

Job Burnout Effects on Employees' Attitudes in Egyptian Travel Agencies

Ghada Mohamed Khairat

Tourism studies Department, Faculty of Tourism and Hotel, University of Sadat City, Egypt

Abstract

Due to current competitiveness among the Egyptian travel agencies, they need to provide high quality services to satisfy and meet the expectations of their customers. Consequently, a highly stressed work environment among employees is created. In addition, low salaries, role conflict, and long work hours at travel agencies lead to job burnout, which creates negative effects on employees' attitudes toward work, such as absenteeism, employee turnover, and poor performance. It also affects their physical and psychological health. This study aims to understand the burnout phenomenon and identify sources of burnout among employees in travel agencies. It also investigates the relationship between the burnout dimensions of emotional exhaustion, depersonalization, and personal accomplishment and the employees' attitudes toward their work. To achieve the purpose of this paper a questionnaire is designed using the Maslach Burnout Inventory (MBI) to determine burnout feelings of employees. The survey has been applied to 284 employees in travel agencies. The findings reveal that there is a statistically significant relationship between burnout and the employees' attitudes toward their work. The results also determine that the employees' turnover intentions strongly affected by burnout. Moreover, employees with work experience of 5 to 10 years and group aging between 31 to 40 years old are more likely to experience burnout. Finally, the study recommends that travel agencies need to develop strategies to handle burnout effectively.

Keywords: Burnout, stress, Maslach Burnout Inventory, travel agencies 'employees, attitudes

1- Introduction

Nowadays, workplace creates various sources of stress. Most jobs might involve difficult and demanding tasks that exceed the coping resources of the employee. Stress is defined as the adverse reaction people have to excessive pressure placed on them from extraordinary demands, constraints, or opportunities (Nickson, 2007). Job stress is a situation

where job-related factors are associated with psychological, physiological, and behavioral strains (Kim et al., 2009).

Furthermore, stress has become a common issue in the work lives of many employees; and long term stress causes burnout (Yuka Asada et al., 2012). Historically, the burnout concept first appeared in the field of human services (Dierendonck et al., 2001; Kiliç et al., 2011a). Employees who work in direct contact with customers feel pressure that leads to emergence of burnout (Salami, 2011). Burnout is a common phenomenon, often among employees in service industry, resulting from gradual stress (Yuka Asada et al., 2012; Iacovides et al., 2003; Olaniyi, 2013).

Professional burnout is a term refers to mental and physical exhaustion of an individual experienced as a result of stress at work. Freudenberger (1974) is one of the first to define burnout as a condition of exhaustion caused by failure, loss of energy and power, or unsatisfied demands of human impulsion. According to Maslach and Jackson (1981), professional burnout consists of three components, namely emotional exhaustion, depersonalization, and personal accomplishment (Akgunduz et al., 2015). It involves deterioration in the relationship that employees have with their job. Moreover, it can lead to some serious problems in job performance, quality of service, and personal well-being. Burnout has several negative effects on both individuals and organizations (Aksu and Temelglu, 2015).

Work environment in the tourism industry creates a variety of demands and pressures which become sources of stress. It is characterized by low-salaries, excessive work demands, irregular job due to seasonality, few breaks, intensive customer interaction, and rapid change; moreover, it is affected by economic and political situations (Akgundu et al., 2015; Lo and lamm, 2005). In addition, fatigue, bad work environment, job instability, and long working hours have increased the existence of job burnout in the tourism industry. The issue of burnout has become increasingly prevalent, especially in travel agencies where employees often have multiple roles, undefined job descriptions, work overload, dysfunctional customer behavior, inadequate staffing level, late airport transfers, and less opportunity for promotion (Van Yperen et al., 1992; Kim et al., 2009; Yusoff, 2013; Musyoka et al., 2012; Mohamed, 2015). Few studies have focused on the effect of job burnout on hospitality and the tourism industry, specifically in travel agencies. Therefore, this study aims to understand the burnout phenomenon, identify the sources of burnout among employees at travel agencies, and examine the attitudes of

those working in the travel agencies. It also investigates the relationship between the burnout dimensions of emotional exhaustion, depersonalization, and personal accomplishment and the employees' attitudes toward their work. Moreover, the study aims to explore the effects job burnout has on job-related attitudes and outcomes

2. Literature Review

2.1. The Concept of Burnout

Burnout was first introduced by the psychologist Herbert Freudenberger in the early 1970s. He defined this phenomenon as a state of fatigue or frustration that resulted from professional relationships that failed to produce the expected rewards (Freudenberger, 1974). Burnout is a state of mental, emotional, and physical exhaustion caused at work (Iacovides et al., 2003). Then, Malash (1982) described burnout as a psychological syndrome involving emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment that occurred in response to tension and stress in one's professional life (Poghosyan et al., 2009).

Burnout has become a serious issue in the workplace (Nickson, 2007). Employees experience burnout after being exposed to high pressure and stress for long periods (Ojedokun et al., 2013). However, Aksu and Temeloglu (2015) have defined burnout syndrome as "a progressive and gradual process caused by the mismatch between the demands of employees and job demands". Moreover, Hakanen and Schaufeli (2012) have described burnout as a negative, job related psychological state comprising a set of symptoms such as physical fatigue, emotional exhaustion, and loss of motivation. It is a psychological syndrome developed in response to interpersonal stressors on the job.

Generally, job burnout is characterized by exhaustion, feelings of cynicism, sense of ineffectiveness, helplessness, and hopelessness, lack of enthusiasm, isolation from people, frustration, and disengagement that lead to reduced professional efficacy within the workplace (Mäkikangas and Kinnunen, 2016; Lee, 2010; Mohajan, 2012). Table 1 clarifies the difference between burnout and stress (Smith et al., 2014).

Table 1: The difference between Burnout and Stress

Stress Vs. Burnout	
Stress	Burnout
Characterized by over engagement	Characterized by disengagement
Emotions are over reactive	Emotions are blunted
Produces urgency and hyperactivity	Produces helplessness and hopelessness
Causes loss of energy	Causes loss of motivation, ideals, and hope
Leads to anxiety disorders	Leads to detachment and depression
Primary damage is physical	Primary damage is emotional
May kill the employee prematurely	May make life seem not worth living

Source: Smith et al. (2014)

2.2. Dimensions of Burnout

Maslach et al., (2001) describe burnout as a psychological syndrome consisting of three dimensions: The emotional exhaustion, depersonalization, and reduced personal accomplishment.

Burnout is a gradual process; emotional exhaustion is the first stage of burnout. It refers to the employee's feeling of tiredness from work due to job stress. This stage is followed by an attempt by the employee to develop impersonal relationships with his customers or colleagues, which in turn leads to the last phase of burnout, which is the decrease in job performance (Van der Colff and Rothmann, 2009).

The first phase in the burnout process is emotional exhaustion. It refers to a state in which the employee loses energy, enthusiasm, and emotional resources (Anvari et al., 2011). It attributes to various causes represented in work overload, long work hours, insufficient rewards, unrealistic job expectations, and role conflict (Zopiatis et al., 2010).

The second phase is depersonalization. It often manifests as cynicism (Benazić and Ružić, 2013; Yanchus et al., 2015) or negative attitudes toward customers, colleagues, or supervisors. The employee loses the emotional ability to respond to work (Manhas and Bakhshi, 2011).

The third phase is personal accomplishment where the employee begins to evaluate oneself negatively and loses feeling of success (Aksu and Temeloglu, 2015). It is a state of feeling unsatisfied with job performance and achievements (Kiliç et al., 2011b; Densten, 2001). This phase refers to the feelings of insufficiency, incompetence, and unproductiveness (Van der Colff and Rothmann, 2009; Mäkikangas and Kinnunen, 2016)

2.3. Sources of Burnout

A mismatch between the employees' expectations and abilities and the demands and resources of the work may lead to burnout (Ahola et al., 2014; Yusoff, 2013; Mayo Clinic, 2016). From one hand, Manhas and Bakhshi (2011); Scott (2014); and Lu et al., (2007) have classified the causes of burnout into three categories:

- Job characteristics: These include relationships, role conflict (Musyoka et al., 2012; Mohamed, 2015; Yusoff, 2013), role ambiguity (Kim et al., 2009), high workload, and role overload.
- Organizational characteristics: These refer to job demands, lack of control, lack of support (Borritz, 2006), poor leadership (Yuka Asada et al., 2012), organizational structure, organizational climate (Awadh et al., 2015), and organizational commitment to achieve goals (O'Neill and Xiao, 2010).
- Personal characteristics: These include personal factors, such as personal needs, interests, values, skills, capabilities, neuroticism, financial stability, and self-efficacy (Benazić and Ružić, 2013; Kim, 2006). Moreover, the individual characteristics that affect how a person responds to burnout are represented in personality traits, physical conditions, feeling about self, family, and age.

On the other hand, Nickson (2007) has pointed out that causes of burnout refer to internal and external sources. First, internal resources are such as poor management, colleagues, and the nature of the job. Second, external resources are such as customer and family obligations.

In addition, Nyangahu and Bula(2015) have mentioned that lack of fairness, low salaries, long work hours, lack of advancement, insufficient rewards, bad relations with superiors, weak management, and problematic customers(Kiliç et al.,2011a)are factors that cause job burnout.

Moreover, Iacovides et al. (2003)have suggested that burnout is caused by high efforts, poor satisfaction, and high demands. Furthermore, the lack of free time, unrealistic deadlines, job insecurity, lack of communication, lack of recognition, and work-life imbalance can play a role in causing burnout(Olaniyi,2013;Dharmaraj, 2014; Mandal, 2012;Howincton, 2013; Mayo Clinic,2016).

2.4. Effects of Burnout

The incidence of burnout syndrome creates negative effects on both individuals and organizations (Benazić and Ružić, 2013).The initial individual consequences are divided into three categories: Psychological health, physical health, and behavioral consequences(Anvariet al., 2011).Some psychological responses to burnout include anxiety, depression, tension, boredom, anger, low self-esteem, low concentration, mental fatigue, irritability (Nickson, 2007), repression(Schepman and Zarate, 2008), negative attitude toward customers, work, colleagues, or oneself(Benazić and Ružić, 2013), low energy, lack of enthusiasm, not caring about work, and lack of motivation(Hurly, 2006).

On the other hand, physical consequences include headaches, blood pressure, and heart diseases (Nickson, 2007; Nyangahu and Bula, 2015). Burnout also can lead to behavioral effects such as absenteeism, turnover, poor performance, less productivity(Lo and Iamm,2005; O'Neill and Xiao,2010), dissatisfaction(Kiliç et al., 2011a),and aggression; moreover, employees may be tardy more frequently, have more difficulty making decisions, miss deadlines, forget appointments, make more mistakes , have poor interpersonal relationship with others, neglect creativity and innovation, show low commitment(Kim et al. , 2009),and intend to arrive late to work and leave early(Akgunduzet al.,2015; Hurley,2006). Furthermore, the impact of burnout on the individuals appears inefficiency, quality of services, and tendency to shift to other careers.(Kiliç et al., 2011b; O'Neill and Xiao , 2010)

In addition, burnout has several negative effects on organizations such as decreased organizational commitment (Yanchus et al., 2015), declined work output (Boswell et al., 2004), organizational dysfunction (Yusoff, 2013), damaged reputation, and recruitment problems (Nickson, 2007).

3. Research Methodology

To fulfil the research objective for identifying the effects of burnout on employees' attitudes in Egyptian travel agencies, a survey consisted of three sections is used as a data collection tool. The first section includes the employees' demographic characteristics (gender, age, and job tenure). The second section employs the Maslach Burnout Inventory (MBI), which is developed by Maslach and Jackson (1981), to determine the aspects of burnout among employees at travel agencies. MBI has 3 dimensions and 22 items (emotional exhaustion: 9 items, depersonalization: 5 items, and personal accomplishment: 8 items). A five-point Likert type scale is used in the study. The scale is composed of statements that range from 1 (never), 2 (rarely), 3 (occasionally), 4 (often) to 5 (always). The Third section contains 25 statements developed through a review of literature for measuring the employees' attitudes to work, including 5 items supporting absenteeism, 5 items for turnover intention, 6 items regarding job dissatisfaction, 5 items measuring performance, and 4 items related to decreased innovation and creativity. The statements have been chosen based on previous studies as well as interviews with tourism and hospitality experts. In particular, according to Maslach (1982), high burnout exists when a high degree of emotional exhaustion and depersonalization in relation to a low level of personal accomplishment exists.

In this study, the employees' opinions regarding the statements included in both the professional burnout and employees' attitudes inventories are described through a calculation of frequency and percentage as well as mean and standard-deviation values. Furthermore, correlation and simple linear regression analysis are employed respectively, to determine the correlation between employees' opinions regarding the sub dimensions of professional burnout and their attitude toward work.

A total of 300 questionnaires have been distributed and only 284 are valid after the elimination of the incomplete ones. The target population of the study has been randomly selected from employees working in Egyptian travel agencies (Category A agencies in Greater Cairo).

Moreover, data and information obtained in this study have been analyzed by using SPSS packet program which is developed for social sciences. In order to meet the research objectives of this study, all valid responses have been assessed using a variety of statistical techniques: Descriptive statistics, including simple frequencies and mean ratings, Spearman Correlation Coefficient, Mann–Whitney *U* test, and Kruskal – Wallis test.

4. Results

4.1. Sample Characteristics

Table 2: Demographic Profile of the Respondents (N=284)

Variable	Frequencies	Percentage
Age		
21-30	77	27.1
31-40	109	38.4
41-50	91	32
51 and over	7	2.5
Total	284	100
Gender		
Male	211	74.3
Female	73	25.7
Total	284	100
Job tenure		
Less than 5	43	15.1
5–10 years	127	44.7
11–20 years	109	38.4
Over 20	5	1.8
Total	284	100

Table 2 indicates the demographic profile of the respondents in relation to three different variables: Gender, age, and years of working at the agency. The majority of the respondents are males (74.3%), aged between 31 to 40 years old (38.4%). The study reveals that 44.7% of the respondents have 5 to 10 years of work experience at the agencies.

Table 3: Feeling of Stress at Work

	Frequencies	Percentage
Yes	130	45.8
No	48	16.9
Sometimes	106	37.3
Total	284	100

Table 3 reveals that the majority of the respondents (45.8%) feel they are stressed at work. Also, 37.3% of the respondents feel they are sometimes over stressed. On the other hand, 16.9% of the respondents never feel stress at work.

Table 4: Factors of Burnout in Travel Agencies

Factors	Mean	Standard deviation	Rank
Working hours	4.81	0.13	1
Salaries and benefits	4.67	0.19	2
Promotion opportunities	4.39	0.52	5
Support and social relations at work	4.11	0.76	6
Demands of the job and workload	4.61	0.33	3
Lack of job control	4.09	0.49	7
Conflicting roles	4.50	0.29	4
Working environment	4.01	1.09	9
Job security	4.05	1.22	8

In Table 4, the majority of the respondents rated working hours as the highest stressor factor with mean 4.81. Long hours of duty at office and night transfers may result in lack of sleep which in turn becomes the reason of stress. Then, salaries and benefits come with high mean 4.67 since the employees consider their salaries low and would like to find a better paying job. The employees suffer from unpaid overtime and the rewards they receive are not corresponded to their work effort. It is also found that the employees who have excessive workloads have high levels of stress, followed by the employees who are not clear about what they are expected to do since small travel agencies commonly require staff and managers to cover a wider or more mixed range of responsibilities .In addition, employees experience stress when there is less opportunity for advancement and promotion that is even handed out unfairly. Furthermore, poor support and social relations at work can be a stress

creator and emotional drainer. Besides, when employees feel restricted and unable to control their work and tasks or make decisions, this leads to greater risk of burnout. Finally, job security and bad working environment seem to stress them less.

4.2. Descriptive Analysis

Table 5: Descriptive Statistics of Burnout Dimensions and Employees' Attitudes toward Work

Factors (variable)	Mean	Standard deviation
Burnout	3.49	0.51
Emotional exhaustion	4.38	0.35
Depersonalization	4.11	0.44
Personal accomplishment	1.99	0.74
Employees' attitude	4.23	0.43
Absenteeism	4.09	0.51
Turnover intention	4.43	0.25
Job dissatisfaction	4.38	0.37
Low performance	4.22	0.39
Decreased innovation and creativity	4.01	0.62

MBI has been used to measure burnout among employees in travel agencies. According to Table 5, the mean scores on each dimension of burnout are 4.38 for emotional exhaustion, since employees feel exhausted because of the working hours and feel spiritual burnout after work, 4.11 for depersonalization, and 1.99 for personal accomplishment. These burnout dimensions cause employees to be not energetic and no longer able to carry on tasks.

These results also show that the mean for the burnout dimensions is 3.49. This, in turn, leads to that respondents have a high level of burnout. Moreover, the results clearly reveal that the employees who have experienced burnout have a negative attitude toward work with mean 4.23.

4.3. Mann–Whitney U Test

The Mann-Whitney U test is used to compare differences between two independent groups when the dependent variable is either ordinal or continuous.

Table 6: Mann–Whitney U Test on Gender

Factors (variable)	Ranks		Z	Sig p Value
	Male	Female		
Emotional exhaustion	244.70	188.31	1.805	0.000
Personal accomplishment	134.75	111.37	3.234	0.001
Depersonalization	230.74	198.36	2.386	0.002

The Mann-Whitney U test is used to understand whether the burnout among employees differs based on gender and to find out whether there are significant differences between males and females for each dimension of burnout. According to the findings in Table6, there are significant differences($p < 0.05$) attributed to gender and the subscales of burnout. As shown above, emotional exhaustion (EE) and depersonalization (DP) are higher with slightly lower personal achievement (PA) among the male respondents compared to the female respondents; this means males experience more burnout due to work-life imbalance, financial and economic factors, and their family responsibilities. These results confirm the study of Kiliç et al.,(2011a) and Kim et al., (2009) who have concluded that the males experience more burnout than females.

4.4 Kruskal-Wallis Test

Table7: Testing Equality of Variable Mean for Working Years (Kruskal-Wallis)

Factors (variable)	Value of Kruskal-Wallis Test				DF	Sig	Group
	less than 5years	5–10 years	11-20 years	over 20 years			
Emotional exhaustion	127.65	184.44	176.30	117.39	3	0.003	5-10
Personal accomplishment	109.33	172.44	155.76	96.29	3	0.001	5-10
Depersonalization	162.11	209.71	189.21	139.08	3	0.000	5-10

The Kruskal-Wallis Test is used to find out if there are differences in the employees' perception with regard to the subscales of burnout due to the

years of work experience and to find out these differences appear in which groups.

The data presented in Table 7 shows that there are significant differences, caused by years of working, in employees' perception of the burnout dimensions with respect to all factors ($p < 0.05$). EE, DP, and PA are the highest among those with 5 to 10 years of work experience, and they are the lowest among those with work experience over 20 years. The differences appear in the group with work experience of 5 to 10 years who feel high burnout because they have greater expectations from their current jobs and their agencies, concerning rewards and advancement; however, when such expectations are not realized, they experience burnout; they are followed by those with work experience of 11 to 20 years; then come those who are with less than 5 years of work experience. On the other hand, those with work experience over 20 years feel low burnout. Obviously, when work experience increases, employees become less ambitious and more satisfied with their job. The research by **Aksu and Temeloglu (2015)** supports that the group with work experience of 5 to 10 years feel more stress and burnout.

Table 8: Testing Equality of Variable Mean According To Age (Kruskal-Wallis)

Factors (variable)	Value of Kruskal-Wallis Test				DF	Sig	Group
	21-30	31-40	41-50	51 and over			
Emotional exhaustion	155.975	188.972	173.002	149.754	3	0.000	31-40
Personal accomplishment	128.647	132.487	131.964	111.609	3	0.000	31-40
Depersonalization	161.793	194.723	171.159	151.674	3	0.000	31-40

According to the test, significant differences are found in the employees' perception of the sub dimensions of burnout due to age ($p < 0.05$). As shown in Table (8), EE, DP, and PA are the highest among those aged between 31 to 40 years old who feel high burnout. Such differences are found in the group aged 31 to 40 years old because at this stage more attention is given to family life responsibilities, followed by those aged 41 to 50 years old, and then those aged 21 to 30 years old. However, EE, DP,

and PA are the lowest among those aged over 50 years old since when employees get older and nearer to retirement they accept their current situation at work and become less burnout. **Aksu and Temeloglu (2015)** obtained similar results which indicate that the group aged 31 to 40 years are more likely to experience burnout.

4.5. Spearman Correlation Analysis

The spearman correlation is applied to test whether there is any significant relationship between burnout and employees' attitudes as a general base and to examine the relationship between burnout and employees' attitudes for determining which attitude has more effect on the strength and direction of the relationship. The employees' attitudes toward work have been broken down into 5 main attributes, which are absenteeism, turnover intention, job dissatisfaction, low performance, and decreased innovation and creativity.

Table 9: Spearman Correlation between Burnout and Employees' Attitudes toward Work

Employees' attitudes	Correlation coefficient	Sig.
Absenteeism	.422**	.000
Turnover intention	.863**	.000
Job dissatisfaction	.779**	.000
Low performance	.742**	.000
Decreased innovation and Creativity	.609**	.000
Attitude	.683**	.000

According to the results above, the value spearman correlation coefficient between burnout and employees' attitudes is .683; this indicates that there is a positive correlation between the two variables. The results clearly reveal that the most effective attitude in this relationship is “turnover intention”; it has achieved .863 as a value of spearman correlation. Thus, turnover intention is strongly affected by burnout. Then, job dissatisfaction has achieved .779 as a value of spearman correlation,

followed by low performance (.742), decreased innovation and creativity (.609), and finally absenteeism(.422).

4.6. Simple Linear Regression Analysis

As mentioned above, the main objective of this paper is to find out whether there is linear relationship between burnout and employees' attitudes toward work. To achieve this goal simple linear regression analysis has been used.

Table10: Statistical Characteristics of the Simple Linear Regression

Attitudes	R square	F value	Sig.
Absenteeism	0.214	399.113	.000
Turnover intention	0.404	147.397	.000
Job dissatisfaction	0.379	197.756	.000
Low performance	0.358	235.975	.000
Decreased innovation and creativity	0.267	289.436	.000

According to the findings of the regression analysis shown in Table10, there is a statistically significant relationship between the burnout variables and the employees' attitudes. The results indicate that burnout affects employees' turnover intention greatly with a percentage of 40.4 (F value = 147.397, $p < 0,001$). Moreover, the effects of burnout are clear on job dissatisfaction with a percentage of 37.9 (f value =197.756), on employees' poor performance with a percentage of 35.8(f value =235.975), on decreased innovation and creativity of employees with a percentage of 26.7(f value =289.436), and on employees' absenteeism with a percentage of 21.4(f value = 399.113).

5. Conclusion

Stressors are around each of us most of the time. Job burnout is a negative emotional reaction toward the job created when employees are exposed to stressful work situations over a prolonged period of time. In travel agencies, burnout is considered a result of job stress, and the employees

experience a high level of burnout. Many positions in travel agencies are characterized by the existence of a variety of stressors, including work overload, seasonality, role ambiguity, fatigue, role conflict, low salaries, not having weekend holidays, longer working hours, and tourism crisis. Such stressors may cause job burnout. Therefore, this study aims to understand the burnout phenomenon, identify the sources of burnout among employees at travel agencies, and examine the attitudes of those working in the travel agencies. It also investigates the relationship between the burnout dimensions of emotional exhaustion, depersonalization, and personal accomplishment and the employees' attitudes toward their work.

In order to achieve the objectives of the study, the researcher follows the Maslach Burnout Inventory (MBI) developed by Maslach and Jackson in 1981 to measure burnout. The MBI includes three components of burnout: Emotional exhaustion (to be overworked and drained of emotional resources), depersonalization (a negative attitude toward the individuals who should receive care), and personal accomplishment (a feeling of reduced competence and success in work). The research sample includes 284 employees from travel agencies. The study identifies the common causes of job burnout, including lack of free time, job environment problems, high workloads, low salaries, job insecurity, and lack of role clarity. In addition, it examines the various outcomes of burnout. It is found that the employees who are burned out are more likely to show greater absenteeism, lower job satisfaction, lower commitment, lower energy levels, higher turnover intention, poor performance, lower productivity, and decreased innovation and creativity. The results reveal that there is a statistically significant relationship between burnout and the employees' attitudes toward their work. The results also show that the employees' turnover intention is strongly affected by burnout. Moreover, employees with work experience of 5 to 10 years and group aging between 31 to 40 years old are more likely to experience burnout. Finally, the study recommends that travel agencies need to develop strategies to handle burnout effectively.

6. Recommendations

This study recommends that organizations have to apply stress management techniques and programs to lower levels of stress and reduce burnout among their employees. This could be achieved through matching employees' skills to the requirements of the job, redesigning jobs, reducing workload, improving work environment, providing

adequate staffing, developing open communication with employees, reviewing the salaries, rewards, and advancement opportunities for the employees, and establishing flexible work schedules. Moreover, organizations also need to offer employees assistance programs that help them with personal and work-related problems that may affect their job performance, health, and mental and emotional well-being. Furthermore, managers must understand how stress affects their employees. They should make effort to observe and find solutions for the troubles that are experienced by their employees as much as possible, give employees the opportunities to participate in decisions and actions affecting their jobs, ensure that the workload is matching with the employees' capabilities and resources, provide employees with clear information about their tasks and role in each department, and provide opportunities for social interaction among employees.

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