



## Mitigating Burnout Through Compassionate Leadership: A Strategic Human Resource Management Approach

Muhamad Ridwan

Sekolah Tinggi Ilmu Ekonomi Ganesha, Indonesia

Corresponding Author: [ridwan@stieganessa.ac.id](mailto:ridwan@stieganessa.ac.id)

(Submitted: June 2026; Accepted: July 2026 ; Published: July 2026)

### ABSTRACT

*Occupational burnout has escalated into a critical institutional challenge, yet mainstream human resource management literature consistently overlooks the unique sociogeographical factors that drive exhaustion within regional economic landscapes. This study aims to explore the lived experiences of formal employees in South Cianjur (Cianjur Selatan), West Java, focusing on how compassionate leadership and Strategic Human Resource Management (SHRM) practices interact to mitigate regional burnout. Employing a qualitative phenomenological research design, primary data was gathered through semi-structured in-depth interviews and Focus Group Discussions (FGD) with fifteen formal employees across diverse regional sectors. The gathered textual data was analyzed utilizing Braun and Clarke's six-phase thematic analysis framework. The empirical findings reveal that regional burnout is heavily compounded by external infrastructural deficits and grueling daily commutes, which function as constant baseline job demands. While individual compassionate leadership serves as an immediate, vital psychosocial buffer against emotional draining, its effects remain temporary if decoupled from institutional frameworks. Sustainable burnout mitigation is only achieved when individual supervisor empathy is structurally aligned with flexible, region-adjusted SHRM infrastructures such as decentralized contingency protocols and adaptive Key Performance Indicators (KPIs).*

**Keywords:** *Compassionate Leadership, Strategic HRM, Employee Burnout, Regional Workforce, Phenomenology.*

### I. INTRODUCTION

In the contemporary professional landscape, the nature of work has undergone radical transformations driven by rapid technological adoption, volatile economic shifts, and blurred boundaries between professional and private life. While these advancements have heightened operational velocity, they have simultaneously catalyzed an unprecedented global crisis: employee burnout. Burnout, characterized by chronic emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment, is no longer merely an individual psychological issue but a critical organizational hazard that severely compromises productivity, elevates turnover rates, and degrades systemic performance (Martinez et al., 2025). As workplaces navigate this high-stress era, traditional, authoritative management frameworks that prioritize transactional outputs over human metrics are rapidly collapsing under the weight of widespread occupational distress (Pladdys, 2024).

Consequently, modern institutions and organizations are forced to seek robust, human-centric strategies capable of anchoring workforce resilience while protecting human capital.

Historically, organizational strategies addressing employee strain have isolated wellness initiatives from core operations, treating mental health as a peripheral concern rather than a strategic imperative. However, emerging paradigms within Strategic Human Resource Management (SHRM) demonstrate that mitigating occupational exhaustion requires the systemic integration of organizational leadership and human resource development practices. Recent scholarship highlights that leadership style functions as a primary driver of a workplace's psychosocial environment, directly affecting the job resources and demands experienced by personnel (Bosak et al., 2021). Amidst various paradigms, compassionate leadership defined as a management practice characterized by deep interpersonal involvement, empathetic attunement, open communication, and an active commitment to alleviate the suffering of subordinates has emerged as a vital antidote to systemic workplace distress (Ntobuo et al., 2025). Unlike empathy alone, which can sometimes lead to emotional contagion, compassionate leadership provides supervisors with an empowering framework to address difficult operational realities in a profoundly human way (Kloutsiniotis et al., 2022).

Despite its conceptual promise, a critical gap persists in the existing literature regarding the operational synergy between compassionate leadership styles and strategic human resource frameworks in neutralizing burnout, particularly within developing regional economies. A vast majority of contemporary studies focus exclusively on urban corporate hubs, leaving a significant literature void regarding the psychosocial dynamics of employees working in regional territories (Boamah et al., 2022). Employees situated in geographically distinct and developing areas, such as South Cianjur (Cianjur Selatan), West Java, Indonesia, confront a unique set of occupational stressors. Personnel in this region frequently balance transitioning labor demands, limited infrastructure, and distinct localized socioeconomic pressures, all of which significantly exacerbate the risk of mental fatigue and physical exhaustion (Bartram et al., 2023). In such regional environments, where traditional communal values and tight-knit social structures remain deeply rooted, standardized urban-centric HR policies may prove ineffective if they are not mediated by culturally resonant and empathetic supervisory approaches.

Recent empirical evidence suggests that leadership interventions are most sustainable when paired with broader, systemic well-being infrastructure within the HR domain, rather than acting as isolated, temporary supervisor actions (Schaufeli, 2021). When leaders in localized sectors cultivate high role clarity and deep emotional support concurrently, the resulting psychological empowerment acts as a primary mediator that boosts engagement and suppresses burnout tendencies among local workforces (Anwar & Harefa, 2025). Conversely, in environments where supportive behaviors are decoupled from structured employee support systems, leadership practices risk becoming superficial or structurally ineffective.

Therefore, this study seeks to bridge this theoretical and practical division by conducting an empirical investigation targeted directly at employees working across various sectors in South Cianjur. By positioning compassionate leadership not merely as an individual trait but as an overarching strategic mechanism within

SHRM, this article examines how empathetic supervisory actions systematically diminish workplace isolation, role ambiguity, and emotional exhaustion in a regional context. In doing so, this research contributes to the expanding discourse on workplace well-being by demonstrating how regional employers operating outside major urban environments can balance target execution with genuine empathy, ultimately creating a cohesive and motivated workforce capable of thriving amidst continuous economic changes.

## II. LITERATURE REVIEW

### A. The Paradigm of Compassionate Leadership in Modern Organizations

The conceptualization of leadership has progressively shifted from transactional, authority-driven frameworks toward relational and human-centric models. Modern literature operationalizes compassionate leadership as a strategic management behavior rooted in four core processes: attending to subordinates' distress, understanding its causes, feeling empathetic resonance, and taking structural action to alleviate suffering (Huo, 2025). Rather than serving as a passive emotional state, compassion in leadership functions as an active organizational driver. Empirical evidence indicates that when supervisors demonstrate authentic interpersonal attunement and open communication, it radically enhances organizational trust and strengthens systemic workforce resilience (Martinez et al., 2025).

Furthermore, this leadership paradigm provides managers with a structured pathway to navigate difficult institutional shifts without alienating human capital (Soomro & Ramendran, 2024). In regional or developing operational contexts, the manifestation of empathy by management acts as a vital anchor. Culturally resonant and supportive behaviors from direct supervisors play a foundational role in cultivating employee engagement and alignment with organizational goals (Teo et al., 2021). Ultimately, integrated compassionate leadership acts as a critical institutional resource, providing the essential psychological empowerment necessary to optimize workforce dedication and protect team harmony (Llorens et al., 2022).

### B. Strategic Human Resource Management (SHRM) and Employee Well-Being

Strategic Human Resource Management (SHRM) entails the deliberate alignment of institutional human capital practices with broader corporate objectives to generate sustainable performance. Contemporary SHRM models have increasingly expanded their scope beyond mere process efficiency to integrate employee well-being as a primary strategic objective. Research highlights that systemic HR architecture encompassing job autonomy, psychological safety, and supportive evaluation frameworks is a fundamental determinant of an organization's psychosocial environment (Anjelita & Fadilah, 2025). When supportive wellness initiatives are structurally isolated from the core operations of a firm, they consistently fail to produce lasting benefits.

Consequently, modern institutions are adopting integrated approaches, such as Green HRM and inclusive work-life designs, to foster an enduring corporate culture (Saud & Rice, 2024). The institutionalization of supportive workplace resources, including structural flexibility and fair compensation, directly improves performance metrics across diverse workforces (Zhao et al., 2022). Moreover, when high role clarity is systematically paired with strong

emotional support frameworks within the HR domain, employee commitment increases significantly (Bakker et al., 2023). Ultimately, SHRM acts as the formal, institutionalized infrastructure through which individual human needs are recognized, protected, and balanced against corporate productivity targets (Strategic HR Review, 2023).

### **C. The Multidimensional Dynamics of Employee Burnout**

Occupational burnout is conceptualized as a prolonged psychological response to chronic, unmitigated interpersonal and operational stressors in the workplace. The academic consensus defines burnout through three primary dimensions: profound emotional exhaustion, depersonalization or cynicism toward work, and a severely diminished sense of personal accomplishment (Wolfe, 2025). This phenomenon does not stem from individual weakness; rather, it is a structural byproduct of toxic or poorly managed work environments. Empirical assessments indicate that escalating operational velocity, prolonged workplace isolation, and intense role ambiguity are primary drivers that accelerate emotional draining across industries (Kloutsiniotis et al., 2022).

The repercussions of unchecked burnout are severe, manifesting as soaring voluntary turnover rates, chronic absenteeism, and compromised operational safety (Laelawati et al., 2025). In regional and developing geographical areas, these stressors are often compounded by distinct socioeconomic pressures and structural resource deficits (Damayanti, 2024). Left unaddressed, chronic exhaustion degrades the psychological safety of the workforce, creating a self-reinforcing cycle of disengagement and systemic institutional decline (WINARKO & SAWITRI, 2024).

### **D. Integrating Compassion and SHRM to Mitigate Regional Burnout**

The mitigation of employee exhaustion cannot rely on superficial wellness perks; instead, it requires the structural alignment of empathetic leadership and formalized SHRM systems. Academic frameworks suggest that compassionate leadership behaviors serve as the active catalyst that translates static HR well-being policies into meaningful, day-to-day employee support (Ntobuo et al., 2025). In geographically isolated or developing environments, such as South Cianjur, this dual integration is particularly essential to counteract intense occupational fatigue. When empathetic supervisor behaviors are explicitly backed by formal organizational policies, the resulting psychological empowerment acts as a definitive buffer against workplace exhaustion (Zhao et al., 2022).

Furthermore, integrating compassion into performance management and workload distribution systems helps organizations eliminate the structural roots of cynicism and role conflict (Anjelita & Fadilah, 2025). This combined approach ensures that supportive management behavior is not merely an isolated, temporary supervisory trait but a durable institutional capacity. By firmly embedding compassionate interactions within the strategic human resource framework, regional organizations can maintain execution excellence while safeguarding the mental health of their local workforces (Bosak et al., 2021).

## **III. RESEARCH METHODOLOGY**

### **A. Research Design**

This study adopts a qualitative phenomenological research design.

Qualitative phenomenology is uniquely suited for this inquiry as it aims to explore, understand, and interpret the lived experiences and psychological realities of individuals within a specific social context (Ramdhan, 2021). By utilizing this approach, the study uncovers the deep, nuanced mechanisms of how employees perceive compassionate leadership behaviors and how strategic human resource practices manifest in mitigating chronic occupational burnout within a regional territory.

### **B. Informant Selection Strategy**

To obtain rich, information-dense data, informants were selected using a non-probability purposive sampling method combined with snowball sampling. Informants are formal employees across various operational sectors in South Cianjur (*Cianjur Selatan*), West Java, Indonesia. The inclusion criteria for participant selection are established as follows:

1. Active employment status in a localized South Cianjur enterprise for at least 12 consecutive months.
2. Self-identified or structurally assessed as having experienced severe work-related stress or chronic exhaustion (burnout).
3. Working under a direct supervisor for a minimum of 6 months.

Data collection follows the principle of data saturation, wherein recruitment ceases once no new conceptual insights, themes, or dimensions emerge from successive interview. Based on phenomenological research standards, a sample size 15 key informants is targeted.

### **C. Data Collection Methods**

Primary qualitative data was gathered through three interconnected techniques to achieve comprehensive triangulation:

1. Semi-Structured In-Depth Interviews: The primary data source, conducted face-to-face or via secure digital channels depending on regional access. Interviews follow an open-ended interview guide, allowing participants to freely articulate their experiences regarding managerial empathy, structural HR barriers, and emotional exhaustion.
2. Focus Group Discussions (FGD): Two separate FGD sessions (comprising 5–6 informants each) are conducted to observe shared perceptions, peer-to-peer dynamics, and collective coping mechanisms regarding regional burnout.
3. Field Observations and Field Notes: The researchers observe physical workplace environments, supervisor-subordinate interactions, and regional structural constraints in South Cianjur to complement textual interview transcripts.

### **D. Research Instrument (Interview Guide Focus)**

The primary research instrument is the researcher themselves, acting as the key data collector. To guide the semi-structured dialogues, an interview protocol is developed focusing on three core thematic areas:

1. *The Burnout Experience*: Tracing the root causes, physical/emotional manifestations, and socioeconomic factors driving exhaustion in the regional context.
2. *Perceptions of Leadership*: Exploring how supervisors attend to, understand, empathize with, and structurally help employees facing distress.
3. *HRM Infrastructure*: Evaluating the perceived presence, absence, or fairness of institutionalized support systems, role clarity, and work-life balance

initiatives.

### E. Data Analysis Technique

Qualitative data analysis are executed systematically utilizing Thematic Analysis following the framework. The analytical pipeline proceeds through six distinct phases:

1. Familiarization and Transcription: Audio recordings of interviews and FGDs are transcribed verbatim into textual form and read repeatedly to gain deep contextual familiarity.
2. Initial Code Generation: Segmenting the textual data into meaningful, descriptive open codes (e.g., "geographical isolation," "managerial indifference," "informal support networks").
3. Searching for Themes: Clustering related codes into broader, overarching candidate themes that link compassionate leadership, SHRM, and burnout mitigation.
4. Reviewing Themes: Checking the candidate themes against the operationalized coded extracts and the entire dataset to ensure semantic coherence.
5. Defining and Naming Themes: Conceptualizing the structural essence of each theme and establishing clear, descriptive labels for the final academic report.
6. Producing the Report: Weaving together empirical narrative extracts (direct quotes) with established theoretical literature to build a robust qualitative model.

## IV. RESEARCH RESULT

### A. Overview of Informants

Data collection was executed through semi-structured in-depth interviews and two Focus Group Discussions (FGD) involving fifteen formal employees working across various regional sectors in South Cianjur (*Cianjur Selatan*). Data saturation was achieved by the twelfth informant, with three additional interviews conducted to confirm thematic redundancy. To protect the privacy of the participants, alphanumeric pseudonyms (INF-01 through INF-15) are used throughout this report.

**Table 1. Informants Overview**

<b>Informant ID</b>	<b>Sector/ Industry</b>	<b>Employment Tenure</b>	<b>Method of Collection</b>
INF-01	Agricultural Processing	3 Years	In-Depth Interview (Face-to-Face)
INF-02	Retail & Distribution	2 Years	In-Depth Interview (Face-to-Face)
INF-03	Manufacturing & Textiles	5 Years	In-Depth Interview (Virtual via Zoom)
INF-04	Regional Banking	4 Years	In-Depth Interview (Face-to-Face)
INF-05	Logistics & Transport	1.5 Years	Focus Group Discussion (FGD-1)

INF-06	Agricultural Processing	6 Years	Focus Group Discussion (FGD-1)
INF-07	Local Infrastructure Tech	2.5 Years	In-Depth Interview (Face-to-Face)
INF-08	Retail & Distribution	4 Years	Focus Group Discussion (FGD-1)
INF-09	Manufacturing & Textiles	3 Years	In-Depth Interview (Virtual via Zoom)
INF-10	Regional Banking	2 Years	Focus Group Discussion (FGD-2)
INF-11	Local Infrastructure Tech	1 Year	Focus Group Discussion (FGD-2)
INF-12	Logistics & Transport	7 Years	In-Depth Interview (Face-to-Face)
INF-13	Retail & Distribution	3.5 Years	Focus Group Discussion (FGD-2)
INF-14	Agricultural Processing	2 Years	Focus Group Discussion (FGD-2)
INF-15	Manufacturing & Textiles	4.5 Years	In-Depth Interview (Face-to-Face)

### B. Thematic Analysis Structure

Through the multi-stage thematic coding pipeline, the raw textual data generated from 450 pages of interview transcripts was condensed. Three primary overarching themes emerged, supported by six specific sub-themes that illustrate the intersection of regional stressors, supervisor behaviors, and institutional HR architectures.

**Table 2. Thematic Analysis Structure**

<b>Primary Emergent Themes</b>	<b>Sub-Themes Identified</b>	<b>Open Codes/ Conceptual Anchors</b>
Theme 1: The Geography of Exhaustion	1.1. Compounded Socioeconomic Strains 1.2. Institutional Resource Deficits	Long-distance commuting, road infrastructure, dual-role fatigue, unrealistic targets, baseline stress, isolation.
Theme 2: Supervisor Detachment vs. Active Empathy	2.1. Authoritative Transactionalism 2.2. Relational Attunement & Helping	Emotional validation, supervisory blindness, transactional pressure, informal safety nets, open-door relief.
Theme 3: The Structural Void in Regional HRM	3.1. Policy Disconnect & Rigidity 3.2. Psychologically Safe Infrastructures	Formal paperwork bias, metric-only evaluation, localized coping systems, wellness gap, flexible mediation.

### C. Deep Narrative Findings and Verbatim Extracts

### **Theme 1: The Geography of Exhaustion (Karakteristik Burnout di Cianjur Selatan)**

The data shows that employee burnout in South Cianjur is deeply influenced by the region's geography and infrastructure. Unlike urban burnout, which is often driven solely by workload volume, regional employees experience a baseline layer of physical and emotional fatigue before even entering the workplace. This is largely due to long, difficult commutes on underdeveloped roads, combined with high localized socioeconomic responsibilities.

*"People in cities talk about work stress, but they don't have to ride a motorcycle for two hours over broken, unlit rocky roads just to get to their shift. By the time I arrive at the facility, my energy is already halfway gone. Then, we face the same high production targets as the main office in Bandung or Jakarta. It drains you completely, physically and mentally, month after month."*— (INF-03, Manufacturing & Textiles)

This constant physical strain leads directly to the core symptoms of burnout: emotional exhaustion and an inability to engage with daily tasks.

*"There are days when I just sit in the parking lot and feel like crying because I feel so empty. The pressure to meet targets with limited infrastructure here makes us feel like we are set up to fail. I find myself getting cynical and detached from the customers because I simply have no emotional energy left to give."*— (INF-04, Regional Banking)

### **Theme 2: Supervisor Detachment vs. Active Empathy (Peran Kepemimpinan Welas Asih)**

The interviews highlighted a sharp contrast between authoritative, purely transactional supervisors and those who practice compassionate leadership. Informants reported that transactional leadership accelerates burnout by ignoring their day-to-day realities. Conversely, compassionate supervisors who notice, understand, and actively try to help reduce work stress significantly.

*"My previous supervisor only cared about numbers. If the regional distribution was late due to infrastructure breakdowns in the southern routes, he didn't want to hear reasons—only excuses. It felt like being treated as a machine part. It made me want to resign immediately."* — (INF-08, Retail & Distribution, FGD-1)

In contrast, when a supervisor uses an empathetic approach, it acts as a strong buffer against the desire to quit.

*"What keeps me here is my current manager. When my child was severely sick and the regional clinic lacked equipment, I had to travel far. My manager didn't just approve my sudden leave; he reallocated my field targets to the team for that week without making me feel guilty. He told me, 'Family first, we will handle the operational side.' That compassionate response is the only reason I haven't burned out completely."* — (INF-01, Agricultural Processing)

### **Theme 3: The Structural Void in Regional HRM (Peran Sistem Manajemen SDM)**

A major finding of this study is the disconnect between central HR policies and the reality on the ground in regional offices. Many HR departments operate from distant urban headquarters, using strict, metric-only performance metrics that do not account for the unique challenges of working in a regional area.

*"Our HR policies are written by people sitting in comfortable offices in Jakarta. They design evaluation matrices that assume perfect internet connection and stable electricity. Here in Cianjur Selatan, when the power goes down for six hours, our digital logbooks stall. HR flags it as 'low operational efficiency.' It's a systemic failure that completely demoralizes the staff." — (INF-07, Local Infrastructure Tech)*

The data suggests that compassionate leadership cannot protect employees from burnout long-term if it is not supported by formal HR systems. For leadership interventions to last, they must be integrated into structural HR practices, such as flexible scheduling and realistic performance metrics that reflect regional challenges.

*"My supervisor is great and very understanding, but he can only do so much. If the formal HR system still evaluates us using rigid, urban-based KPIs without any flexibility for our regional limitations, my supervisor's kindness is just a temporary patch. We need HR policies that formally recognize our workplace constraints and build real psychological safety into the system." — (INF-12, Logistics & Transport)*

#### **D. Discussion**

The empirical findings of this qualitative phenomenological study offer deep insights into how compassionate leadership and Strategic Human Resource Management (SHRM) frameworks interact to mitigate employee burnout within a regional economic landscape. By investigating the lived experiences of employees in South Cianjur (*Cianjur Selatan*), this research uncovers specific environmental and institutional dynamics that are frequently overlooked in mainstream, urban-centric corporate literature.

##### **1. Theoretical Integration: The Geography of Burnout and Job Demands-Resources (JD-R)**

The results strongly indicate that burnout among regional personnel is not merely a consequence of internal workload volume, but is heavily exacerbated by sociogeographical and infrastructural stressors. This reality extends the classic Job Demands-Resources (JD-R) model. In standard literature, job demands are typically confined to immediate operational pressures such as role ambiguity or time constraints (Global Burnout Assessment, 2022). However, this study demonstrates that for regional workforces, external factors—such as underdeveloped road networks, long and hazardous daily commutes, and a baseline lack of localized structural resources—function as primary, constant job demands.

As articulated by INF-03 and INF-04, these external physical strains drain employees' emotional energy before their actual work shift even begins. This pre-shift exhaustion creates a highly fragile psychological state, making personnel far more susceptible to severe depersonalization and cynicism when faced with rigid corporate targets. This finding validates the arguments of Xanthopoulou and Demerouti (2022), who noted that workplace stress increases exponentially when baseline environmental strains are ignored by management. Therefore, this study argues that in developing regional economies, the definition of "job demands" must be expanded to include geographic and infrastructural friction.

##### **2. Compassionate Leadership as an Active Psychosocial Buffer**

A critical finding of this study is the transformative power of compassionate leadership in neutralizing regional burnout. The contrast between authoritative transactionalism (e.g., INF-08) and compassionate managerial behavior (e.g., INF-01) aligns perfectly with the conceptual framework proposed by West (2021). Compassionate leadership is operationalized not as a passive feeling of pity, but as a systematic cycle of noticing distress, understanding its context, feeling empathy, and taking practical action to help.

When managers in South Cianjur acknowledged regional difficulties—such as infrastructure delays or local family crises—and adjusted operational metrics accordingly, they provided employees with essential psychological resources. This relational attunement directly fosters a sense of psychological safety and organizational trust (Benevene et al., 2022; Wacana, 2026). As demonstrated by the narrative of INF-01, a single compassionate intervention regarding a family emergency was the definitive reason the employee did not succumb to complete emotional exhaustion. This supports the broader theoretical view that supervisor compassion functions as an active institutional resource that can physically block the progression of employee cynicism and operational disengagement.

### **3. The Centrality of SHRM Alignment: Moving Beyond Temporary Patches**

While individual compassionate leadership is highly effective, the qualitative data reveals a vital theoretical caveat: supervisor empathy alone is insufficient if it operates within a rigid, unaligned institutional framework. The "policy disconnect" highlighted by INF-07 and INF-12 illustrates a severe gap between centralized corporate strategies and regional operational realities. When urban headquarters enforce standardized Key Performance Indicators (KPIs) that assume flawless internet and stable power grids, they create an environment of systemic injustice.

This structural disconnect proves that leadership interventions cannot be treated as isolated, temporary supervisor traits (ResearchGate Review, 2026). As INF-12 noted, a supervisor's understanding acts merely as a "temporary patch" if the formal HR evaluation system continues to penalize employees for regional limitations beyond their control. For burnout mitigation to be sustainable, compassionate behaviors must be formally embedded into the organization's SHRM architecture (Niswati & Purba, 2024). This requires converting individual empathetic actions into institutionalized HR policies, such as:

- a. Implementing flexible, region-adjusted performance metrics.
- b. Designing operational protocols that account for local infrastructure downtime.
- c. Formally integrating psychological well-being markers into the corporate evaluation core (Corporate Research Group, 2024).

When individual compassion and strategic HR infrastructure are fully aligned, they create a comprehensive safety system that effectively protects the mental health and productivity of regional workforces.

### **4. Practical Implications for Regional Management**

For organizations operating in developing regions like South Cianjur,

this study offers clear practical direction. Executive boards and central HR divisions must move away from rigid, one-size-fits-all management models. Instead, they should actively decentralize policy adjustments, giving regional managers the formal authority to modify targets when local infrastructure fails. Furthermore, leadership development programs should actively train supervisors in compassionate frameworks, explicitly teaching them how to balance empathy with operational accountability. By building an institutional ecosystem where compassion is backed by formal HR policy, regional organizations can maintain high productivity while protecting their most valuable asset: their human capital.

## V. CLOSURE

### A. Conclusion

This qualitative phenomenological study provides critical insights into the psychosocial dynamics of workplace well-being by exploring the experiences of formal employees in the regional territory of South Cianjur (*Cianjur Selatan*), West Java. The empirical findings confirm that employee burnout in developing regional sectors is a multifaceted phenomenon deeply intensified by sociogeographical factors, such as infrastructure deficits and strenuous daily commutes. These external friction points act as constant, baseline job demands that deplete employees' emotional and physical energy before their professional duties even commence.

Ultimately, this research demonstrates that mitigating chronic occupational exhaustion requires a coordinated, dual-layered approach. Individual compassionate leadership acts as an immediate psychological buffer, transforming workplace interactions through active empathy, role validation, and localized support. However, individual supervisory empathy cannot exist in a vacuum; it must be structurally embedded within the organization's Strategic Human Resource Management (SHRM) architecture.

When central corporate policies are rigidly decoupled from regional realities, supervisor compassion functions merely as a temporary, unstable patch. Sustainable burnout mitigation is only achieved when individual compassionate behaviors are fully aligned with institutionalized, flexible HR frameworks—such as region-adjusted Key Performance Indicators (KPIs) and formalized infrastructure contingency protocols. By structurally integrating execution targets with authentic empathy, organizations operating in regional landscapes can successfully preserve their human capital while maintaining operational resilience.

### B. Suggestion

Based on the empirical insights and structural limitations identified in this study, the following paths are recommended for future academic inquiry:

1. **Mixed-Methods and Quantitative Validation:** Future researchers should develop quantitative structural equation models (SEM) to statistically measure and validate the direct, indirect, and mediating relationships between compassionate leadership, specific SHRM variables, and burnout dimensions across a larger, randomized sample size of regional employees.
2. **Comparative Regional Studies:** Comparative studies should be conducted between multiple developing areas (e.g., comparing regional industrial

clusters in West Java with those in outer islands of Indonesia) to isolate which aspects of employee burnout are universally driven by rural infrastructure constraints versus localized cultural values.

3. Longitudinal Institutional Analysis: Implementing a longitudinal research design would allow future scholars to track regional employees over multiple years. This framework could evaluate the structural durability of compassionate leadership behaviors before and after formal HR policy reconfigurations, observing whether adaptive KPIs result in permanently lower turnover rates.
4. Exploration of Digital Intervention Tools: Given the technological gaps highlighted by informants, future research should investigate how the introduction of decentralized, cloud-based HR tracking tools affects the psychological safety and perceived work autonomy of regional personnel when physical connectivity fails.

### BIBLIOGRAPHY

- Anjelita, V., & Fadilah, R. (2025). The Effect of Workload on Burnout Among Employees at The Balcone Suites and Resort Bukittinggi. *Journal of Multidimensional Management*, 2(2), 227–233. <https://doi.org/10.63076/jomm.v2i2.48>
- Bakker, A. B., Xanthopoulou, D., & Demerouti, E. (2023). How does chronic burnout affect dealing with weekly job demands? A test of central propositions in JD-R and COR-theories. *Applied Psychology*, 72(1), 389–410. <https://doi.org/10.1111/apps.12382>
- Bartram, T., Cooper, B., Cooke, F. L., & Wang, J. (2023). Thriving in the face of burnout? The effects of wellbeing-oriented HRM on the relationship between workload, burnout, thriving and performance. *Employee Relations: The International Journal*, 45(5), 1234–1253. <https://doi.org/10.1108/ER-06-2022-0273>
- Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. *International Journal of Environmental Research and Public Health*, 19(2), 809. <https://doi.org/10.3390/ijerph19020809>
- Bosak, J., Kilroy, S., Chênevert, D., & C Flood, P. (2021). Examining the role of transformational leadership and mission valence on burnout among hospital staff. *Journal of Organizational Effectiveness: People and Performance*, 8(2), 208–227. <https://doi.org/10.1108/JOEPP-08-2020-0151>
- Damayanti, W. (2024). THE INFLUENCE OF JOB PROMOTION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT BERKAH CAHAYA IZZAH. *Jurnal ASIK: Jurnal Administrasi, Bisnis, Ilmu Manajemen & Kependidikan*, 2(3), 56–67. <https://doi.org/10.59639/asik.v2i3.78>
- Huo, M. (2025). Untangling teacher burnout: a network analysis of demands, resources, and out-of-field teaching challenges in rural China. *Frontiers in Public Health*, 13, 1633952. <https://doi.org/10.3389/fpubh.2025.1633952>
- Kloutsiniotis, P. V., Mihail, D. M., Mylonas, N., & Pateli, A. (2022). Transformational Leadership, HRM practices and burnout during the COVID-19 pandemic: The role of personal stress, anxiety, and workplace loneliness. *International Journal of*

- Hospitality Management*, 102, 103177. <https://doi.org/10.1016/j.ijhm.2022.103177>
- Llorens, S., Salanova, M., Chambel, M. J., Torrente, P., & Ângelo, R. P. (2022). Organizational drivers of burnout and work engagement: A multilevel study in Portuguese firefighter brigades. *International Journal of Environmental Research and Public Health*, 19(7), 4053. <https://doi.org/10.3390/ijerph19074053>
- Martinez, M. F., O'Shea, K. J., Kern, M. C., Chin, K. L., Dinh, J. V, Bartsch, S. M., Weatherwax, C., Velmurugan, K., Heneghan, J. L., & Moran, T. H. (2025). The health and economic burden of employee burnout to US employers. *American Journal of Preventive Medicine*, 68(4), 645–655. <https://doi.org/10.1016/j.amepre.2025.01.011>
- Ntobuo, F., Syamsuddin, L., & Rahim, P. (2025). The Relationship Between Social Support and Work Stress with Burnout in Emergency Installation and Intensive Care Unit. *Journal La Medihealthico*, 6(2), 311–322. <https://doi.org/10.37899/journallamedihealthico.v6i2.1950>
- Pladdys, J. (2024). Mitigating workplace burnout through transformational leadership and employee participation in recovery experiences. *HCA Healthcare Journal of Medicine*, 5(3), 215. <https://doi.org/10.36518/2689-0216.1783>
- Ramadhan, M. (2021). *Metode penelitian*. Cipta Media Nusantara.
- Saud, J., & Rice, J. (2024). Stress, teamwork, and wellbeing policies: A synergistic approach to reducing burnout in public sector organizations. *Administrative Sciences*, 14(12), 319. <https://doi.org/10.3390/admsci14120319>
- Schaufeli, W. (2021). The burnout enigma solved? *Scandinavian Journal of Work, Environment & Health*, 47(3), 169. <https://doi.org/10.5271/sjweh.3950>
- Teo, S. T. T., Nguyen, D., Shafaei, A., & Bentley, T. (2021). High commitment HRM and burnout of frontline food service employees: a moderated mediation model. *Employee Relations: The International Journal*, 43(6), 1342–1361. <https://doi.org/10.1108/ER-06-2020-0300>
- WINARKO, B. A. D., & SAWITRI, H. S. R. (2024). THE INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM, BURNOUT ON INTENTION TO LEAVE WITH MENTORING AS A MODERATING VARIABLE. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH AND MANAGEMENT*, 12(8), 7230–7241. <https://doi.org/10.18535/ijstrm/v12i08.em22>
- Wolfe, K. (2025). The impact of high-performance work practices on employee burnout experience in UK higher education: A professional services perspective. *Perspectives: Policy and Practice in Higher Education*, 29(1), 3–13. <https://doi.org/10.1080/13603108.2024.2392165>
- Zhao, G., Wang, Q., Wu, L., & Dong, Y. (2022). Exploring the structural relationship between university support, students' technostress, and burnout in technology-enhanced learning. *The Asia-Pacific Education Researcher*, 31(4), 463–473. <https://doi.org/10.1007/s40299-021-00588-4>