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## Impact of Job Stress on Job Burnout: Perceived Social Support Moderating Variable

Rokaya Albdaeen<sup>1</sup>, Shehadeh AL-Gharaibeh<sup>2</sup>, Fathi Alshare<sup>3</sup>, Osama Khassawneh<sup>4</sup>

### Abstract

**Purpose:** The purpose of this study is to examine the impact of job stress on job burnout and to investigate the moderating role of perceived social support among lecturers working at public and private universities in Jordan.

**Design/methodology/approach:** The data for this study was collected through a questionnaire that was distributed to 385 lecturers working at 29 public and private universities in Jordan. Structural equation modeling (SEM) was used to analyze the data because of its ability to examine complex models with multi-layer equations, simultaneously observe and measure latent variables, and control measurement errors during relationship assessment. **Findings:** The results of the study showed that job stress has a significant positive impact on job burnout among lecturers in Jordan. Additionally, the results demonstrated that perceived social support has a moderating role in the relationship between job stress and job burnout. This means that if lecturers perceive that they have social support, such as emotional support from colleagues, friends, or family, it can help reduce the negative impact of job stress on job burnout. Therefore, social support can help mitigate the negative effects of job stress on job burnout among lecturers in Jordan. **Originality:** This study contributes to the existing literature on job stress and job burnout by examining the moderating role of perceived social support in this relationship among lecturers in Jordan. This research also provides insights into the factors that can help prevent or mitigate job burnout among lecturers in Jordan.

**Keywords:** Job Stress, Job Burnout, Perceived Social Support, Emotional Exhaustion, Depersonalization, Personal Accomplishment.

### Introduction

Human resources management (HRM) is considered one of the most important bases of the success of modern business organizations given their role in developing business in line with the changes in the environment such as technological development, and competition. It is also the organizations' road to achieving sustainable competitive advantage and institutional excellence, especially in the era of knowledge and technology (Al-Jedaiah & Albdaeen, 2020). Despite the

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<sup>1</sup> Faculty of Business, Jadara University, Irbid, Jordan, E-mail: [rokaya@jadara.edu.jo](mailto:rokaya@jadara.edu.jo)

<sup>2</sup> Faculty of Business, Abu Dhabi University, Abu Dhabi, United Arab Emirates, E-mails: [Shehadeh.algharibeh@adu.ac.ae](mailto:Shehadeh.algharibeh@adu.ac.ae)

<sup>3</sup> Faculty of Business, Jadara University, Irbid, Jordan, E-mail: [Fathi@jadara.edu.jo](mailto:Fathi@jadara.edu.jo)

<sup>4</sup> Director of Research & Innovation, The Emirates Academy of Hospitality Management Dubai, United Arab Emirates  
E-mails: [osama.khassawneh@eahm.ae](mailto:osama.khassawneh@eahm.ae)

development in lifestyles, the increase in human well-being, and the development in the standard of decent life, life, and job requirements have become more complex (Wang, 2018). Some modern diseases haunt humanity, and they are called the (diseases of the age) since they threaten physical and psychological health. The job stress experienced by employees plays an important role in affecting their physical and psychological health aspects and they might reach the point of job burnout (Nassani et al, 2021). This might result in psychosomatic disorders such as depression, high frequency of anxiety and tension, back pain and headaches, high cholesterol levels, heart disease, and atherosclerosis (Karkar et al, 2015). Add to this, the consequent absence of employees, their withdrawal from the job, disruption in the functional relations between employees, and the increase in the possibility of exposure to job accidents and injuries. This consequently negatively affects the performance of employees and the organization. The results of job burnout usually reduce the productivity of the individual and reduce the level of services and products provided by the organization, and thus its competitiveness (Scott et al, 2013; Shoaga et al, 2015; Bayani, & Bagheri, 2018; Ali, Asad, &Yousaf, 2019).

According to (Milenkovec, 2019) report that is published on the page of the American Foundation for Job stress, the problems of job stress and their resulting cases of job burnout in the workplace, led to the US loss of around (300) billion US dollars annually. This loss is caused primarily by the absence of employees suffering from job stress and job burnout. The research showed that 54% of employees quarrel with their colleagues and customers due to their job stress and that 40% of employees indicated that their jobs cause them stress in their personal lives. Researchers have indicated that job stress leads to many health problems and organizational problems for employees including psychological burnout and intention to leave the job (Wang, 2018; Park et al, 2020).

## **2. Theoretical Framework and Hypotheses**

### **2.1 Job Stress**

Despite the fact that stress in the workplace is not a new phenomenon, it is now spread all over the world in different forms and workplaces. It has become more severe than ever, as employees today are working for long hours due to their high level of responsibilities in order to meet the increasing expectations about the required levels of performance (Daniel, 2019). Job stress is defined in different ways. (Parker & Decotiis, 1983) defined it as a state of dysfunction or difficulty faced by the employee in light of the conditions or events in the work environment where the physical factors in the work environment and the social work environment have strong influences on the perceived occupational stress (Ahmad et al, 2020).

The World Health Organization has defined job stress as a harmful physical and emotional response that occurs when the job requirements do not match the employee's ability, resources,

or needs (Shukla & Srivastava, 2016). This leads to health problems and even increases work accidents and injuries (Lelis et al, 2019). Although the availability of an appropriate amount of stress is desired since it motivates employees to complete their tasks on time and increases their efficiency. The problems begin to appear when the job stress becomes high and reaches levels whereby employees cannot get a period of rest resulting in their exposure to health and psychological problems (Hanson et al., 2019). Studies have also found that excessive job stress leads to high blood pressure, cardiovascular diseases, digestive and joint diseases among employees, which increases absenteeism and decreases employee efficiency (Trybou, et al, 2014). Job stress appears in the workplace due to a number of factors, most important of which are the high workload, lack of job security, work shift, role conflict, work-life conflict, frequent technological changes, low salaries, lack of appreciation, and insufficient resources to complete the tasks (Vijayan, 2018; Cheng et al, 2021).

### 2.2 Job Burnout

Job burnout is a significant and expensive issue for human resources, which primarily arises from job stress, especially when the job demands exceed an individual's perceived abilities (Shoji et al., 2016). Numerous studies have indicated a strong correlation between job stress and job burnout, with burnout being identified as a consequence of job stress (Mardani & Mardani, 2014; Shoji et al., 2016; Ab Rumman et al., 2016; Masharqa, 2019; Abu Rasayn & Abu El-Enein, 2020). Furthermore, Zeinalpour et al. (2014) found that job stress, along with its components of physical environment, role conflicts, and role ambiguity, is among the primary causes of job burnout.

The idea of job burnout is a relatively modern administrative concept that was first introduced in 1975 by the American psychoanalyst Freudenberger. He stated that it arises from a lack of energy among employees during their direct interactions with others (Ruisoto et al., 2021). Job burnout is a significant hindrance that prevents individuals from carrying out their work as expected (Al-hindi & Al-qurashi, 2021).

Therefore, job burnout is defined as a negative phenomenon that individuals experience when they are unable to perform their work, leading to a sense of helplessness in solving problems, disinterest in work, and psychological tension while performing their job (Al-hindi & Al-qurashi, 2021). The Maslach model is currently one of the most important models used to assess job burnout. According to this model, job burnout can be measured through three dimensions: emotional exhaustion, depersonalization, and diminished personal accomplishment (Beyouk, 2015; Wu et al., 2019).

Emotional exhaustion is caused by the job and leads to a lack of desire to invest more emotions into work (Gill, 2017; Al-Jaf, 2020). Depersonalization occurs when an individual exhibits negative attitudes towards others and treats them harshly. As for the diminished personal

accomplishment dimension, it refers to an individual's tendency to negatively evaluate their work and feel that their job will not have any meaningful impact on others (Abukhait et al., 2023; Li et al., 2021; Yang et al., 2021). Based on the above, the first hypothesis of this study was developed as the following:

**H1: There is a significant impact for job stress on job burnout.**

### **2.3 Perceived social support**

Social support is one of the most important factors that contribute not only to decreasing the negative impact of job characteristics on individuals but to increasing the psychological well-being of employees (Mayo et al., 2012). The social support theory confirmed that the maintaining of employees depends on the help provided to them by others. The more social support the individual receives, the better he can deal with the difficulties he faces (Xie et al., 2022). (Lee et al., 1990) confirmed that the perceived social support, especially the support from leaders, is negatively related to job burnout resulting from job stress.

Social support also refers to a special type of social interaction that may appear in different ways and is in the form of a physical or psychological resource provided to the individual through the social network (Bani-Melhem et al., 2021a; Li et al., 2021). Many researchers used James House's 1981 definition of social support since it covers the support sources and its context (Williams et al., 2004). Social support has been defined as a personal treatment that includes both the emotional support, which includes providing others with affection, love, care, and trust and the instrumental aid in the form of a product, service, or data provided to others about the environment and way of dealing with the problems they face or feedback on their level of performance. With this kind of support, others are able to deal with the stress they may face (Owen, 2014).

(Thompson & Prottas, 2005) showed that social support, whose source is either the family or the workplace, contributes to decreasing the person's stressful feelings. (Blanch & Aluja, 2012) also found that the social support received by the employee from his supervisor is negatively related to job burnout. Furthermore, (Sloan, 2012) showed that the social support received by the individual from his colleagues contributes to decreasing his stress feeling which might be resulted from mistreatment from the customers, supervisors, or other colleagues.

Several studies have demonstrated that perceived social support plays a crucial role in mitigating the impact of job stress on job burnout. Some studies have shown that social support moderates the relationship between stress and an individual's perception of job stress, reducing their feeling of stress regardless of its intensity (Beehr, 1985; Cohen et al., 1985; Eisenberger et al., 1986; Eisenberger et al., 1990; Sullivan & Bhagat, 1992). LaRocco et al. (1980), Kirmeyer and Dougherty (1988), and Singh et al. (2017) found evidence of a moderating role for social support

in the relationship between stress and job burnout, which is stronger for individuals receiving a low level of support. Viswesvaran et al. (1999) conducted a study on the role of social support in job stress and concluded that social support moderates the relationship between job stress and job burnout. Based on the theoretical results, the second hypothesis of this study was developed into:

**H1: There is a positive role for social support in the relationship between job stress and job burnout.**

### 3. Methodology

#### 3.1 Data Collection and Sample

The study utilized the descriptive, analytical method and collected data through email surveys. A digital questionnaire was distributed to a random sample of 307 faculty members from a total of 11,233 employees across 29 Jordanian public and private universities. The sample was chosen because previous studies have indicated that employees in the education sector, particularly teachers, are most susceptible to job stress and its associated physical, psychological, and behavioral reactions, including anxiety, depression, heart problems, sleep disturbances, and negative habits like smoking and drinking.

These reactions can eventually lead to burnout. To assess the level of agreement with the questionnaire items regarding the study variables, a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5) was used. The questionnaire comprised four parts: personal and career information of the participants, items measuring the independent variable (Job Stress), items measuring the dependent variable (Job Burnout), and items measuring the moderating variable (Social Support). The researchers distributed 385 questionnaires by email, and 307 of them were received, resulting in a response rate of 79%.

### 4 Data Analysis

Study variables, the study utilized structural equation modeling (SEM) technique through Smart PLS 2.0. This decision was made due to PLS-SEM's ability to handle complex models and small sample sizes, and its lack of restriction by data normality (Al-Hawari, Bani-Melhem, & Mohd.

Shamsudin, 2021; Sarstedt et al., 2017). To assess the data's reliability, the study employed the measurement model through confirmatory factor analysis (CFA), which provides a more precise evaluation of the validity of the proposed hypotheses. Additionally, the study employed hierarchical regression analysis to investigate the effect of the moderating variable, as well as the degree of improvement resulting from the inclusion of this variable in the regression model in the relationship between the independent variable and the dependent variable.

### 4.1 Measurement Model

In this study, the measurement model included three constructs: job stress, job burnout, and perceived social support. To evaluate the measurement model, the validity and reliability of the questionnaire items and constructs were assessed. The convergent validity was confirmed by extracting the factor loadings for each item and calculating the average variance extracted (AVE). Data reliability and internal consistency were assessed using Cronbach's alpha (CB) and composite reliability.

The results, as presented in Table 1, Figures 1, and 2, indicated a convergent validity for the various items, with all loading values exceeding the recommended value of 0.5. Additionally, all AVE values exceeded the cut-off value of 0.5, indicating a close correlation and weight between each variable and factor in defining the dimensions of the factor (Torres-Reyna, 2010; Hair et al., 2011; Hair et al., 2014).

The results also demonstrated reliability in all constructs, with composite reliability values exceeding 0.5. Moreover, the data showed high internal reliability and validity as Cronbach's alpha coefficient for all constructs exceeded 0.7 (Bagozzi & Yi, 1988; Ringle et al., 2010; Hair et al., 2014).

**Table.1** Measurement model assessment results

Constructs	Items	Factor Loading	CR	AVE	Cronbach's alpha
Job Stress (JS)	JS 1	0.621	0.981	0.591	0.961
	JS 2	0.713			
	JS 3	0.532			
	JS 4	0.711			
	JS 5	0.667			
	JS 6	0.556			
	JS 7	0.716			
	JS 8	0.711			
	JS 9	0.706			
	JS 10	0.789			
	JS 11	0.643			
	JS 12	0.550			
	JS 13	0.587			
	JS 14	0.577			
	JS 15	0.550			
	JS 16	0.701			

	JS 17	0.794			
	JS 18	0.793			
<b>Job Burnout (JB)</b>	JB 1	0.632	0.583	0.951	0.945
	JB 2	0.720			
	JB 3	0.595			
	JB 4	0.655			
	JB 5	0.669			
	JB 6	0.506			
	JB 7	0.618			
	JB 8	0.684			
	JB 9	0.590			
	JB 10	0.550			
	JB 11	0.671			
	JB 12	0.632			
	JB 13	0.644			
	JB 14	0.557			
	JB 15	0.617			
<b>Perceived Social Support (SS)</b>	PSS 1	0.511	0.521	0.861	0.840
	PSS 2	0.655			
	PSS 3	0.612			
	PSS 4	0.671			
	PSS 5	0.736			
	PSS 6	0.784			
	PSS 7	0.582			
	PSS 8	0.733			
	PSS 9	0.658			
	PSS 10	0.779			
	PSS 11	0.683			
	PSS 12	0.684			
	PSS 13	0.552			
	PSS 14	0.622			

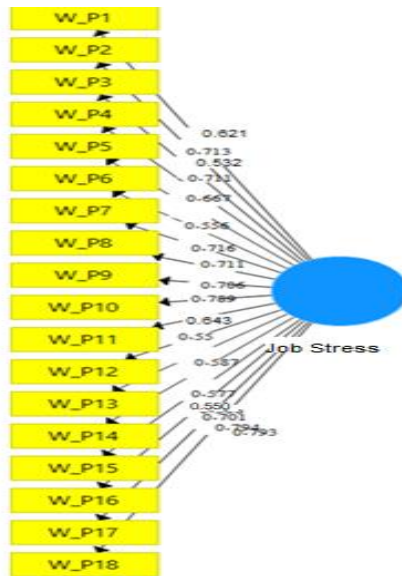


Figure1. Job stress factor loading

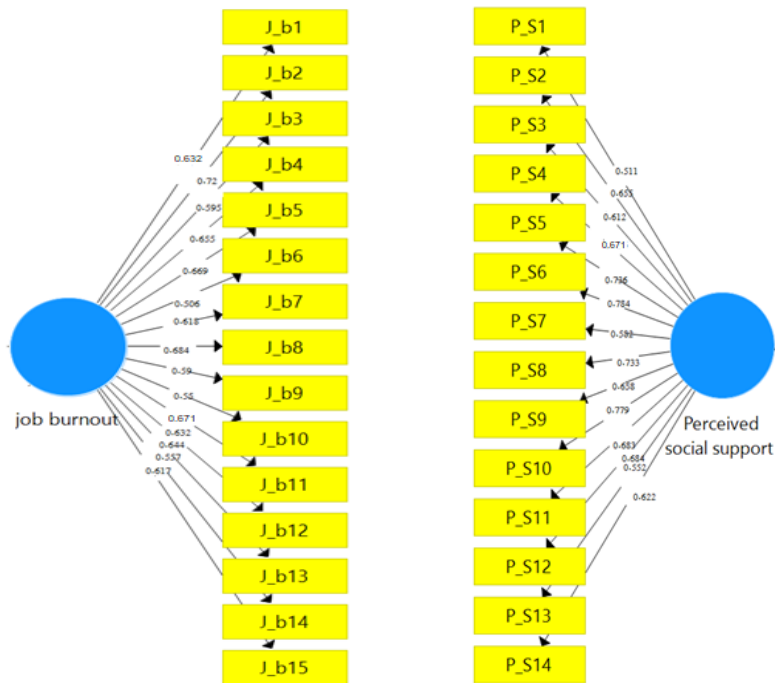


Figure 2. Job burnout and perceived social support factor loading



The study also assessed the discriminant validity of the constructs in the study model. Discriminant validity refers to the degree to which constructs differ from one another in empirical terms (Quratulain, Al-Hawari, & Bani-Melhem, 2021; Hamid et al., 2017). To assess the discriminant validity of the measurement model, the Fornell-Lacker criterion was utilized. This involves comparing the square root of the mean (AVEs) with the correlation of the latent constructs. Discriminant validity exists when the square root of the AVE for each construct is larger than the correlations with other latent constructs (Fornell and Larcker, 1981; Hair et al., 2014). Table 2 indicates that the data exhibited discriminant validity, as all diagonal values in the table were greater than the other values.

**Table 2.** Discriminate validity test results

Construct	Job Stress	Job Burnout	Perceived Social Support
Job Stress	0.851		
Job Burnout	0.551	0.836	
Perceived Social Support	-0.45	-0.375	0.871

The measurement model's latent constructs were also assessed to determine the extent of the model's goodness of fit as represented by its indicators. Four indicators were used: the chi-square goodness of fit test ( $\chi^2$ ), ( $\chi^2/df$ ), the standardized root mean square residual (SRMR), the root mean square error of approximation (RMSEA), and the comparative fit index (CFI). For the model to be deemed a good fit, all path coefficients should be significant at sig. 0.05, ( $\chi^2$ ), ( $\chi^2/df$ ) should be less than 5, (SRMR) should be less than 0.08, (RMSEA) should be less than 0.08, and (CFI) should be 0.95 or greater (Bani-Melhem et al., 2021b; Hu & Bentler, 1999; Yu et al., 2014). The results of the goodness of fit analysis indicate that the measurement model is of good quality, with values of ( $\chi^2 = 35.662$ ; d.f. = 20.148;  $\chi^2/d.f. = 1.77$ ; CFI = 0.961; SRMR = 0.034; and RMSEA = 0.042). Furthermore, all the factor loadings for the indicators on the latent constructs were significant ( $P > 0.001$ ), indicating that all the latent constructs were accurately represented by their indicators.

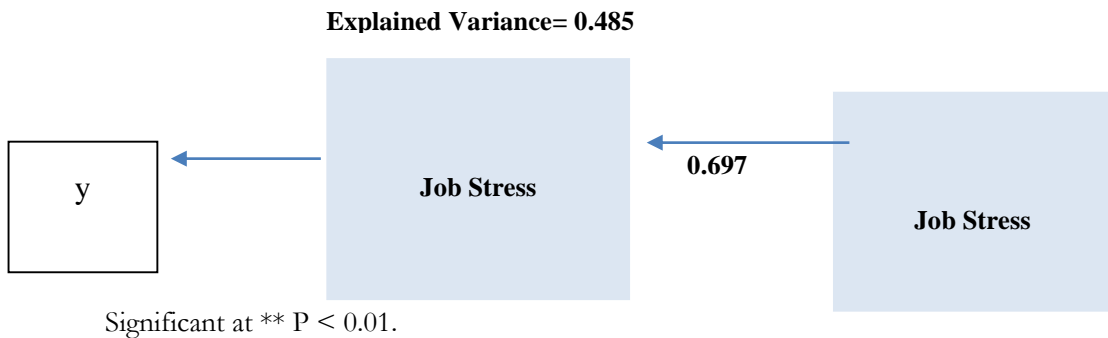
#### 4.2 Structural Model

As the structural model incorporates a moderating variable and to validate the study hypotheses, the examination was conducted in two stages. In the first stage, the direct effect of the predictor variable (job stress) on the dependent variable (job burnout) was assessed without analyzing the impact of the moderating variable (perceived social support). This model was referred to as the main effect model. The path analysis findings, as presented in Table 3 and Figure 3, indicate that job stress has a significant and positive effect on job burnout (path coefficient = 0.69,  $p < 0.01$ ).

This implies that an increase in job stress by one unit leads to a 0.697 increase in employees' experience of job burnout, thus confirming the H1 hypothesis.

**Table 3.** Main effect model test results

The path	Standardized Coefficient	t-value	P-value
Job Stress → job burnout	0.697	9.875	0.000



**Figure 3:** Results of the main effect model

In the second step, the moderating effect of perceived social support was examined. The moderating model was developed by using the hierarchical regression analysis. Initially, job stress was added as a predictor in the model without the moderating effect for the aim of determining the accumulation resulting from the moderating effect. The model explained 66% of the variance found in job burnout. Regarding the moderating effect, it was measured by using the so-called “moderation by interaction” term (Haq et al, 2019). Adding the moderating variable into the model contributed to increasing the value of the explained variance by 10%. This shows that adding the model variable (Perceived social support) to the model increased the model’s explanatory power. Table 4 indicates that the perceived social support negatively moderates the effect of job stress on job burnout. This means that social support is a contextual factor whose presence contributes to decreasing the impact of job stress on job burnout. Accordingly, based on the above, the H2 hypothesis can be accepted.

**Table 4.** Moderating effect model test results

Model	Standardized Coefficient	t-value	P-value	R <sup>2</sup>	F-value	P-value
JS → JB	0.816	24.652	0.000	0.665	607.726	0.000
JS * PSS → JB	-0.397	-1.005	0.000	0.761	484.067	0.000

## 5. Discussion & Conclusions

The current study focused on searching a number of factors that affect the employees' motivation at the university, especially teachers in addition to the negative impact of such factors on the teachers' satisfaction and their desire to stay in their jobs. These factors include job stress and job burnout. This study started from the assumption that the job stress has a significant impact on increasing the employees' sense of job burnout, which not only negatively affects the individual but also the organization where he works. Given the fact that the main mission of universities and colleges is educating students, Higher education institutions cannot reach this purpose successfully unless they have qualified teaching staff and sufficient enthusiasm to provide the best on an ongoing basis. Furthermore, studying the job stress and job burnout among the faculty members in universities and colleges, as found in some studies, have implications for improving understanding of these two phenomena, and improving their careers. In addition, understanding the environmental and personal factors that influence job burnout benefits both educational institutions and faculty staff. Also, the information related to these factors enables the human resources specialist to predict the job burnout and the factors associated with the early emergence of this phenomenon. Through this information, the institutions will be able to develop intervention strategies for eliminating the burnout phenomenon and as a result improving the functional and organizational life (Bani-Melhem, Abukhait, & Bourini, 2022; Salami, 2010).

The results of the current study also showed that job stress has a major role in the feeling of job burnout by the faculty staff members. This was approved by many studies that showed that the job stress is one of the direct causes leading to feeling the job burnout among the teachers and thus reducing their enthusiasm and increasing their desire to leave the job (Yu et al, 2014; Mardani & Mardani, 2014). Dunham considered job burnout as an extreme form of work-related stress (Kyriacou 1987). Some studies also indicated that teachers are currently suffering from stress that mainly comes from work which is attributed to the role conflict, role ambiguity, relationships with students and colleagues, long working hours, and the intensity of the job, which led to emotional and physical exhaustion or the so-called job burnout. This increased their feeling of frustration and loss of their passion for education. It significantly reduced their level of enthusiasm and increased the level of their negative attitudes toward their students (Jou et al. 2013; Peng et al. 2013; Veldman et al. 2013). This actually requires a great awareness from the leaders of higher education institutions about the factors that affect the employees' motivation, especially teachers, and as a result, their desire to stay at work, as losing a good teacher costs these institutions a lot. (Ambrose et al, 2005) stated that the cost the educational institutions suffer whether in terms of money or time, as a result of repeated attempts to switch to a good teacher is very high and this was also confirmed by (Lavania et al, 2011). The latter showed that the cost of replacing a faculty member is estimated by 30% - 66% of the employee's annual salary. Other

studies confirmed that the continuous change within colleges and universities, especially regarding the faculty members, negatively affects the universities' ability to maintain students and thus the graduation rates (Eagan & Jaeger, 2009; Owan, 2014).

Furthermore, the current study investigated the role of perceived social support in reducing the impact of job stress on employees' feelings of job burnout. As the results showed, perceived social support plays a moderating role in the relationship between job stress and job burnout. In other words, the more the individual perceives that he has support from his colleagues, supervisors, family, or friends, the less he feels the job stress and the less his burnout feelings. This was also confirmed by many previous studies that indicated that the development of the social support systems in the job environment contributes significantly to reducing the stress resulting from the job and the emergence of the job burnout phenomenon among employees (Wang, 2014; Wen et al. 2018; Singh et al. 2017; Wang et al. 2016; Erkoc et al. 2018). In addition, (Buunk, et al, 1993, Ray & Miller, 1994) stated that social support whose main source is usually supervisors and colleagues, in the form of emotional interest, helps in providing data required by employees, or doing a certain task is highly associated with reducing the job stress, and thus reducing the employee's feeling of emotional and physical exhaustion. The results of the current study are consistent with (Cohen et al, 1997) in that the employees' strong networks of social support prevent the emergence of stress and in turn reduce the emergence of the job burnout phenomenon. The availability of social support networks contributes to providing individuals with resources and positive coping mechanisms that enable them to avoid exposure to stress. Some studies showed that social support plays a moderating role in stress and contributes to preventing the individual's perceptions of job stress. When the employees perceive that they have social support, their perceptions of stress are prevented and thus this increases their positive coping mechanisms, especially among individuals who suffer from stress ranging from moderate to high, which in turn contributes to significantly reducing the emergence of the job burnout phenomenon (Johnson & Jennison, 1994; Lakey et al., 2002). Furthermore, (Bani-Melhem et al., 2022; Thomas & Lankau, 2009) support the study's results in showing that social support in the workplace in the form of a high lead-member exchange may serve as a resource that reduces the employee's emotional Exhaustion as it contributes to increased socialization and reduces role ambiguity. From the above, it can be said that the social support that may come from supervisors, colleagues, family, and friends contributes to reducing the employees' feelings of frustration, and increases their level of self-esteem, which improves their abilities to deal with and face work-related problems effectively.

### **6. Theoretical Implications**

The findings of this study have several theoretical implications for understanding the relationship between job stress, job burnout, and perceived social support among lecturers in Jordan. Firstly,

the study provides evidence that job stress has a significant positive impact on job burnout among lecturers. This finding is consistent with previous research, which has highlighted the harmful effects of job stress on employee well-being, job satisfaction, and performance. By demonstrating the link between job stress and burnout among lecturers in Jordan, this study adds to the growing body of literature on the impact of job stress on employee well-being.

Secondly, this study highlights the importance of perceived social support in mitigating the negative effects of job stress on job burnout. The results show that if lecturers perceive that they have social support, such as emotional support from colleagues, friends, or family, it can help reduce the negative impact of job stress on job burnout. This finding is in line with the social support theory, which suggests that social support can act as a buffer against the negative effects of stress on health outcomes. Therefore, this study adds to the literature by providing empirical evidence that social support can act as a protective factor against job burnout among lecturers in Jordan.

Finally, this study also has implications for organizational policies and interventions aimed at preventing or mitigating job burnout among lecturers in Jordan. The findings suggest that organizations should take steps to reduce job stress and increase social support to help prevent or mitigate job burnout among their employees. For example, organizations could provide training and resources to help lecturers manage their workload and work-related stress. Moreover, organizations could facilitate social support networks among employees by creating opportunities for team-building, networking, and social events.

In conclusion, this study provides new insights into the factors that contribute to job burnout among lecturers in Jordan. The findings suggest that job stress is a significant predictor of job burnout, and perceived social support can act as a buffer against the negative effects of job stress. These findings have important implications for research, practice, and policy in the area of occupational health and well-being.

### **7. Managerial Implications**

Based on the results of our study, there are managerial implications that should be considered. The study shows that job burnout caused by job stress can have serious consequences for employees' motivation, productivity, and performance. Therefore, it is important for managers to address job stress and its potential impact on burnout to maintain a motivated and productive workforce. Thus, the organizations must adopt and implement appropriate policies and intervention strategies for reducing the employees' feelings of job stress and thus job burnout, which entails emotional exhaustion, depersonalization, and diminished personal accomplishment. Among these policies and strategies is preparing the training programs whose main purpose is strengthening the health education among employees for raising their level of awareness about

the impact of job stress and job burnout on their quality of life, in addition to the importance of self-care. Also, organizations may provide psychological counseling and adequate health care activities to their employees as well as a good psychosocial environment through recreational facilities and places to practice sports and all means that contribute to the individual's perception that he has sufficient social support. This can be achieved by the organizations through organization and management. For example, the jobs may be designed in a way that allows employees to complete tasks through teamwork, through which the individual can obtain the resources that enable him to deal with the job stress such as the information needed to complete the tasks. In addition, teamwork enables individuals to develop their personal relationships with colleagues and get the help they need to complete the tasks. This led to an individual's increasing feeling of sufficient support from his colleagues, which reduces his awareness of job stress and thus his feeling of burnout. Organizations can also use flexible work arrangements and share the tasks since this reduces job stress and consequently less exposure to job burnout.

Leaders within organizations may also play a major role in reducing their subordinates' feeling of job stress and their sense of burnout by adequate support from using some leadership techniques such as management coaching. This in turn contributes to increasing the individual's sense of self-efficacy and thus increases his level of self-confidence, and his ability to deal with work-related stress and reduces his feeling of burning. Leaders can also set principles for ways to do things well, and these principles serve as a guide for individuals when carrying out the job tasks, and how to deal with things rationally.

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