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Mediating Role of Organizational Envy in the Relationship between Quality of Work Life, Job Burnout, and Organizational Productivity among employees at Zahedan University of Medical Sciences

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A B S T R A C T

This study aimed to investigate the mediating role of organizational envy in the relationship between quality of work life, job burnout, and organizational productivity among employees at Zahedan University of Medical Sciences. A descriptive-correlational design was employed using structural equation modeling (SEM). A total of 165 employees were selected through convenience sampling. Data were collected using validated questionnaires: the Organizational Envy Questionnaire (Valizadeh & Azarbayejani, 2009), the Job Burnout Questionnaire (Reis & Xanthopoulou, 2015), the Quality of Work Life Questionnaire (Lopez et al., 2007), and the Organizational Productivity Questionnaire (Hersey & Goldsmith, 2002). Data were analyzed using Smart PLS–4 software, incorporating Pearson correlation, reliability and validity tests (Cronbach's alpha, composite reliability, AVE, HTMT), and bootstrapping for mediation analysis. Organizational envy showed significant negative correlations with organizational productivity ($r = -0.43$, $p < 0.01$) and quality of work life ($r = -0.18$, $p < 0.05$), but was not significantly related to job burnout. Quality of work life significantly predicted reduced burnout ($\beta = -0.417$, $p < 0.001$), lower envy ($\beta = -0.252$, $p < 0.05$), and increased productivity ($\beta = 0.299$, $p = 0.001$). Organizational envy significantly reduced productivity ($\beta = -0.384$, $p < 0.001$), yet it did not mediate the relationship between quality of work life and either burnout or productivity. Based on the findings, enhancing the quality of work life directly contributed to reducing job burnout and increasing organizational productivity, underscoring its strategic importance in human resource development.

Introduction

The mental health and well-being of employees in academic and healthcare settings have become increasingly critical, with research indicating that high levels of job-related stress and burnout threaten not only individual health but also organizational effectiveness and service quality (Aust et al., 2024). This growing concern highlights the urgent need to identify workplace factors that enhance employee well-being and organizational outcomes.

In recent decades, the complexity and demands of administrative roles within academic institutions in medical sciences universities have increased. Employees in these settings are tasked with multifaceted

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responsibilities that span bureaucratic coordination, academic support, and compliance with stringent educational and health regulations (Scheepers et al., 2024). These roles are accompanied by high workloads, time pressure, emotional labor, and the expectation to maintain precision and accountability. The unique structure and purpose of medical universities—serving both educational and healthcare missions—further intensify the job demands, exposing employees to a variety of stressors that may compromise their overall well-being and organizational performance (Rohwer et al., 2024). Therefore, it is essential to examine determinants that can support employees in managing these challenges effectively. Amid such demanding environments, the concept of Quality of Work Life (QWL) emerges as a critical determinant in fostering employee well-being and institutional success. QWL refers to employees' perceptions of how conducive their workplace is to personal and professional fulfillment (Keefe et al., 2024). A high quality of work life supports psychological health, enhances job satisfaction, and strengthens motivation, organizational commitment, and overall productivity. For academic and medical institutions striving for excellence, cultivating supportive and empowering work environment is essential to sustaining high performance and retaining skilled personnel amidst increasing occupational pressures and complexities (Aprilia et al., 2025). When QWL deteriorates, employees become vulnerable to negative psychological outcomes that can affect organizational dynamics. When the quality of work life is diminished, employees become exposed to an elevated risk of job burnout—a multifaceted psychological syndrome marked by emotional exhaustion, depersonalization, and diminished sense of personal accomplishment (Alzoubi et al., 2024). Burnout is prevalent in service-oriented environments such as universities, where sustained interpersonal interaction and demanding performance standards prevail. This condition can significantly impair individual functioning, leading to reduced work efficiency, increased absenteeism, and deteriorated mental health (Irfan et al., 2023). If left unaddressed, burnout undermines not only employee well-being but also organizational stability and effectiveness. Given the profound implications of burnout, it is vital to understand both its antecedents and the mechanisms through which it impacts organizations (Li et al., 2021).

Given the centrality of employee well-being, organizational productivity—in service-based institutions like universities—is influenced by the psychological and emotional states of the workforce (Abdelwahed & Doghan, 2023). Defined as the effective and efficient achievement of organizational objectives, productivity is shaped by a constellation of organizational and individual factors, including employee morale, role clarity, and quality of interpersonal relationships (Patanjali & Bhatta, 2025). Psychological stressors such as burnout or dissatisfaction impede collaboration, innovation, and service delivery, whereas supportive and well-managed environment fosters sustained productivity, creativity, and institutional growth (Jenkins, 2023). To comprehend these dynamics, exploring the underlying psychological processes that mediate such relationships is essential.

Within this complex psychological landscape, organizational envy has garnered increasing attention for its subtle yet impactful role in shaping employee relations and outcomes (Yıldız et al., 2023). Organizational envy, characterized as negative emotional reaction to perceived advantages held by others, can corrode workplace cohesion by generating interpersonal conflict, reducing cooperation, and lowering morale (Wu et al., 2021). Typically arising in competitive or inequitable settings, unchecked envy can contribute to a toxic organizational climate, impairing job satisfaction, individual performance, and collective productivity (Sun et al., 2021). Despite these significant consequences, the mediating role of organizational envy has received limited empirical attention in academic and healthcare environments where competition and job demands are intense. While existing research has examined the relationships among quality of work life, burnout, and productivity, there remains a critical gap in understanding the mediating mechanisms that elucidate how these constructs interact. The potential mediating role of organizational envy within this dynamic has been underexplored empirically. Investigating whether and how envy operates as a bridge between a supportive work environment and outcomes such as burnout and productivity may uncover deeper insights into the emotional undercurrents that influence organizational behavior and performance. Addressing this gap could pave the way for more effective interventions targeting not only structural work conditions but also the emotional climate of organizations.

This study holds significant practical implications for human resource management within academic and healthcare institutions. By exploring the psychological processes that affect employee

outcomes, the research aims to inform interventions that enhance employee engagement, mitigate burnout, and promote healthier workplace interactions. Findings from this investigation may assist administrators and policymakers in designing comprehensive strategies that improve work conditions and address subtle emotional dynamics—such as envy—that affect organizational climate and effectiveness. Ultimately, such insights can contribute to building more resilient, productive, and supportive organizations.

The primary objective of this research is to examine the mediating role of organizational envy in the relationships between quality of work life and two critical outcomes: job burnout and organizational productivity. By elucidating this mediating pathway, the study seeks to contribute to a more nuanced understanding of workplace psychology and offer evidence-based recommendations for optimizing human resource practices in complex, service-oriented environments.

Method

The research design was descriptive-correlational and employed cross-sectional method.

Sample and Sampling Method

The statistical population comprised all employees of the Zahedan University of Medical Sciences in 2024. Sampling was conducted using a convenience sampling method among the university staff, resulting in a sample size of 165 participants, including 92 women and 73 men. The study sample consisted of 165 participants, including 92 women (55.8%) and 73 men (44.2%). Regarding education level, 48 participants (29.1%) held a diploma or lower degree, 89 participants (53.9%) had a bachelor's degree, and 28 participants (17.0%) possessed a master's degree or higher. In terms of work experience, 37 participants (22.4%) reported less than 5 years, 83 participants (50.3%) had between 5 and 10 years, and 45 participants (27.3%) had more than 10 years of experience. Concerning marital status, 112 participants (67.9%) were married, while 53 participants (32.1%) were single.

Tools Used

Organizational Envy Questionnaire

It was developed by Valizadeh and Azarbayejani in 2009 to assess the level of envy among employees within organizational settings (Hakkak & Ghahramani, 2022). The instrument consists of 22 items distributed across three dimensions: cognitive, emotional, and behavioral envy. Responses are recorded on a 5-point Likert scale ranging from "strongly disagree" to "strongly agree" (e.g., "It is hard and distressing for me to tolerate it when a colleague becomes the center of attention in a group"). Items 1–4 assess cognitive envy, items 5–14 measure emotional envy, and items 15–22 evaluate behavioral envy. The total score ranges from 22 to 110, with higher scores indicating greater levels of organizational envy. The questionnaire has demonstrated satisfactory psychometric properties, with content, face, and criterion validity confirmed in previous research which supporting its internal consistency(Gharaei et al., 2020). In the present study, the Cronbach's alpha coefficient for this questionnaire was calculated to be 0.78, indicating an acceptable level of internal consistency.

The Job Burnout Questionnaire

The Job Burnout Questionnaire was developed by Reis and Xanthopoulou in 2015 and is a 16-item self-report instrument designed to assess the extent of job burnout among individuals(Reis et al., 2015). Each item is rated on a five-point Likert scale ranging from "never" to "always," capturing dimensions of emotional and physical exhaustion, reduced professional efficacy, and negative work-related attitudes. A sample item includes: "I feel energized while working." Total scores range from 16 to 80, with higher scores reflecting greater levels of burnout. The construct of job burnout is conceptualized as a syndrome characterized by emotional fatigue, depersonalization, and a diminished sense of personal accomplishment. In the Iranian sample, this questionnaire also demonstrated high reliability, with a Cronbach's alpha coefficient of 0.76(Kabir et al., 2016) indicating that the instrument is both reliable and suitable for assessing job burnout within this population. In the present study, the reliability of the

instrument was assessed using Cronbach's alpha, resulting in a coefficient of 0.86, indicating a high and acceptable level of internal consistency for measuring job burnout in the sample population.

The Quality of Work Life (QWL) Questionnaire

It was developed by Lopez et al. in 2007. This instrument assesses employees' perceptions of various aspects of their work life (Royuela et al., 2008). This questionnaire consists of 26 items measured on a five-point Likert scale, ranging from "very low" to "very high." Conceptually, QWL refers to an individual's attitude toward their job and the extent to which the work environment fosters mutual trust, appreciation, meaningful engagement, and both material and non-material investment opportunities. The instrument is unidimensional and captures overall work-life quality through indicators such as satisfaction, low absenteeism, and high motivation. In the present study, QWL is operationalized as the total score derived from participants' responses to the 26 items. This tool has been used in organizational research and has demonstrated sound psychometric properties across different populations such as Iranian population (Raeissi et al., 2019). In the current study, the reliability coefficient (Cronbach's alpha) for the Quality of Work Life Questionnaire was calculated to be 0.73, indicating a high and acceptable level of internal consistency for assessing employees' quality of work life.

Organizational Productivity Questionnaire

It was developed by Hersey and Goldsmith in 2002 to assess overall productivity within organizational settings. This unidimensional scale comprises 6 items rated on a five-point Likert scale ranging from "strongly disagree" to "strongly agree" (Faez et al., 2021). The questionnaire evaluates key aspects of organizational productivity, such as attention to employees' individual needs, effective time management, application of new technologies, and appropriate task delegation. Organizational productivity refers to the degree to which an employee fulfills job requirements and contributes effectively to the organization's long-term performance through adaptability, structured management, and optimal use of resources. In this study, organizational productivity is operationalized as the total score obtained from responses to the six items in the questionnaire. In an Iranian population, the Cronbach's alpha coefficient for this questionnaire has been reported as 0.81, indicating acceptable internal consistency (Hoboubi et al., 2017). In the present study, the Cronbach's alpha coefficient for this questionnaire was calculated to be 0.76, indicating a high level of internal consistency and confirming the reliability of the instrument in measuring organizational productivity.

Data Analysis

Data were analyzed using Smart PLS – 4 software to conduct Partial Least Squares Structural Equation Modeling (PLS-SEM). This method was chosen because of its appropriateness for analyzing complex models and its robustness with relatively small sample sizes. Before hypothesis testing, the reliability and validity of the measurement model were evaluated using Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), and heterotrait-monotrait ratio (HTMT) to ensure internal consistency and discriminant validity of the constructs. The hypothesized mediation model was examined via bootstrap resampling to assess both direct and indirect effects of quality of work life on job burnout and organizational productivity through organizational envy. Statistical significance was determined based on path coefficients, t-values, and confidence intervals.

Ethical Considerations

This study was conducted in accordance with the principles outlined in the Declaration of Helsinki (1996) and approved by the institutional ethics committee. All participants were informed about the purpose, procedures, and voluntary nature of the study. Written informed consent was obtained prior to participation. Confidentiality and anonymity of all respondents were strictly maintained throughout the research process. The researchers adhered to ethical standards and institutional guidelines to safeguard the rights, dignity, and well-being of all participants.

Results

Table – 1: Mean, standard deviation, and Pearson correlation of the study variables (n=165)

Variable	Mean	SD	1	2	3	4
1. Organizational envious	40.07	15.73	1			
2. Job burnout	26.12	5.49	.07	1		
3. Organizational productivity	23.92	5.15	-0.43**	.01	1	
4. Quality of work life	77.41	14.16	-0.18*	-0.19*	0.36**	1

**p<.01, *p<.05

Table 1 presents bivariate correlations among the study variables. Organizational envy demonstrated a significant negative correlation with organizational productivity (r = -0.43, p < 0.01) and quality of work life (r = -0.18, p < 0.05), indicating that higher levels of envy are associated with lower productivity and poorer perceptions of work life quality. However, the relationship between organizational envy and job burnout was not significant (r = 0.07, p > 0.05). Job burnout showed a significant negative correlation with quality of work life (r = -0.19, p < 0.05), suggesting that improved work life quality is related to reduced burnout. In contrast, job burnout was not significantly correlated with organizational productivity (r = -0.01, p > 0.05). A significant positive correlation was observed between organizational productivity and quality of work life (r = 0.36, p < 0.01), emphasizing the importance of work life quality in enhancing organizational outcomes.

Table – 2: Cronbach's alpha, composite reliability, AVE, HTMT

Variable	Cronbach's alpha	CR	AVE	1	2	3	4
1. Job Burnout	0.68	0.70	0.23				
2. Organizational Envious	0.94	0.95	0.45	0.25			
3. Organizational Productivity	0.91	0.91	0.69	0.29	0.48		
4. Quality of Work Life	0.93	0.94	0.41	0.38	0.26	0.41	

Standard criteria were applied to evaluate the model's data fit, with Cronbach's alpha (CA) and composite reliability (CR) values between 0.70 and 0.95 widely recognized as acceptable benchmarks for internal consistency. As shown in Table 2, all constructs in this study achieved Cronbach's alpha values ranging from 0.68 to 0.94, while composite reliability scores fell within the acceptable range of 0.70 to 0.95. These results indicate that constructs demonstrate satisfactory internal consistency reliability. Average variance extracted (AVE) values exceeding 0.50 are generally considered indicative of adequate convergent validity. In this study, although organizational productivity showed robust AVE of 0.69, the other constructs—parental job burnout (0.23), organizational envy (0.45), and quality of work life (0.41)—fell below this threshold, suggesting insufficient convergent validity for these variables. Regarding discriminant validity, the heterotrait-monotrait ratio (HTMT) criterion was applied, with values below 0.85 considered acceptable. All constructs in the present research attained HTMT values between 0.25 and 0.48, confirming satisfactory discriminant validity.

To examine the mediating role of organizational envy in the relationship between quality of work life, job burnout, and organizational productivity, a bootstrap analysis was conducted to test both direct and indirect effects. These analyses were performed using Smart PLS–4 software. The results of this mediation analysis are presented in Table 3, providing empirical evidence regarding the function of organizational envy as a mediator in the specified relationships among employees.

Table – 3: Pathway coefficients of organizational envious as a mediator of quality of work life with job burnout and organizational productivity among employees

Pathway	Beta	Mean	SD	t	Sig.	CI	
						LL	UL
OE-> JB	0.095	0.113	0.107	0.891	0.373	-0.131	0.291
OE -> OP	-0.384	-0.398	0.075	5.099	0.0001	-0.551	-0.254
QWL-> JB	-0.417	-0.440	0.085	4.918	0.0001	-0.566	-0.302
QWL -> OE	-0.252	-0.281	0.104	2.423	0.015	-0.473	-0.070

QWL -> OP	0.299	0.294	0.092	3.248	0.001	0.107	0.466
QWL -> OE -> JB	-0.024	-0.030	0.032	0.745	0.456	-0.094	0.037
QWL -> OE -> OP	0.097	0.115	0.055	1.768	0.077	0.022	0.238

Note: OE: Organizational Envious; JB: Job Burnout; OP: Organizational Productivity; QWL: Quality of Work Life; LL: Lower Level; UL: Upper Level

The analysis revealed that organizational envy did not have a statistically significant effect on job burnout (β = 0.095, t = 0.891, p = 0.373), indicating that envy within the organization does not directly contribute to employees' experiences of burnout. However, organizational envy exerted a significant negative effect on organizational productivity (β = -0.384, t = 5.099, p = 0.001), suggesting that higher levels of envy are associated with lower productivity outcomes. The quality of work life demonstrated a significant negative impact on job burnout (β = -0.417, t = 4.918, p = 0.001), underscoring the protective role of a positive work environment against employee burnout. Quality of work life also significantly and negatively affected organizational envy (β = -0.252, t = 2.423, p < 0.001), implying that improved work conditions may reduce feelings of envy among employees. The quality of work life had significant positive effect on organizational productivity (β = 0.299, t = 3.248, p = 0.001), highlighting its role in enhancing overall organizational performance. Regarding mediation effects, the indirect impact of quality of work life on job burnout through organizational envy was not significant (β = -0.024, t = 0.745, p = 0.456), indicating that envy does not mediate the relationship between work life quality and burnout. Indirect effect of quality of work life on organizational productivity via organizational envy was also insignificant (β = 0.097, t = 1.768, p = 0.077). These findings suggest that although organizational envy negatively affects productivity, it does not serve as significant mediator in the examined relationships.

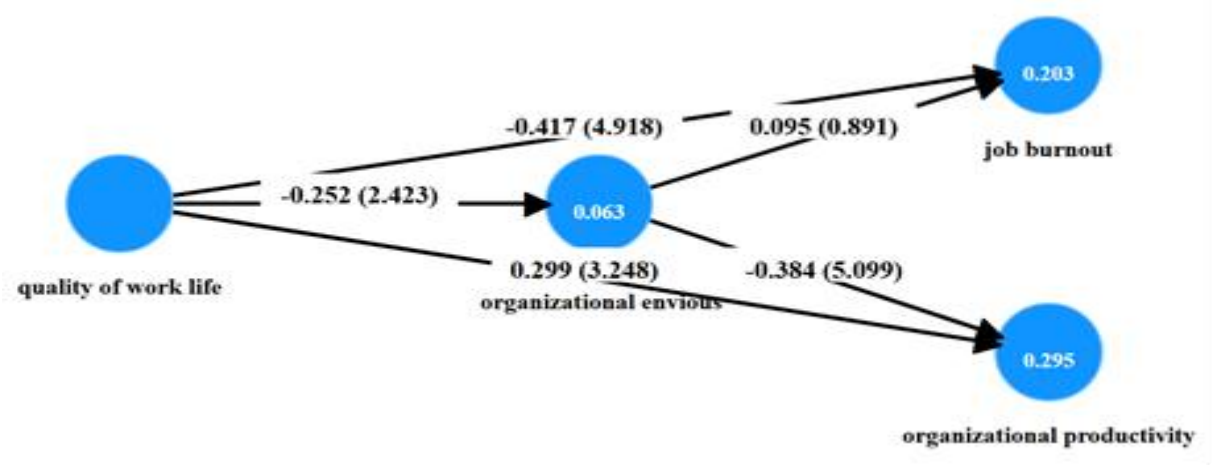


Figure 1. Direct and indirect effect of Beta coefficients and t-values

Discussion

The present study aimed to examine the mediating role of organizational envy in the relationship between quality of work life, job burnout, and organizational productivity. It investigated how organizational envy influenced the impact of quality of work life on employees' job burnout and overall organizational productivity. This study found that quality of work life plays a crucial role in mitigating job burnout and promoting organizational productivity among employees in academic and healthcare settings. While organizational envy negatively impacted productivity, it did not significantly influence burnout nor mediate the relationship between work life quality and the examined outcomes. These findings underscore the protective effect of supportive work environment on employee well-being and institutional

performance, highlighting the importance of addressing emotional dynamics to foster healthier organizational climates.

The findings of this study are consistent with several prior investigations that have demonstrated the positive impact of quality of work life on reducing job burnout and enhancing organizational productivity. For instance, similar to some studies (Aruldoss et al., 2022; Cegarra-Leiva et al., 2012; Chaudhuri et al., 2020; Mattarelli et al., 2024), our study supports the idea that a supportive work environment and improved work-life balance contribute significantly to employee well-being and organizational outcomes. This alignment may be attributed to the universal importance of psychological safety and resource availability in fostering employee engagement and reducing stress across diverse organizational contexts(Kyambade et al., 2024). Our results were inconsistent with some studies (Hancock et al., 2024; Hilal, 2023) which reported a strong predictive relationship between organizational envy and job burnout. In contrast, the present study did not find a significant direct association between these two variables. This divergence could be explained by several factors. Cultural differences may play a critical role; in collectivist cultures, such as the one in which this study was conducted, social harmony and group cohesion may buffer the adverse emotional effects of envy, thereby weakening its impact on burnout. Variations in sample characteristics and organizational settings—such as differences between healthcare academic staff and corporate employees—might influence the manifestation of these psychological dynamics. Methodological differences, including the use of distinct measurement tools or analytical approaches, could also contribute to these inconsistent findings. These considerations highlight the complexity of interpreting organizational behavior phenomena and emphasize the need for further research that incorporates cultural, contextual, and methodological nuances to deepen our understanding of how envy and work life quality interact to affect employee outcomes.

A more in-depth examination of the lack of mediating effect of organizational envy on job burnout is warranted. From an organizational psychology perspective, it is possible that envy operates independently rather than as a conduit between work life quality and burnout. Theories such as the Conservation of Resources (COR) model suggest that while poor work conditions directly deplete personal resources leading to burnout, envy might manifest as a separate emotional response that affects motivation or interpersonal relations without necessarily triggering burnout. Envy could interact with other psychological constructs—such as perceived organizational justice or emotional regulation—which were not captured in the current study. This indicates a complex emotional landscape where envy's influence might be contingent on additional factors, rather than a straightforward mediating role.

This research advances the theoretical understanding of workplace psychology by elucidating the distinct roles of quality of work life, organizational envy, job burnout, and productivity within academic medical institutions. By demonstrating that quality of work life significantly reduces burnout and enhances productivity, while organizational envy negatively impacts productivity without mediating burnout, these findings refine existing models of employee well-being and organizational outcomes. The research contributes to the literature by clarifying the limited mediating role of organizational envy, suggesting that while envy undermines productivity, it does not directly influence burnout. The lack of a mediating effect suggests that envy may operate independently or interact with other psychological constructs, opening new avenues for theoretical exploration and empirical investigation. This nuanced insight challenges some prior assumptions and encourages further exploration of emotional dynamics in organizational behavior theories.

These findings offer valuable guidance for human resource managers and institutional policymakers in academic and healthcare settings. Interventions that improve employees' perceptions of their work environment—such as fostering supportive leadership, equitable resource distribution, and meaningful engagement—can directly reduce burnout and bolster productivity. Moreover, recognizing and addressing organizational envy as detrimental factor to productivity highlights the need for strategies that promote cooperation, transparency, and positive interpersonal relationships. These insights empower decision-makers to design comprehensive policies that enhance both psychological well-being and operational effectiveness, thereby sustaining institutional excellence in complex service environments.

Limitations of the Study

This study has several important limitations that should be acknowledged. First, the reliance on self-report questionnaires may introduce response biases such as social desirability and inaccurate self-assessment affecting the validity of the findings. Future studies could incorporate objective or multi-source data to mitigate these biases. Second, the cross-sectional design limits the ability to draw causal inferences or establish the temporal directionality among quality of work life, job burnout, organizational envy, and productivity. Longitudinal or experimental designs are needed to better understand these dynamic relationships over time. Third, the sample was drawn exclusively from employees of Zahedan University of Medical Sciences, relatively homogeneous group in terms of demographic and organizational characteristics. This restricts the generalizability of the findings to other institutional contexts, industries, or cultural settings. Diverse samples across different sectors and countries would enhance external validity. The study did not control for potential confounding variables that might influence the observed relationships, such as organizational justice perceptions or leadership styles. The exclusive use of quantitative methods may have limited the depth of understanding regarding the complex emotional and social dynamics underlying organizational envy. Incorporating qualitative approaches, such as interviews or focus groups, could provide richer, contextualized insights into these phenomena.

Suggestions for Future Research

Future studies could benefit from utilizing longitudinal designs to better explore the causal relationships among the studied variables. Tracking changes over time would allow researchers to observe how fluctuations in quality of work life or burnout levels influence organizational envy and productivity. Such designs help overcome the limitations inherent in cross-sectional approaches used in this study. Future research should examine additional mediating or moderating variables. Examples include organizational justice, leadership style, and emotional intelligence. These factors may further clarify the mechanisms linking job conditions to organizational outcomes. It is also important to explore demographic moderators such as age, gender, tenure, and job position to understand for whom and under what conditions these relationships hold. Researchers are encouraged to adopt mixed-methods approaches. Combining quantitative surveys with qualitative techniques, such as interviews or focus groups, can uncover deeper contextual and cultural factors influencing organizational envy. Multilevel analyses could examine the effects of team- or organizational-level variables, such as group cohesion or managerial support, on individual outcomes. Replicating this research across different institutions, industries, and especially diverse cultural settings is crucial. Cross-cultural and international comparative studies should be prioritized to determine how cultural differences affect experiences and outcomes related to organizational envy, burnout, and quality of work life. Given the cultural nuances highlighted in the discussion, such studies would significantly enhance the external validity and generalizability of findings. Future investigations could also assess the effectiveness of organizational interventions aimed at reducing envy or improving work-life quality. Evaluating these programs would provide practical insights into strategies for mitigating the negative consequences of envy and burnout. Incorporating biometric or physiological data, such as stress hormone levels, heart rate variability, or sleep patterns, alongside psychological assessments, could offer a more comprehensive understanding of how quality of work life and organizational envy impact employee health and performance. Further research should examine the role of organizational structures, human resource policies, and performance evaluation systems. These factors may either escalate or mitigate organizational envy and job burnout, influencing overall organizational health.

Conclusion

This study underscores the pivotal role of Quality of Work Life (QWL) in mitigating job burnout and enhancing organizational productivity among employees in academic and healthcare settings. The findings affirm that while organizational envy negatively impacts productivity, it does not significantly mediate the relationships between QWL, burnout, and productivity. These results highlight the importance of developing organizational strategies that not only improve work conditions but also address the emotional climate, including subtle dynamics such as envy. The research contributes valuable scientific and practical

insights for human resource management and organizational psychology, offering evidence-based guidance to administrators and policymakers aiming to foster healthier, more resilient, and productive workplaces in complex service-oriented environments.

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Authors' Contribution

All of the authors provided an equal level of contribution to the study.

Conflict of Interests

The authors have declared that there is no potential conflict of interest.

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Patient Consent

Before inclusion, all participants signed informed consent forms.

Data Availability Statement

The datasets generated during and/or analyzed during the current study are available from the corresponding author on reasonable request.

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