

## Gauging the Effect of Job Burnout and Stress on Job Satisfaction

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### Abstract

The performance of employees is based on their satisfaction at the workplace. Employee satisfaction is decreased, which is a challenge for modern organizations. Multiple factors influence the performance of employees in every organization. This study attempts to scientifically determine the relationship between job burnout, workplace stress, and job happiness. A survey questionnaire is distributed to conduct this research examining all these factors. Using a convenient sample technique, responses from 100 persons based on their firsthand experience are gathered from various courier service companies. IBM SPSS (statistical package for social sciences) is used for the results of correlation and regression. The study concludes that the relationship between job burnout and job satisfaction is inverse and statistically significant, while the relationship between stress and job satisfaction is insignificant. The results demonstrate that burnout harms job satisfaction, whereas stress has no bearing on measuring job satisfaction. This study contributes to the body of knowledge as data is collected from the employees of courier service companies. Based on quantitative research, the practical implications of this research can assist top-level managers in boosting employee happiness.

**Key Words:** Job satisfaction, job burnout, stress management, employees behavior, employees performance

### 1. Introduction

The rapid speed of globalization, intensifying rivalry, and the necessity to offer high-quality products at the lowest cost have enhanced the significance of resource optimization. The organization's most valuable asset is an imitable and difficult-to-replace intangible resource. Organizations are respected not for their structure

and/or management practices but for their organizational strengths, how they cultivate and retain their workforce, learning culture, and inventiveness. Only a satisfied and engaged workforce can aid a business in sustaining its operations and achieving continual development. Development of the organization's capabilities may not produce optimal results if the work environment, job design, and employee management are not conducive: poorly designed jobs cause anxiety, stress, and burnout, negatively affecting job satisfaction and resulting in decreased employee commitment and productivity.

Due to the tremendous demand, poor management, and lack of support associated with courier careers, job burnout is a big problem (Khan et al., 2022). Burnout may negatively influence job engagement, safety, performance, and attrition. This research will examine the available statistics on the prevalence of work stress and job burnout among couriers. A large and growing labor force and parcel and takeout couriers who connect the final mile of logistics bolster the sector's significance and resilience. However, conventional working processes may entail significant mental health risks (Chan, 2021). Organizations appear to face the greatest daily challenge to increase productivity and sustain themselves: ensuring that their people are satisfied at work. Sadly, this is not always a simple task, as firms must identify and manage several factors that influence employee behavior on the job. This paper aims to identify the true source of work-related anxiety and assess its effects on occupational stretch and job satisfaction. The greater the job stress employees feel, the lower their job satisfaction Puspitawati and Atmaja (2021). Job satisfaction influences organizational commitment at work, increasing employee motivation to fulfill organizational objectives (Purwanto, 2020).

Workplace burnout is connected with extended work hours and inflexible schedules, workplace irritation as a major driver of burnout, and high levels of personal accomplishment as a predictor of fewer burnout occurrences (Zaid, 2019). The study's primary purpose was to investigate the relationship between burnout and stress and job satisfaction and identify how stress affects job satisfaction. This study examines whether positive representative demeanor and practices influence business outcomes or whether positive business outcomes influence positive worker disposition and practices. A representative can experience varying levels of satisfaction based on various metrics. The fulfillment metrics can be represented as a

tree structure. Evaluating a particular measurement does not imply that everything will be considered negatively. In fulfillment considerations, the following authoritative specifications are standard. Clearly, within these parameters, more development is possible.

A worker may be unsatisfied with his wage yet content with his working conditions and coworkers (Meunier et al., 2022). If this employee consciously or instinctively places a higher value on working circumstances and coworkers than money, he will generally be content. Couriers experience some work-related stress, which requires consideration. By effectively minimizing this stress, psychological capital may improve the environment and encourage the healthy growth of both individuals and businesses (Xie et al., 2021). An individual's job anxiety results from the interaction of multiple elements, including the nature of the work, the occupation, and contextual circumstances that contribute to work pressures (Maslach & Jackson, 1981). The level of job stress depends on the nature and quantity of available assistance and the efficiency of the tool employed to handle these pressures. It may not be reasonable to assume that all employees will experience the same worry and stress in the workplace. It is probable, however, that those exposed to a high-risk work setting are more susceptible to anxiety and unpleasant stress situations.

The term "burnout" describes a specific manifestation of primarily emotional exhaustion among human services employees repeatedly exposed to problems and emotional distress. Burnout is a disorder of intense tiredness and criticism that frequently affects those who perform 'individual work' or something similar. Extensive feelings of enthusiastic exhaustion are a crucial aspect of burnout disorder. Examining the role of social support in the relationship between employment stretch and occupation satisfaction, this study seeks to highlight the impact of occupation weight on workers' employment satisfaction and examine the role of employment stretch in the relationship between employment stretch and occupation satisfaction. At the individual level, job satisfaction is closely associated with employees' physical and mental health; at the organizational level, it contributes to boosting performance and reducing costs related to unfavorable hierarchical practices like as turnover, burnout, and non-appearance (Yang & Kassekert, 2010).

Multiple studies have found that employment anxiety negatively affects employee job satisfaction. In the meantime, an increasing number of organizations are also

demanding improved employment outcomes. Modern times have been referred to as a "period of tension and anxiety." Work fulfillment results from a representative's perception of how well their occupation provides those things deemed important: attitude toward present employment, fulfillment with pay, fulfillment with advancement opportunities, and fulfillment with colleagues. From the workforce perspective, it is evident that individuals desire to be treated appropriately. Employee happiness and respect at work may be signs of good treatment. According to the company, happier employees perform better on the job, which impacts the company's bottom line (Smith et al., 2020). Increasing productivity, responsiveness, quality, and recognition rely on happy personnel. The quality of supervision, social ties inside the workplace, and how well or poorly an individual performs at work all impact employee satisfaction (Paais & Pattiruhu, 2020).

Every employer desires optimal performance from its employees. This is only possible if employees put their utmost effort into their work and the organization. However, research and practice indicate that job-related stress is a significant element that substantially affects employee performance. To fulfill organizational objectives, managers and/or employers cannot disregard the impacts of occupational stress. This study intends to explore the underlying causes of job stress and the relationship between job satisfaction and workplace stress, and burnout. With this knowledge, the company might be able to modify or tune these qualities to enhance its employees' and customers' performance. Institutional and organizational management strives to ensure that people are satisfied and free from stress at work.

## 2. Review of Literature and Theoretical Framework

Burnout can be defined as "occupational stress caused by a demanding and emotionally charged work environment and experienced by employees." Stress is viewed as a negative experience that negatively impacts job satisfaction and contributes considerably to job burnout. Employees' abilities are hindered by job stress; as a result, they are unable to fulfill their duties successfully. Furthermore, the research reveals that several characteristics mitigate the harmful impact of stress on job satisfaction. These elements are referred to as resources. Emotional intelligence is one of the most significant resources for boosting employee satisfaction and coping with job stress.

Supportive reactions to continuous job stretch characterize it. It includes enthusiastic exhaustion, negative demeanor, and feelings toward the beneficiaries of the administration (depersonalization), as well as a tendency towards low achievement and expert feeling. The tendency toward diminished individual accomplishment indicates a lack of fitness and individual success (Ogresta, Rusac, & Zorec, 2008). Employees' physical, emotional, and mental resources are drained when they experience burnout (Dong et al., 2020). Burnout is a disease of enthusiastic weariness and criticism that frequently affects persons who perform 'individual work' or something similar. The most crucial aspect of burnout is heightened feelings of passionate exhaustion; when workers are exhausted, and their vitality is depleted, they get the impression that they cannot produce (Nakamura et al., 2022). On the other hand, it develops unfavorable feelings and attitudes against one's consumers.

The outcome indicates that work stress positively and significantly affects burnout (Prasetyo, Purwandari, & Syah, 2021). Organizations must monitor the amount of burnout at work and the work environment to prevent the negative impacts of job burnout on employee job satisfaction (Tus et al., 2021). Employers can decrease employee burnout in the health services business by providing sufficient motivation, enhancing organizational support, and streamlining work expectations. Continuous measures should be taken to mitigate the effects of job burnout (Swartz & Potgieter, 2017; Zaid, 2019).

Burnout disorder is the tendency to evaluate oneself negatively, particularly in customer service. Specialists are miserable and dissatisfied with their professional accomplishments (Maslach & Jackson, 1981). Burnout can result from anxiety, low morale, poor working circumstances, a bad manager, too much to accomplish, and insufficient time. Physical or emotional exhaustion accompanied by a sense of identity loss and the potential for decreased workplace performance may be present. Unfavorable working conditions are among the many reasons for job burnout (Fernando et al., 2020; Salvagioni et al., 2017). Job burnout influences several outcomes, including workplace disengagement, poor work performance, and low job satisfaction (Rožman, Treven, & Cingula, 2018).

The global spread of the COVID-19 pandemic and the subsequent significant changes in economic policy have brought the difficulties of resuming manufacturing to light swiftly. Several nations have underlined the importance of restarting vital

company operations in response to the pandemic-caused economic downturn for the global economy to recover quickly and efficiently. However, this will inevitably expose many people to high-risk scenarios and cause them to experience a great deal of mental stress (Rodríguez-Rey, Garrido-Hernansaiz, & Collado, 2020).

Burnout harms employee job satisfaction. Job satisfaction combines an employee's psychological, physiological, and environmental factors at work (Bourne, 2020). Consequently, job happiness is composed of two levels of inference: organizational and individual. At the corporate level, the desire to change jobs, absenteeism, turnovers, and the number of employees, as well as the poor quality of job performance, service, product, and customer satisfaction, can result in discontent and damage to the resources that affect job satisfaction. While studies suggest an inconsistent relationship between job satisfaction and life happiness on an individual level, they also demonstrate a negative relationship between job satisfaction, anxiety, and depression at work and an individual's well-being at work (Zito et al., 2018).

Significant employee reliance is found on several factors, including an organization's dedication to employee growth, employees' flexibility, work environment, balanced workload, stress-free environment, and peer-supervisor support (Gorde, 2018). Consequently, burnout is one factor that determines job satisfaction. Despite several studies on the topic, the concept of burnout has remained elusive throughout the past four decades. Currently, there is no moral consensus over its definition or diagnostic requirements. In the study on this topic, only a small number of quantitative studies have simultaneously studied the impact of job burnout on job satisfaction (Heinemann & Heinemann, 2017). In addition, Tarcan et al. (2017) identified gaps in the literature between job stress, job satisfaction, personal and organizational influences on burnout, and the impact of burnout on job satisfaction. This suggests that further research and explanation are required in these areas. In addition, the relationship between job burnout and job satisfaction among courier workers is investigated. The study examines how three frequent workplace stressors— misuse by administration clients, ineffective use of expert recommendations, and employment-related circumstances— affect employee well-being.

*H1: Job burnout has no impact on job satisfaction.*

All cultures and demographics must contend that stress is an unavoidable, universal feature (Robbins, 1999). In today's competitive world, job stress is a

pervasive and inescapable worry for organizations and individuals. Direct and indirect consequences of work stress have been extensively studied. Results have shown that job stress decreases employees' overall performance, reduces the quality of their work, increases absenteeism and turnover, and generally decreases the performance and effectiveness of the business. It is evident from the research studies that job stress negatively affects employee job satisfaction. This era has been dubbed the "Age of Anxiety and Stress" because corporations continuously raise the pressure for higher production and quality. Consistently experiencing stress at work can lead to job burnout, characterized by physical, emotional, and mental fatigue. Numerous employees in numerous organizations continue to endure job burnout. This scenario has an impact on the functioning of institutions in addition to harming a subset of the workforce. The illness has been associated with risk factors, including insufficient motivation, a lack of organizational support, inefficiency, a lack of clarification, excessive expectations, and increased responsibilities. People suffer stress when they are confronted with hard deadlines or other demands. In positions with rising pressure, employees are expected to perform less well, and their inclination to produce quality work reflects this expectation. Ensuring employees are content at work appears to be the greatest challenge firms confront daily to enhance productivity and retain employees. This is not always a simple undertaking since organizations must identify and manage various factors that affect employee behavior at work.

Job stress harms employee job satisfaction; the more job stress individuals experience, the less satisfied they are with their jobs (Puspitawati & Atmaja, 2021). Stress is an external stimulation that generates strain; this strain may increase or decrease performance depending on the employee's job happiness. In both developed and developing nations, job stress is one of the greatest dangers to employees' workplace fitness. Multiple factors, including an abundance of work, role conflicts, interruptions in the physical environment, insufficient remuneration, etc., contribute to problems at the workplace (Golabli et al., 2013).

Work satisfaction results from an individual's perception of how well their employment provides items deemed essential. Indicative of job satisfaction is the extent to which one's desires are realized. Employees develop a negative attitude when they believe they are working hard without receiving remuneration commensurate with their efforts, or their level of compensation and recognition for

work is not comparable to that of other employees. The employee's desires and expectations are relative to the category of similarly situated employees and market conditions. As the prevalent compensation and benefit of the machine operator in the market in the car industry might serve as a benchmark, if the operator in any vehicle sector is paid significantly less than the market, he will develop a negative attitude and feel dissatisfied with his job.

Stress at work is another factor that determines job satisfaction. Workplace issues such as excessive workload, unclear duties and responsibilities, interpersonal relationships at work, professional progression chances, and work environment significantly impact employee health and well-being (Khuong & Yen, 2016). The level of employee work satisfaction has a substantial effect on an organization's performance. Learning how to retain employees by keeping them satisfied and motivated is essential to create exceptional results. The achievement of goals and objectives is contingent on employee satisfaction, which supports organizational success and expansion, increases productivity, and enhances the quality of work.

Respect and employee pleasure at work may be markers of good treatment. According to the company, happier workers perform better on the job, which impacts the company's bottom line (Smith et al., 2020). According to theory, behavior that contributes to a company's success is most likely to occur when employees are satisfied with their jobs, feel a strong sense of loyalty to the organization, and derive great joy from their work (Paais & Pattiruhu, 2020). Similarly, pandemics and other stressful life events can significantly negatively impact an individual's mental health and psychological functioning. These mental and psychological disorders include depression, stress, anxiety, mental disorientation, and social isolation (Arslan et al., 2021).

Employee happiness has been one of industrial and organizational psychologists' primary areas of study. Some individuals appreciate their work and feel them indispensable to their life. On the other hand, some individuals only work out of necessity because they dislike it. Job satisfaction quantifies an individual's job satisfaction. Work satisfaction is the area of organizational behavior with the most research (Anwar, 2017). Job satisfaction is the phrase used to describe an employee's level of contentment with their position. The employee's attitude toward his position and state of mind & remuneration, career advancement chances, and satisfaction with



coworkers contribute to job satisfaction (Golabli et al., 2013). Companies with a high percentage of employee retention and strong organizational commitment can achieve their goals and objectives significantly. It has been demonstrated that satisfied employees are more committed to their jobs (Fontova-Almató et al., 2020). Stress at work is a significant factor in job satisfaction. When stress at work works as a motivator, it produces creativity and fulfillment, which reduces boredom and routine. As a negative influence, stress results in antagonism and low job satisfaction (Munich Personal RePEc Archive, 2008). The theoretical framework of this research is presented in Figure 1.

*H2: Stress has no impact on job satisfaction.*

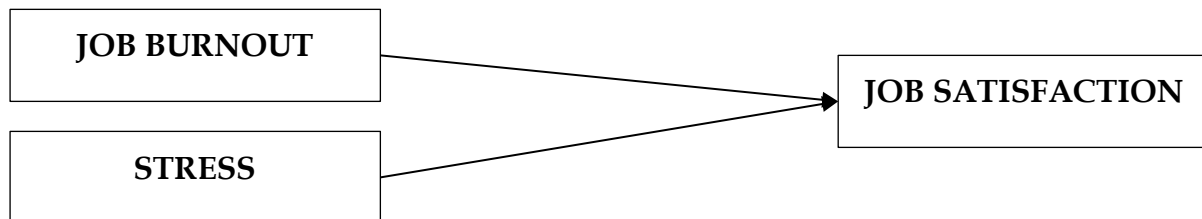


Figure 1. Theoretical Framework (Burnout and Stress are Independent Variables, and Job Satisfaction is a Dependent Variable)

### 3. Research Methodology

This study uses the descriptive correlational methodology to examine the correlations between these factors (Lemboye, 2019). This study has three variables: burnout, stress, and work satisfaction. The instrument developed by Schwartz et al. (2002) was used to measure stress. This instrument consists of three items that measure the respondent's stress level when making decisions that affect organization or work satisfaction. Churchill Jr, Ford, and Walker Jr (1974) created the instrument for measuring job satisfaction. This instrument consists of fourteen questions that measure employee satisfaction concerning satisfaction and any related skepticism. The variables in this study were tested with instruments employing a five-point Likert scale ranging from 1 for Strongly Disagree to 5 for Strongly Agree. In this regard, no attempt was made to affect the researched parameters; conclusions were reached based on the collected data.

### 3.1. Data Collection and Sampling Technique

The study's respondents are couriers employed by TCS and DHL. There were 100 replies in all. A cross-sectional survey of 100 couriers was performed in Islamabad, Pakistan. The sample comprises 50 packages from TCS and 50 from DHL, with a 100% recovery record. Because the courier position is exclusive to men, all respondents were male. The survey is the primary source of information utilized in this study. The primary source of information used in this study will be a survey. Participants were required to have at least one year of experience in the express delivery industry and to engage voluntarily and truthfully with the survey's researchers.

The convenience sampling method was utilized for sample data collection. The respondents who are easily available and can satisfy the criteria for being part of the sample are approached and included as respondents. The research is based on a causal study. Since this research investigates the impact of the two variables on job satisfaction, this study will be deemed a causal analysis executed via multiple linear regressions. The data gathered for this research was done through a self-administered survey by Delafrooz, Paim, and Khatibi (2010) and entered into the SPSS data file. Regression and correlational analysis were conducted through SPSS to test the hypotheses.

## 4. Findings

This research has three constructs that play as latent variables using a Likert scale of 1 to 5. The average values of all the constructs are closer to 3 – the mid value with a nominal deviation. Skewness and excess Kurtosis are very close to zero, meaning data observes normality. The results of Skewness and excess Kurtosis are available in Table 1.

Table 1. Descriptive Analysis

Descriptive Statistics					
N	Mean	Std. Deviation	Skewness	Kurtosis	
Statistic	Statistic	Statistic	Statistic Std. Error	Statistic Std. Error	

Burnout	100	2.9943	.66168	.190	.241	-.107	.478
Stress	100	3.2940	.65348	-.002	.241	-.455	.478
Job Satisfaction	100	2.8967	.65597	-.535	.241	.168	.478
Valid N (listwise)	100						

#### 4.1. Correlation

The linkage between burnout, stress, and job satisfaction is explored via Pearson product correlation. Burnout and job satisfaction are depicting a statistically significant linkage ( $r = -.300$ ,  $n = 100$ ,  $p < 0.01$ ) whereas stress and job satisfaction are depicting a statistically insignificant linkage ( $r = .088$ ,  $n = 100$ ,  $p > 0.01$ ). The results of correlations are available in Table 2.

Table 2. Correlations

Correlations		Burnout	Stress	Job Satisfaction
Burnout	Pearson Correlation	1	.190	-.300**
	Sig. (2-tailed)		.058	.002
	N	100	100	100
Stress	Pearson Correlation	.190	1	.088
	Sig. (2-tailed)	.058		.384
	N	100	100	100
Job Satisfaction	Pearson Correlation	-.300**	.088	1
	Sig. (2-tailed)	.002	.384	
	N	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4.2 Regression Analysis

R Square is a coefficient of determination showing that burnout and job stress explain an 11.2 percent variation in job satisfaction. The difference between R square

and Adjusted R square is less than 5%, which signifies no sampling error. The results of the regression analysis are available in Table 3.

Table 3. Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.334 <sup>a</sup>	.112	.094	.62453

a. Predictors: (Constant), Stress, Burnout

ANOVAs table shows the overall model is significant, and the coefficient of determination is significant as well, as F-stat is greater than 4 (the benchmark for F) followed by a sig value which is less than 0.01. That suggests that the model is significant at 99% confidence interval. The results of ANOVAs are available in Table 4.

Table 4. ANOVAs Results

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.766	2	2.383	6.109	.003 <sup>b</sup>
	Residual	37.833	97	.390		
	Total	42.599	99			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Stress, Burnout

The burnout beta value is negative, with a significant value of 0.001, which shows a negative relationship between burnout and Job Satisfaction. On the other hand, there is an insignificant relationship between stress and job satisfaction, as the sig value is not less than 0.05. The Inflationary variance Factor (VIF) is less than 2 and shows no multi-co-linearity between burnout and stress. The results of the Coefficients are available in Table 5.

Table 5. Coefficients Results

Coefficients								
Model	Unstandardized		Standardized		T	Sig.	Co linearity	
	Coefficients		Coefficients				Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	3.374	.395		8.543	.000		
	Burnout	-.326	.097	-.329	-3.372	.001	.964	1.038
	Stress	.151	.098	.151	1.545	.126	.964	1.038

a. Dependent Variable: Job Satisfaction

Accordingly, the hypotheses assessment summary is presented in Table 6. In this table, two hypotheses are highlighted. The first hypothesis is based on the impact of burnout on job satisfaction. The second hypothesis is based on the effects of stress on job satisfaction. The first hypothesis is rejected, and there is an impact of burnout on job satisfaction. Furthermore, the finding revealed no effect of stress on job satisfaction.

Table 6. Hypotheses Assessment Summary

Hypotheses	Significant value	Results
Impact of burnout on job satisfaction	0.001	Reject H <sub>0</sub>
Impact of Stress on Job satisfaction	0.126	Fail to Reject H <sub>0</sub>

## 5. Discussion

Our findings revealed a substantial correlation between job burnout and employee satisfaction. This research validates multiple prior studies, such as a study of 310 medical radiologists in Taiwan that demonstrated a high negative association between employee job satisfaction and job-related burnout (Lin, Lin, & Cheng, 2013). This study and a variety of other studies confirm our findings; these studies are not conducted on a single sector but rather on numerous sectors. Studies by Rosales,

Labrague, and Rosales (2013) reveal a statistically significant correlation between an individual's job satisfaction and burnout. Since studies generate and validate the same conclusion year after year, firms are developing various programs to assist employees, reduce their burnout, and increase their satisfaction levels (Rosales et al., 2013). Regarding the relationship between job satisfaction and stress, our study is consistent with the findings of a study conducted on teachers and managers in the NCR region of India. In that study, the results obtained by surveying managers indicated that stress is unrelated to managers' job satisfaction (Sen, 2008).

The job satisfaction of employees motivates them to perform well in the organization. Comfort for the employees is key to successful communication with the team and working. Modern organizations should monitor the employees' performance and provide all related resources for their satisfaction. The employer must assist the employees in critical situations to improve their performance. Many organizations have adopted new resources and techniques to empower employees at work to improve their performance. Employees' satisfaction can increase their working performance and avoid turnover intention.

## 6. Conclusion

Since it demonstrates that job happiness is related to employee burnout, the key findings of our study can be used to boost job satisfaction. Employee work happiness is an evergreen topic in the business sector, and academics are typically searching for characteristics that can increase job satisfaction and decrease dissatisfaction. Our findings will encourage corporate professionals to work on burnout-inducing issues to reduce them and increase job satisfaction in such an atmosphere. It is essential to develop treatments that provide businesses with more organizational support and couriers with additional resources for the work. It provides a resource for managing the human resources of couriers in the future. To prevent the harmful effects of job burnout on employees' job satisfaction, firms must monitor the amount of burnout at work and in the workplace environment. Consequently, employee job satisfaction decreases as their level of job burnout increases. The findings of this study may provide reliable information regarding job satisfaction and burnout.

## **7. Theoretical and Practical Implications**

This study enhanced the job satisfaction literature by explaining that job happiness is critical for better job performance. The earlier studies as relationship between job happiness and job burnout are not been widely discussed in the earlier studies. Similarly, this study has enriched the literature on job performance and employees' work by introducing the factor of job happiness for employee betterment. Moreover, this study has taken data from the employees of courier companies, which is also an advancement in literature because very limited studies have taken data from the employees of courier companies. In this regard, the courier employees are also victims of job satisfaction. This study represents this.

This research also has tremendous practical implications that are important to improve employees' performance in different companies in the public and private sectors. The study's findings demonstrate that job satisfaction and happiness are necessary for employees to enhance their understanding. On the other hand, this study showed that the organizational human resource department should protect employees' health for better performance. Furthermore, the relationship between employees and the top management should be friendly, and the employees should be encouraged to report problems in their work performance. In the same way, this study demonstrated that organizational performance in any organization could be improved if the working environment and job description were according to the requirement of the employees that would be necessary for their better performance. Human resource managers should monitor the performance of employees and reduce the anxiety and stress caused by the work required to encourage the employees to perform better. Both theoretical and practical implications of this research are important for literature and employees' job performance.

## **8. Limitations and Future Directions**

This study is based on the views and opinions of 100 individuals who were willing to share them. The findings are extracted based purely on their responses, and no other cross-validation procedure is used. In addition, the cost of data collecting and the time required for the entire study procedure are restrictions. Various exploration-related

proposals that can be examined and implemented, utilizing or adopting an industrial-specific methodology, can make this study more applicable. The sample size can be increased, and additional techniques for cross-validation data replies can be implemented. People can be offered incentives to access their demographic or personal data, increasing the research's strength and scope. Organizations should provide good orientation and continuing onboarding, training, development, and clear goal definitions to ensure employees know their job responsibilities and are better equipped to respond when they encounter conflicts in their daily duties. Modern organizations must adapt to the rapid pace of change, the unpredictability of global economic and health situations, and the plethora of issues their employees face at home and work. In addition to mitigating the effects of stress and burnout in the workplace, leaders should investigate the causes of the bad experiences.

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