is not because the workload is really heavy, but because you do not know how to prioritize the events and arrange the work rationally. If you want to complete your tasks efficiently, you must list the to-do items and sort out your ideas. First of all, list the daily work contents and sort them according to their urgency and workload size. Whenever a

task is completed, one item is removed, and the work progress can be grasped at any time. Secondly, at the end of the work, review the completed work for a day or a period of time to check the gaps and summarize the work experience. Finally, the concept of time management is always in your mind. Know what to do first, what to do next, what needs to be done in advance, what can be delayed, master the completion time of each task, and be aware of it, so as to have a clear idea.

6.2.4 Maintaining Good Interpersonal Relationships
Interpersonal relationships belong to the social needs in Maslow's hierarchy of needs theory, and socialization is an instinctive human need (Cao, Jiang, Oh, Li, Liao, & Chen, 2013). In work, we can see social needs as interpersonal needs, and disharmonious interpersonal relationships at work are more likely to lead to burnout. Good interpersonal relationships represent effective support and handling them well will make our life better and create a happy workplace.

6.3 Social Dimension
Employees are individuals in society and have close contact with family and society, thus suggesting the relationship between work-family connections (Tenbrunsel, Brett, Maoz, Stroh, & Reilly, 1995).

6.3.1 Balancing Work and Family
In this study, 7.85% of the survey questionnaire believed that family support could effectively alleviate burnout (Karatepe, 2010). Obtaining family support requires effective and adequate communication. Communication is the key to solving problems. If a family member complains about a family member's work, that member should maintain effective and sufficient communication, express his or her thoughts through words, behaviours, etc., establish a consistent attitude toward life and values, etc. in the family, and seek the family's support and understanding, so as to reduce the family complaints and lower its interference with work. Secondly, for this kind of employees, they can also communicate with the managers of the company, discuss their own family problems to their superiors, and seek the company understanding, so as to obtain work-related adjustments.

VI. CONCLUSION
This study analyses the current situation of employees' burnout in BPJ, and our findings showed that employees' age, working years and burnout are positively proportional, income is inversely proportional to burnout, and the degree of burnout of male staff is higher than that of female; employees' burnout is more serious, and burnout is more frequent in the adult working population (Ahola, Honkonen, Virtanen, Aromaa, & Lönnqvist, 2008); inadequacies at the organizational, personal and social levels lead to employees' job burnout (Cordes, & Dougherty, 1993). Then, according to the actual situation of BPJ, combined with the job matching theory for the cause analysis, the factors of employees' burnout include unreasonable workload, lack of fairness and inadequate corporate culture promotion at the organizational level (Mosadeghrad, 2014), cognitive errors, lack of goals, lack of personal ability and incompatible interpersonal relationships at the personal level, and imbalance between work and family relationships at the social level. Finally, this paper suggests arranging appropriate workload, sound mechanism to guarantee fairness, strengthening cultural identity, sound EAP program and improving working environment at the organizational level, suggesting that mindset adjustment, career planning, task management and interpersonal relationship maintenance should be carried out at the individual level, and suggesting that family understanding and support should be obtained at the social level.

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APPENDIX
BPJ Burnout Survey Questionnaire
Dear Madam, Sir :
        Thank you so much for your participation in this questionnaire survey. The survey is anonymous and the information in this study will be used only for research purposes and in ways that will not reveal who you are. Should you have any comments or questions, please feel free to contact me.
Sincerely yours,

Part I: Basic Information
1. Age: [Single - choice]
    A. Under 25 years old B. 25 - 35 years old C. 35 - 45 years old D. Over 45 years old
2. Gender: [Single - choice]
    A. Male B. Female
3. Years of work: [Single - choice]
    A. Less than 5 years B.5--10 years C.10--15 years D. More than 15 years
4. Salary (yuan): [Single - choice]
    A.4000 below B.4000-5000 C.5000--6000 D.6000 above

Part II: Burnout
Likert-Type Scale: -1 Rarely-2 Occasionally-3 Often-4 Always
1. Work leaves me in a drained mood
    A. Never B. Rarely C. Occasionally D. Often E. Always
2. I feel exhausted at the end of the day
    A. Never B. Rarely C. Occasionally D. Often E. Always
3. The thought of starting a new day at work leaves me with a feeling of exhaustion
    A. Never B. Rarely C. Occasionally D. Often E. Always
4. Work makes me feel like I am about to collapse
    A. Never B. Rarely C. Occasionally D. Often E. Always
5. Work makes me face a great deal of stress every day
    A. Never B. Rarely C. Occasionally D. Often E. Always
6. My interest in my work is waning
    A. Never B. Rarely C. Occasionally D. Often E. Always
7. I care less and less about whether the work I do is contributing
    A. Never B. Rarely C. Occasionally D. Often E. Always
8. I doubt the meaning of the work I do
    A. Never B. Rarely C. Occasionally D. Often E. Always
9. I don't care about what happens to some of my colleagues
    A. Never B. Rarely C. Occasionally D. Often E. Always
10. I can't effectively solve problems that arise at work
    A. Never B. Rarely C. Occasionally D. Often E. Always
11. I don't feel very happy when I finish something at work
    A. Never B. Rarely C. Occasionally D. Often E. Always
12. I don't get a lot of valuable work done
    A. Never B. Rarely C. Occasionally D. Often E. Always
13. I do not have the ability required to complete various tasks
    A. Never B. Rarely C. Occasionally D. Often E. Always
14. I am unable to make useful contributions to society
    A. Never B. Rarely C. Occasionally D. Often E. Always
15. In my opinion, I am not good at what I do
    A. Never B. Rarely C. Occasionally D. Often E. Always

Part III: Causes of Burnout and Effective Measures to Solve It
1. Which of the following options do you think are the influencing factors of burnout? [Multiple choice]
    A. Heavy workload
    B. Unreasonable training and promotion mechanism
    C. Unreasonable salary and benefits
    D. Unclear job responsibilities and mismatch of jobs
    E. Monotonous work content, low work value
    F. Disagreement or lack of corporate culture
    G. Insufficient ability of oneself

   H. Tension in interpersonal relationship
   I. Low social support (family, leaders do not support)
2. Which of the following options do you think can effectively alleviate burnout? [Multiple choice]
   A. Develop hobbies and interests
   B. Adjust your own perception of work and expectations
   C. Do a good job of personal career development planning
   D. Seek support from leaders, colleagues, and family members
   E. Create a good working atmosphere
   F. Improve personal working ability
   G. Establish a reasonable corporate culture system
   H. Reasonable salary and benefits
   I. Develop a perfect system of training and promotion
   J. Define job responsibilities and arrange reasonable workload