



Work-Related Burnout, Mental Health, and Spiritual Bypass: A Mediation Study of Employees

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ABSTRACT

The present study investigated the relationship between work-related burnout, spiritual bypass, and mental health in employees. The purpose of the study is to find out the mediating role of Spiritual bypass between work-related burnout and mental health in employees. The total sample consists of 180 employees including men (102) and women (78) from the private and government sector, which are selected through non-probability purposive sampling. The data was collected in person and the work-related burnout subscale from the Copenhagen Burnout Inventory, the Depression, Anxiety and Stress Scale and the Spiritual Bypass Scale were used. Results of the Pearson Product Moment correlation reveal that work-related burnout is negatively related to mental health as well as spiritual bypass. Spiritual bypass was also found to be positively related to mental health. Moreover, spiritual bypass plays a mediating role between work-related burnout and mental health in employees. This study highlights the implications for employees, workers in private institutions, and private business owners. Focusing on the Pakistani workforce, the study highlights the role of spiritual bypass in a context where spirituality often intersects with personal and professional life. Furthermore, this is one of the first studies to empirically establish the mediating role of spiritual bypass between work-related burnout and mental health, as per our knowledge. Thirdly, the inclusion of participants from both private and governmental sectors ensures the findings are relevant to diverse organisational settings. Lastly, this study highlights the interventions required for mental health practices needed in the workplace as well as how spiritual bypass can be used positively.

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1. Introduction

Burnout is a condition that is characterized by emotional exhaustion, depersonalization and reduced accomplishment (Papathanasiou, 2015). The International Classification of Diseases latest edition (ICD-11) classified burnout as an occupational phenomenon rather than a burnout and according to it, burnout results from "chronic workplace stress that has not been successfully managed" (Lam et al., 2022). Due to its widespread occurrence and negative impacts, burnout has attracted increasing attention. It occurs as a gradual decline in productivity and engagement, impacted by several environmental and personal factors such as income level, work shift, educational background, employment status, work history, and the frequency of overnight shifts which directly correlate with job stress (Demarzo et al., 2020; Montero-Marin et al., 2014). According to previous research, burnout progresses through phases, starting with overwork and ending with under-challenge and exhaustion (Demarzo et al., 2020). Furthermore, the main causes of burnout were work expectations including mental, emotional, physical, and cognitive exertion (Schaufeli & Bakker, 2004). These work demands often lead to emotional tiredness,

which is a prelude to the development of burnout syndrome (Rocha et al., 2020). Petitta and Jiang (2020) found burnout to impact factors extending beyond the workplace such as influence on interpersonal relationships, mental health, and general quality of life. Although previous studies highlight the determinantal effect of burnout across various industries, gaps remain in understanding how certain elements like job status, work schedule, and income level in employees either enhance or lessen its impacts (Moeini et al., 2022). While previous research has demonstrated the connection between stress, anxiety, depression, and burnout, a greater in-depth understanding of how these factors interact is needed along with their effects on organizational performance (Creedy et al., 2017). Therefore, this study aimed to explore the complex nature of burnout and its effects on Pakistani employees. This research aims to build upon previous research which provides a deeper understanding of burnout development and its outcomes for workers. Finally, by addressing these gaps in existing literature, this study aims to contribute to the development of practical solutions for managing Pakistani employee burnout and improving their well-being.

1.1. Background

In the current era of globalization, employees are a key asset for businesses. A competent employee can elevate an average company to higher levels, while unproductive employees can undermine successful businesses. For the company to reach a higher level, it is crucial to retain valuable employees and promote employee loyalty. Therefore, meeting the mental health needs of employees becomes critical in determining whether their condition could adversely impact the organization, leading to burnout (Ahmad et al., 2010). Consequently, Bakker and Demerouti (2017), proposed the Demands-Resource Theory which suggested that burnout arises due to an imbalance between work-related demands and resources. The job demands theory proposes that constant physical or mental effort can lead to psychological costs. These demands can include work burden, emotional labor, time limits, and interpersonal difficulties. However, if there is not a specific time given for recovery, then it can lead to physical and mental exhaustion. The work resources can be personal or organizational which have the potential to reduce work demands. However, exhaustion occurs when demands outweigh available resources and chronic fatigue and burnout may result in case this imbalance persists for a long period. According to WHO (2004) definition of mental health, it is considered to be a condition of overall well-being in which an individual acknowledges their capabilities, can manage everyday pressures, and is capable of functioning proficiently and fruitfully, as well as contributing positively to their community. However, WHO's definition is organized around a hedonic and eudemonic perspective with a person's well-being and productivity given a significant part. Moreover, the WHO's definition has been criticized on the grounds of how it is influenced by culture (Vaillant, 2012).

Thus, a new definition was put forward by Galderisi et al. (2015) according to which mental health is a dynamic state of internal equilibrium that permits an individual to utilize their skills in according with societal norms. Additionally, Blacklock et al. (2016) researched what interventions can be used to improve the mental health of workers in Sahara. The result indicated the nine contextual elements were shown to be moderators of intervention effect across studies; inadequate supervision or management, supply line problems, the inability to continue training interventions with ongoing support, and staff turnover were the most commonly mentioned. Moreover, Moeini et al. (2022) believed that job stress can cause psychophysical symptoms in employees, which in turn can negatively impact organizational performance. Their study aimed to investigate the correlation between employees' spiritual well-being and their stress-coping mechanisms in dealing with work-related stress. The research results revealed a significant link between employees' spiritual well-being, their ability to cope with stress, and the alleviation of job stress. Notably, certain factors, such as income level, work shift, education, employment status, work record, and the number of overnight shifts, were found to be significantly associated with job stress. Besides, it was deduced by Welwood (2002) that since spiritual bypass is frequently used as an unconscious path, many major health issues are avoided. Particularly, low self-esteem, anxiety, depression, narcissism, and dependency issues can be addressed through spiritual bypass. In recent times, Fox and Picciotto (2019) defined spiritual bypass to be a defensive psychological strategy that is used to avoid the discomfort of challenging emotions. This research showed that spiritual bypass mediated the relationship between spirituality, depression, anxiety and stress. Moreover, Altaf and Awan (2011) researched to find out whether workplace spirituality moderately affected job overload and employee satisfaction. The increase in workload led to poor health conditions which can later become a threat to the organizations under the guise of poor performance and lack of ability. In light of previous literature and

theoretical background, it can be seen that extensive research has been conducted on work-related burnout and its impact on mental health in various Western countries including the United Kingdom, the United States, and the Netherlands. Spirituality has been investigated extensively concerning work overload, job satisfaction, etc. However, not much research has been carried out regarding work-related burnout, spiritual bypass, and mental health in Pakistan. Therefore, it is important to see whether or not these three are related to each other and whether they influence one another.

1.2. Aim of study

Burnout is a variable that has been extensively researched in studies involving personnel in health care or education. There is a gap in the research about the extent of burnout experienced by employees in different industries. Thus, this study aims to shed light on work-related burnout in public and private administrative personnel. The unique socio-cultural dynamics and workplace conditions in Pakistan create a distinct environment that influences the prevalence and coping mechanisms for burnout. Therefore, exploring burnout in this context is vital to uncover industry-specific and culturally relevant insights. Spiritual bypass, on the other hand, has been widely explored in other nations in terms of mental health. However, little study has been conducted on the indigenous employee sector regarding spiritual bypass and whether any of them utilize it in their employment. Understanding whether Pakistani employees use spiritual bypass as a strategy to manage work-related burnout and maintain their mental health is crucial, given the central role spirituality often plays in Pakistani culture and daily life. Furthermore, the association between mental health and spiritual bypass has been extensively documented in the literature. Work-related burnout, on the other hand, has not been studied in terms of its association with spiritual bypass. This gap is especially pronounced in Pakistan, where mental health issues often carry stigma, and culturally specific coping mechanisms like spiritual bypass may play a significant role. Hence, it is critical to explore the link between work-related burnout, spiritual bypass, and mental health in Pakistani employees to determine the extent of burnout and how it affects their mental health. In conclusion, this study aims to analyze the extent of work-related burnout, the use of spiritual bypass as a coping mechanism, and their collective impact on the mental health of Pakistani employees. By focusing on the Pakistani workforce, this research will contribute to a deeper understanding of burnout in a culturally distinct context and highlight the effective steps needed to be taken to alleviate its adverse effects on mental health.

1.3. Ethics and permission

In conducting this research, maintaining adherence to ethical norms to protect the rights and well-being of all participants was of utmost importance. Several crucial steps were taken to develop this ethical framework. First, the supervisor and department head reviewed and approved the research topic to make sure it complied with ethical norms and research protocols. In order to guarantee the integrity and appropriate use of the instruments, formal permission was diligently obtained from the original authors of the scales used in this study. Moreover, before participation, explicit consent was obtained from each participant, emphasizing their voluntary involvement. In addition to this, the participants were provided with assurance regarding the confidentiality and privacy of their responses and any personal information that they would share.

1.4. Hypotheses

1. It is hypothesized that work-related burnout negatively affects spiritual bypass and mental health in employees.
2. It is hypothesized that spiritual bypass will positively influence the mental health of employees.
3. It is hypothesized that spiritual bypass will likely mediate the relationship between work-related burnout and mental health in employees.

2. Method

2.1. Research design and sample

A correlational cross-sectional design research was conducted to find the relationship between work-related burnout, mental health, and spiritual bypass in employees. The sample size was calculated using the g formula. The total number of participants included in the research was one hundred and eighty, where $N = (\text{Men} = 102; \text{Women} = 78)$. This gender distribution is in

line with the proportion of available staff. In the organisations where the forms were distributed, the availability of women were less. The survey forms were handed in person to the participants and the sampling method used was non-probability purposive sampling to collect the data from the participants who were employed in the administrative staff of government and private sector. 67 of the participants in the education category belonged to Masters. In the category of occupation, 39 participants were head operators while 25 of them were engineers.

2.2. Inclusion Criteria

The inclusion criteria were designed to target a specific demographic to provide relevant insights regarding the goals of this research. First and foremost, participants were required to be employed in positions involving a minimum of eight working hours per day. Furthermore, the study exclusively focused on administrative staff members to facilitate a more homogenous sample.

2.3. Exclusion Criteria

Firstly, individuals who held dual roles, such as administrative duties combined with teaching responsibilities were excluded from participation. Moreover, employees from semi-governmental organisations were also excluded from participation.

2.4. Operational Definitions

2.4.1. Work Burnout

Bakker and Demerouti (2017) defined work burnout as a condition of elongated exhaustion, both physical and psychological, that is linked to one's occupation. This definition applies universally to all individuals in the workforce and is not limited to any particular profession or industry.

2.4.2. Mental Health

Mental health is an individual's ability to use their abilities following societal norms which are made possible by a dynamic condition of internal equilibrium. Significant aspects of mental health include basic cognitive and social abilities, the ability to recognize, express, and control one's own emotions as well as empathize with others, adaptability and the capacity to deal with difficult life events and fulfill social obligations, as well as a harmonious body-mind relationship. To varied degrees, these factors contribute to the state of internal equilibrium (Galderisi et al., 2015).

2.4.3. Spiritual Bypass

As described by Fox and Picciotto (2019), spiritual bypass is a therapeutic technique that involves using spiritual concepts, practices, or experiences to bypass difficult psychological content. This approach serves as a means of avoidance and is employed to circumvent the need to address mental health issues directly.

2.5. Measures

2.5.1. Demographic form

A demographic questionnaire was designed which had specific questions such as gender, age, education, number of siblings, family system, employment status, private/ government sector employee, income, number of work hours in a day, part-time/full-time worker, spiritual activities and whether they visit any religious tombs.

2.5.2. Copenhagen Burnout Inventory (Kristensen et al., 2005)

To measure work burnout, the Copenhagen Burnout Inventory was used. This questionnaire has three sub-dimensions: (i.) personal burnout subscale, (ii.) work-related burnout subscale and (iii.) client burnout subscale. The inventory comprises 19 items that represent each factor of burnout. With the permission of the author, the subscale work-related burnout was chosen. It consists of 7 work-related burnout items e.g. "Is your work emotionally exhausting?". For the work-related burnout subscale, the response categories are different for the first three and last four questions. The last item is reverse-coded. The reliability was calculated using Cronbach Alpha in SPSS and was reported as 0.78. This value showed that the scale is fit to be used in the context of Pakistani employees.

2.5.3. Depression, Anxiety and Stress Scale ([DASS 2]; Lovibond and Lovibond, 1995)

DASS (Depression, Anxiety, and Stress) was used to measure emotional distress. The translated version of the scale was used which was translated by Aslam (n.d). This questionnaire has three sub-scales: (i.) depression subscale, (ii.) anxiety subscale and (iii.) stress subscale. Each subscale contains seven items that measure the severity of different symptoms. The total score of all scales was collected by summing all the items. The high score indicates a greater level of emotional distress. The reliability was calculated using Cronbach's Alpha in SPSS and Cronbach's Alpha was reported to be 0.91. This value showed that the scale is fit to be used in the context of Pakistani employees.

2.5.4. Spiritual Bypass Scale (Mahdi & Saleem, 2020)

The Spiritual Bypass Scale (SBS) is a self-report measure that assesses an individual's tendency to use spiritual practices or beliefs to avoid or minimize difficult emotions, experiences, or problems in their life. The SBS questionnaire consists of 26 items that are further divided into two subscales: (i.) lack of responsibility and (ii.) avoidance. The response categories range from "strongly disagree" to "strongly agree". The total score for each subscale is obtained by adding the scores of all the items, with higher scores indicating a greater tendency towards spiritual bypassing. The reliability was calculated using Cronbach's Alpha in SPSS and Cronbach's Alpha was reported as 0.83. This value showed that the scale is fit to be used in the context of Pakistani employees.

2.6. Procedure

Before data collection, a pilot study was conducted to test research protocols and address any potential barriers that could impact the study. The successful pilot study allowed researchers to proceed with data collection. Ethical considerations were taken into account, and participants were informed of their voluntary participation and right to withdraw at any time. Informed consent was obtained, ensuring the confidentiality of provided information. Participants were approached in groups or individually, depending on their work arrangements. A total of approximately 200 forms were planned for collection, with 30 incomplete forms being discarded. Additionally, 25 more forms were collected. The collected data was entered and analyzed using the Statistical Package for the Social Sciences (SPSS).

3. Results

Table 1: Psychometric Properties of Scales and Subscales

Scales	M	SD	Range	Cronbach's α
Spiritual Bypass Scale	53.51	11.25	26-104	.83
a. Lack of Responsibility	29.36	6.42	13-52	.71
b. Avoidance	22.07	5.44	13-52	.68
DAS Scale	44.66	12.30	21-84	.91
a. Depression	14.76	4.44	7-28	.75
b. Anxiety	14.73	4.27	7-28	.75
c. Stress	15.17	4.72	7-28	.81
Work-Related Burnout	23.82	5.81	7-35	.78

It was hypothesized that (1) there is likely to be a negative relationship between work-related burnout with spiritual bypass and mental health in employees, (2) there is likely to be a positive relationship between spiritual bypass and mental health in employees. After running the Pearson Product moment correlation analysis, it was found that work-related burnout is negatively related to spiritual bypass and mental health while spiritual bypass is positively related to mental health in employees (Table 2).

Table 2: Correlation between Demographic Variables, Spiritual Bypass, Work-Related Burnout and Mental Health

Variables	1	2	3	4	5	6	7	8
1. Work-Related Burnout	-	-.43**	-.41**	-.45**	-.42**	-.45**	-.42**	-.47**
2. Avoidance	-	-	.70**	.90**	.51**	.59**	.59**	.62**
3. Lack of Responsibility	-	-	-	.93**	.49**	.61**	.65**	.64**
4. Spiritual Bypass	-	-	-	-	.53**	.65**	.67**	.67**
5. Anxiety	-	-	-	-	-	.74**	.74**	.90**
6. Depression	-	-	-	-	-	-	.79**	.92**
7. Stress	-	-	-	-	-	-	-	.93**

8. Mental Health

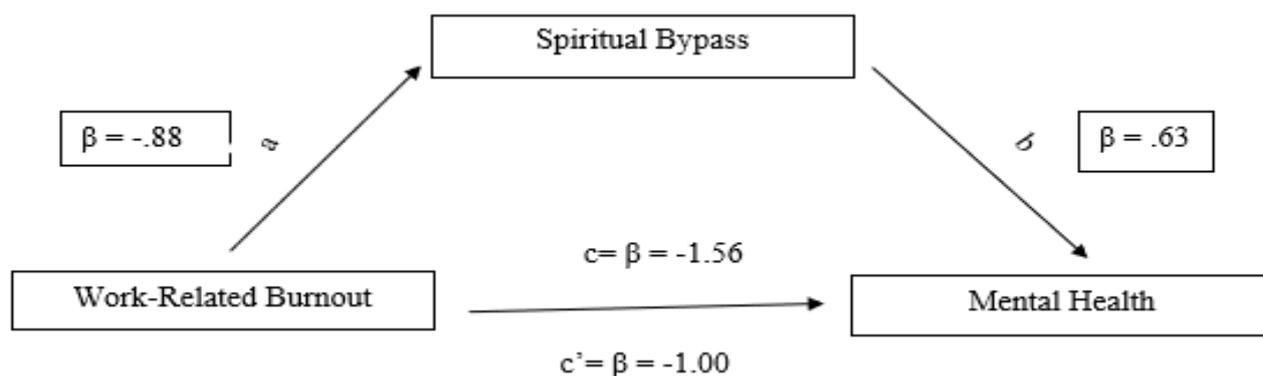
Note. * $p < .05$, ** $p < .01$

Table 3: Mediation Analysis between Work-Related Burnout and Mental Health through Spiritual Bypass

Antecedent	Consequent					
		Spiritual Bypass (M)			Mental Health (Y)	
Constant	<i>a</i>	<i>B</i> 74.5***	<i>SE</i> 3.17	<i>i</i>	β 21.5	<i>SE</i> 5.65
Work-Related Burnout (X)		<i>b</i> -.88***	<i>SE</i> 0.13	<i>b</i>	-1.00	.14
Spiritual Bypass (M)				<i>c'</i>	.63	.66
		$R^2 = .21$			$R^2 = .49$	
		$F(1,178) = 46.42,$			$F(2,177) = 84.61,$	$p = 0.00***$
		$p = 0.00***$				

The results indicated that spiritual bypass was a positive predictor of mental health and a negative predictor of work-related burnout. The direct effect of work-related burnout on mental health was found to be significant, $\beta = -.45$, 95% CI [-.70, -.19]. Furthermore, the indirect effect of work-related burnout on mental health through spiritual bypass was found to be significant, $\beta = -.56$, 95% CI [-.77, -.38] (Table 3, Figure 1). Hence, spiritual bypass significantly mediated between work-related burnout and mental health in employees.

Figure 1: Spiritual Bypass as Mediating Between Work-Related Burnout and Mental Health



4. Summary of Findings

The results demonstrate that spiritual bypass was positively related to mental health and negatively related to work-related burnout. The analysis also revealed a negative relationship between work-related burnout and mental health in employees. Spiritual bypass was found to be partially mediating the relationship between work-related burnout and mental health in employees.

5. Discussion

The first hypothesis stated that there is likely to be a negative relationship between work-related burnout and spiritual bypass and this study confirmed that work-related burnout and spiritual bypass, indeed, have a negative relationship. These results were in line with the previous literature. Fossella (2011) explained that spiritual bypass is the process of avoiding unresolved emotional problems, psychological wounds, and developmental tasks by adopting spiritual concepts and practices. It is thought to be a common issue among the ones who are on a spiritual path and these common issues are being narcissistic, excessive external locus of control, spiritual obsession or addiction, blind faith in charismatic leaders, renunciation of personal responsibility, social isolation and compulsive goodness (Cashwell, Bentley, & Yarborough, 2007). In the context of Pakistan, spirituality plays a central role in personal and professional life, intertwined with cultural and religious practices. However, the findings suggest that individuals experiencing high levels of work-related burnout are less likely to engage in spiritual bypass, possibly due to the overwhelming nature of their job demands. According to the Social Exchange theory which helps to explain that an employee perceives disparity between efforts, contributions, and the outcomes of their work when burnout occurs. Due to this, there is a lack of reciprocity among the service

users, coworkers, supervisors, and employees within the organizations. Hence, this explains that when an individual is unable to concentrate on their work, then their topmost priority is not their spiritual health which is present in the people who are on a spiritual path. Furthermore, the distinct cultural emphasis on communal support and workplace hierarchy in Pakistan may limit the tendency to rely solely on internal coping mechanisms such as spiritual bypass, favoring external social or familial support systems instead.

Additionally, in one of the types explained by Edú-Valsania, Laguía and Moriano (2022) individuals who are overloaded with their jobs are the ones who tend to be committed to their work more than others. This leads to an increased number of working hours every week or the workers that have multiple jobs at the same time. This subtype is related to the high proportion of burnout, a sense of abandonment in one's personal life, and poor health. In light of the present research's results, the individuals who fall under this category may have a higher level of work-related burnout which indicates that they are less likely to be involved in a spiritual journey or be on a spiritual path where they might need to develop spiritual bypass. Hence, the findings suggest that the cultural and economic context of Pakistan intensifies work-related burnout, further reducing the likelihood of pursuing spiritual practices as a coping mechanism compared to employees in Western settings, where personal autonomy and work-life balance are more emphasized. Furthermore, the first hypothesis also stated that there is likely to be a negative relationship between work-related burnout and mental health. This hypothesis was accepted by the present study as the results indicated a negative relationship between mental health and work-related burnout. According to Golembiewski, Munzenrider and Carter (1983), burnout develops when an individual experiences an organization's stressors or risk factors that hinder an individual's ability to perform their job effectively. The work-related burnout syndrome, later, emerges as workplace stressors persist, and individuals may resort to depersonalization as a coping mechanism, which can subsequently result in diminished personal fulfillment. In Pakistan, organizational stressors such as rigid hierarchies, lack of mental health awareness, and insufficient recovery time may increase these effects.

The Demands-Resource Theory explained that certain job demands such as the ones that require physical or mental efforts can lead to psychological costs such as a state of physical and mental exhaustion. If the individuals are not given enough time to recover, then they can be mentally and physically exhausted. This fatigue, which is physical and mental, can lead to burnout (Bakker & Demerouti, 2017). The individual, to cope, will adopt a depersonalized attitude. This can lead to a decline in the mental health of the individual as the increased levels of stress would lead to high levels of anxiety and higher levels of depression. However, in Pakistan, the stigma surrounding mental health often prevents employees from seeking help, further compounding the negative effects of burnout on mental health. As seen from the studies above, Western studies emphasize the role of individual agency and mental health interventions, while in Pakistan, structural and cultural factors such as job insecurity, collectivist norms, and familial responsibilities shape the experience of burnout. Hence, it is important to address these unique factors for developing effective, culturally sensitive interventions to manage burnout and its impact on mental health in Pakistan. The second hypothesis stated that there is likely to be a positive relationship between mental health and spiritual bypass in private and public employees. The results of the present study indicated that spiritual bypass is positively related to mental health. The findings align with previous research, as described by Welwood (1984), which defines spiritual bypass as an unconscious way of evading the resolution of mental issues such as low self-esteem, anxiety, and depression. As explained by Cherry (2020), spiritual bypass serves as a defensive strategy in which the individual shields themselves from things that are too bad to bear. In a culture that encourages individuals to strive for self-actualization and values individualism also contributes to avoiding difficult or painful emotions. Individualism can teach people that they are the only ones who can control their future and that they should try to solve the problems that make them hurt others or themselves. Thus, this teaches the individual to not put others before themselves as it can lead to anxiety and depression. Therefore, when one can strive for self-actualization and value individualism, they understand that to keep themselves mentally well, they need to be able to self-prioritize. The results of the present study support the claim that the higher a person can spiritually bypass, the better their mental health will be.

The final hypothesis of the study suggested that spiritual bypass could act as a mediator between work-related burnout and mental health in employees. This research showed that

spiritual bypass was found to be a significant predictor of work-related burnout and mental health in employees. This hypothesis is in line with the previous research findings as well. Fox and Picciotto (2019) spiritual bypass-related behaviors like spiritualizing and psychological avoidance can reduce the positive effects of spirituality on stress, anxiety, and depression. This study also found a positive association between spiritualizing and each of the three mental health aspects. This suggests that when individuals engage in spiritual bypass by assigning excessive spiritual significance to everyday situations, it can negatively affect their psychological well-being. As mentioned above, people who are on a spiritual journey and use spiritual bypass can have a lack of external locus of control. In the light of the present study, the people who are already feeling that they have no control over their work or their life would not lean towards spiritual bypass. Due to their sense of incompetency, they would lean towards a passive stress management style instead. In conclusion, this study, along with existing literature, emphasizes that placing an exaggerated importance on the spiritual aspect of experiences can detrimentally affect psychological health.

5.1. Limitations and Recommendations

The study was conducted in Lahore, and to enhance the generalizability of the findings to the entire population of Pakistan, it is suggested to include participants from other urban cities and rural areas as well. Moreover, this research was conducted using the cross-sectional design, which helped to provide the relationship between work-related burnout, spiritual bypass, and mental health at one point in time which might have limited the causality. To understand the temporal relationships between the three variables, it is recommended to use longitudinal studies for future research. Moreover, a mixed methods approach can be employed, as well, to complement quantitative findings with qualitative insights. This will help in providing a better understanding of the mechanisms underlying the relationship among variables. Additionally, the results might have been impacted by the targeted population's hectic lifestyle since participants could not have been able to give the surveys their full attention. It is advised to choose a period when participants are taking a break or not actively working for future study. Lastly, the sample size was predominantly male, as they were conveniently available, leading to an unfair representation. To address this, future research should aim for an equal representation of both men and women. Hence, for future research, intervention studies can be conducted to increase awareness of spiritual bypass and its impact on mental health, advocate for organizational policies supporting employee well-being, and encourage interdisciplinary collaborations to develop comprehensive approaches.

5.2. Implications

This study holds significant applications in the field of Industrial and Organizational Psychology, as well as for private business owners as it offers valuable insights into employee well-being, organizational dynamics, and strategies for fostering a healthier work environment. Recognizing spiritual bypass as a mediator between work-related burnout and mental health enhances our comprehension of workplace coping mechanisms within the field of industrial and organizational psychology. These insights enable customized approaches addressing burnout and enhancing mental health. It is suggested that employers should prioritize implementing organizational policies that address employee well-being. The policies might include reducing excessive workloads, providing flexible work hours, and encouraging regular breaks to mitigate burnout. This study also highlights that unresolved conflicts can lead individuals to adopt harmful coping mechanisms, resulting in the development of unhealthy behaviors. Hence, the findings of this research can contribute to the development of interventions aimed at improving mental health and adopting a holistic approach to employee well-being that recognizes the interconnectedness of physical, psychological, and spiritual dimensions among these groups. Furthermore, the study has practical implications for individuals and organizations. Organizations should think about providing access to mental health resources such as counseling services and stress management classes and creating a welcoming workplace culture that engages open communication about mental health.

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