

## **Effect of Job Stress and Workload on Burnout: The Mediating Role of Coping Strategies**

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| Received: 06-04-2025 | Revised: 08-08-2025 | Accepted: 21-08-2025 | Published: 03-09-2025 |
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### **ABSTRACT**

*This study examines how job stress, workload, and burnout relate with each other with specific reference made to the mediating effect of coping strategies. With the ever-growing job stress and workload in several high-demand industries, it is critical to comprehend how they affect burnout to enhance the well-being of the employees and organizational performance. The study addresses the issue of direct impacts of workload and job stress on burnout, as well as the influence of coping strategies on moderation of the relationships. The sample used to gather data comprised 350 employees working in various industries and participants were asked to complete self-administered questionnaires which included the variables of job stress, workload, burnout, and coping behaviors. Pearson correlation and the mediation analysis macro (PROCEES) statistical analysis demonstrated that job stress and workload were both positively correlated with burnout. Besides, coping strategies were discovered to intervene in the relation between job stress and burnout partially, which means that people who apply effective coping strategies are less likely to experience burnout. The results indicate that companies ought to consider putting in place strategies to address workload and stress, and also encouraging adaptive coping mechanisms among the workers. The study is a contribution to the knowledge on burnout as it provides not only solutions that can be applied to organizations but also has theoretical implications that would guide research on stress management in the workplace in the future.*

**Keywords:** Job stress, workload, burnout, coping strategies, mediation, Pearson's correlation, employee well-being, stress management, organizational effectiveness, burnout prevention, workplace stress, employee support

### **INTRODUCTION**

Job stress is one of the major challenges that confront employees in most parts of the world, especially in high demand workplaces. It means the detrimental physical and emotional reaction, which arise when the requirements of a job surpass the ability, resources or needs of the worker (National Institute for Occupational Safety and Health, 1999). Some factors may lead to job stress such as too much work, lack of control over work, role ambiguity and interpersonal conflict (Cavanaugh et al., 2000). These stressors

have the potential to adversely affect the mental health and physical health of employees as well as organizational performance in terms of job satisfaction, productivity and overall performances. Job stress is a pressing phenomenon, especially in fields such as healthcare, education, and customer service, which is why it is one of the most important areas of study.

One of the major causes of job stress is workload that is defined as the type of work allocated or projected to an employee over a given time. Workload is usually measured in terms of the amount of work that one has to undertake, the time it would take to finish that work or the responsibility attributed to a person (Merriam-Webster). Employees can feel overworked when they are burdened with work and this results in stress and in other situations, burnout. Workload and job stress are interconnected factors that vary in relation to the type of tasks, the resources at the disposal of the employees, and time management (Paramita and Suwandana, 2022). Work overloads may overburden the abilities of the workers to deliver effectively, causing physical and emotional fatigue (Van der Klink et al., 2001).

Burnout is a mental illness caused by continuous stress at the workplace that has not been well addressed. Burnout can be described as a state of emotional, physical, and mental fatigue that results due to extreme and prolonged stress and is mainly associated with the workplace (World Health Organization, 2019). It is described as existing in three dimensions, namely (a) emotional exhaustion, or the loss of energy and feelings of being drained; (b) depersonalization or enhanced mental distance to one's work, expressed as cynicism or negative attitudes towards work; and (c) a lower sense of personal accomplishment that results in reduced efficacy in the job (Maslach and Leiter, 2016). Burnout may have a serious implication on employees and organizations and may result in low productivity, elevated absenteeism and turnover (Schaufeli and Bakker, 2004). In addition, burnout may be manifested through anxiety, depression, sleep disorders, and physical illness in employees, which, in turn, contribute even more to the stress of their professional activity and their inability to work.

The strategies of coping are very important in the manner in which people react to stressors such as job stress and the workload requirements. According to Yasmeen and Kausar (2025), the coping strategies are those behavioral and cognitive endeavors that people undertake in order to deal with stress-inducing situations. Such strategies may be emotion-focused or problem-focused. Problem-focused coping is the act of coping with the stressor by taking action to respond to it, e.g., delegate, better time management, or find more resources. Conversely, emotion-oriented coping is the process of dealing with emotional responses to stress, e.g. relaxation, social support or humor (Carver, 1997). The success of coping mechanisms in dealing with stress is provided that the person is capable of aligning the coping strategy to the nature of the stressor and their respective resources (Zozulya et al., 2008).

Recent studies indicate that good coping techniques may counter the adverse impact of stress, and decrease the chances of burnout. As an example, time management and prioritizing strategies proved to lower a sense of being overwhelmed and enhance job performance (Nie et al., 2023). Also, emotional-oriented interventions such as social support and mindfulness could be used to increase emotional resilience by enabling employees to deal with the emotional burden of work-related stress (Kabat-Zinn, 2013). The success of these strategies however, depends on how the individual perceives himself/herself to be in control of his/ her environment, the organizational work culture, and support systems (Demerouti et al., 2001). Therefore, it is important that the employees and organizations learn how coping strategies can mediate the relationship between job stress, workload and burnout.

### **Importance of the Study**

One can hardly overestimate the significance of research on the connection between job stress, workload, and burnout. The increasing demands of the employees in their professional lives are due to increasing demands in the global workforce. The negative consequences of the long-term exposure to work-related stress and excessive workloads include burnout which does not only negatively impact the health and well-being of a person but also performance of a company (Maslach and Leiter, 2016). Studies have always indicated that the adverse effects of burnout are low job satisfaction, demotivation, absenteeism, and productivity (Bakker and Demerouti, 2007). In addition, burnout has been associated with increased turnover rates with employees who undergo burnout, being more inclined to seek other work opportunities in an attempt to get rid of the adverse consequences of chronic stress (Halbesleben, 2006).

We need to know how coping mechanisms moderate this relationship so that effective remedies can be formulated in order to undermine burnout. To help the employees to cope with the level of stress, organizations may come up with certain specific programs which may help them buffer the effects of job stress and workload by identifying which coping strategies will work best (Asghar & Nabeel, 2025). That can lead to job satisfaction, better psychological health, and better company performance (Gabriel and Aguinis, 2022). In addition to this, this should be supplemented with good coping skills that will make employees a hard nut to crack and adapt to the constantly changing face of the modern workplace.

However, this study holds a particular value in the context of the COVID-19 pandemic when many of the staff members have been quarantined to work under new conditions, with remote work and differentiated schedules. The evolving working environment has heightened pressure at work and elevated workload patterns to a level where learning more about coping strategies is more necessary to alleviate the repercussions of these work pressures (Sahni, 2020). Thus, the study of the mediating effect of coping strategies in the relationship between job stress, work load and burnout can yield some valuable information on the useful coping strategies in the modern workplace.

### **Research Gap**

Although study of job stress, work load and burnout has already been conducted extensively, the extent to which coping strategies mediate in this relation has not been fully established. The bulk of research has concentrated on the immediate impacts of job stress and workloads on burnout without paying attention to the processes by which coping strategies mediate this interaction (Bakker and Demerouti, 2007). Despite a wealth of literature on the kinds of coping strategies that employees employ to cope with stress, it is still not clear how these coping strategies actually interrelate with job stressors to prevent or reduce burnout. Also, current studies are mostly oriented on the coping reaction of the individual without taking the organizational context into consideration. Research has been able to conclude that organizational forces like support systems, job distribution, and job autonomy are important in the development of coping strategies that employees adopt (Howard and Murry, 2025). Hence, the question on how these factors affect the coping strategies effectiveness in burnout reduction is a field that should be explored more.

### **Objectives of the study**

The study helps in bridging the literature gap existing in current literature by identifying the mediating effect of coping strategies in the relationship between job stress, workload and burnout. The research purposes are to test the relationship between job stress and workload and burnout, to test the coping mechanisms that employees use when responding to job pressures and workload, to test whether coping

strategies mediate the relationship between job stress and burnout, to test whether coping strategies mediate the relationship between workload and burnout and to identify the organizational variables that influence the effectiveness of coping strategies in avoiding burnout. Meeting these aims, the study is able to make a contribution to the area of job stress and burnout, in particular to the role of coping strategies. The results have a significant impact on the organization that intends to reduce the negative manifestation of stress and burnout through the encouragement of positive coping mechanisms in their workforce.

## **LITERATURE REVIEW**

### **Job Stress**

Job stress is a well-researched concept in which employees feel emotionally, physically, or psychologically tense because of job stress that is beyond their capability to manage. According to NIOSH (1999) job stress is the negative physical and emotional reaction to a job that develops when a job is out of balance, with the demands of the job failing to meet the capacity, resources, or needs of the worker. Job stress may be caused by a variety of factors including high workload, role ambiguity, no control, and interpersonal conflicts and many others (Connelly et al., 2022). Chronic job stress may cause a number of undesirable effects, such as mental health disorders such as anxiety and depression, reduced job satisfaction, reduced productivity, and high rates of absenteeism (Maslach and Leiter, 2016). Studies have continuously reported that work stress is linked with a broad spectrum of work health issues, among the employees as well as the organizations (Schaufeli and Bakker 2004).

### **Workload**

Workload is the volume of work that is supposed to be presented to an employee during a certain period. It may involve the number of tasks to be done, the number of time that one needs to spend to finish them, or the complexity of the tasks (Merriam-Webster, n.d.). Among the most frequently mentioned causes of job stress, high workload is mentioned (Michel et al., 2022). The workload may be too large, and this may make employees lose hope and become stressed. It is commonly associated with role overload, where workers find it difficult to fulfill expectation and meet the deadlines; thus, burnout and emotional exhaustion are experienced (Van der Klink et al., 2001). Studies have proved that those employees who are exposed to elevated workloads requirements complain of reduced job satisfaction and increased psychological distress (Bakker and Demerouti, 2013). Workload has therefore been found to be one of the primary causes of job stress and burnout.

### **Burnout**

Burnout is a mental illness caused by resistance to stressors in the work environment over an extended time, which occurs in three important dimensions: emotional exhaustion, depersonalization, and decreased personal accomplishment (Maslach and Leiter, 2016). Emotional exhaustion is a sensation of emotional fatigue as a result of high stress levels overload, and depersonalization is the emergence of negative perceptions and a lack of interest in one or one's job or colleagues. A diminished sense of personal achievement is the belief that he or she cannot do his or her job and a belief that he or she is not making any contribution to his or her career. Burnout is also identified by the World Health Organization (2019) as a consequence of the persistent workplace stress that has been failed to be effectively controlled. The consequences of burnout may be severe: the morale level may go down, productivity may decline, and turnover rates may increase (Schaufeli and Bakker, 2004). Organizations that neglect to manage burnout are likely to lose the talented employees and experience prolonged drop in performance.

## **Coping Strategies**

Coping mechanisms are mental and behavioral attempts people use to cope with stress. Weedman et al., (2025) distinguish between problem-focused coping and emotion-focused coping. Problem-focused coping is the approach to stress in which the cause of the stress is tackled directly as through changing the stressful situation or finding solutions to the problems. Conversely, emotion-focused coping entails dealing with the emotional condition of the stressor, usually by using relaxation methods, finding emotional support, or reinterpreting the circumstance. It has been demonstrated that job-related stress can be reduced with the help of effective coping strategies that also prevent burnout (Solberg et al., 2022). To illustrate, coping strategies that are problem-oriented, including time management, task delegation, and resource seeking, have been identified to minimize the adverse outcomes of work-related stress (Sonnentag et al., 2023). On the other side, maladaptive coping in the form of avoidance and disengagement exacerbates stress and leads to burnout (Zozulya et al., 2008).

## **Hypothesis 1: Job Stress and Burnout**

### **H1: Job stress and burnout have a positive relationship.**

The correlation between job stress and burnout is established well-in-the-literature. In various occupations, job stress is a great predictor of burnout. Maslach and Leiter (2016) in their detailed research discovered that emotional exhaustion, which is one of the primary symptoms of burnout, occurs in cases of a long-term practice of job stress. High job demands, absence of autonomy, role conflicts, and low interpersonal relationships at the workplace, among others, were all rated as potential contributors of burnout (Schaufeli and Bakker, 2004). Also, Jiao et al. (2023) investigated the effect of job stress in nurses and established that high levels of stress were the key predictors of burnout, which resulted in high absenteeism and turnover.

In the other work of Shi et al. (2023), the authors discovered that academic stress was a primary cause of burnout among graduate students. The study has stressed the fact that students who had high academic stress levels were more inclined towards emotional exhaustion which is a pathway to burnout. The findings are similar to prior studies conducted by Wang and Wang, (2022), who opined that high stress levels contribute to depersonalization and lower personal accomplishment, which are other major burnout elements. The results show that job stress especially when sustained has a direct effect on the psychological and emotional health of an individual particularly resulting into burnout.

## **Hypothesis 2: Workload and Burnout**

### **H2: Workload has a positive association with burnout.**

Burnout is one of the key factors in the workplace which is influenced by workload. Overworking causes physical and emotional fatigue, which are some of the major aspects of burnout. Yu and Cheng (2024) examined the effect of high workload and burnout in sports coaches and established a positive relationship between work pressure and high demands with burnout levels. It was observed in the study that the continuous pressure to perform in the workplace particularly in stressful careers such as coaching resulted in emotional burnout and work dissociation. In the same way, a study conducted by Van der Klink et al. (2001) revealed that employees who abided that there was high level of work load were those who had high burnout rates. The research believed that the high demands of work coupled with the insufficiency of resources to handle the work led to burnout (Yasser & Asghar, 2024). This was especially

in the healthcare area where workers experienced enormous workload, long working hours, and role ambiguity, which contributed to the emotional pressure. The researchers came to the conclusion that the role of the workload is critical in burnout development and that the workload demands reduction is the key to burnout prevention.

**Hypothesis 3: Job Stress is mediated by Coping Strategies between Job Stress and Burnout.**

**H3: The coping strategies mediate between job stress and burnout.**

Coping behaviors are very important in alleviating the effects of job stress on burnout. It is indicated that people who embrace coping strategies that can be described as adaptive tend to experience less burnout even when job stress is high. A research study conducted by Sonnentag and Fritz (2015) revealed that employees with problem-focused coping mechanisms, which include resource seeking, problem solving, etc., had less burnout than those with emotion-focused coping mechanisms, which include avoidance, rumination etc. Based on this, Yu et al. (2024) showed that coping strategies mediate the effects of job stress and burnout in different work environments. The authors concluded that individuals who practiced positive coping skills such as time management and social support, were more empowered to respond to job stressors and had improved chances over burnout (Akbar, Asghar & Arshad, 2025). In contrast, the adaptive coping contribution to burnout reduction highlights persons with negative forms of coping, such as disengagement or avoidance, had high levels of burnout. In addition, the mediating property of coping mechanisms in the correlation between job stress and burnout was verified in the study by Zheng et al. (2016). The coping strategies that had the greatest impact in minimizing the negative effect of job stress on burnout were cognitive restructuring and social support (research). This means that employees whose coping strategies work well are more likely to resolve work-related stressors and are psychologically well and therefore free of burnout.

**METHODOLOGY**

The research design is quantitative because this study aims to examine the connection between job stress, workload, and burnout, and their mediating effects through coping strategies. The research needs a quantitative methodology to measure or quantify the variables in a systematic and objective way so that patterns and correlations can be identified. Using this design provides an opportunity to measure the level of work stress, workload, burnout, and coping strategies in employees and statistically analyze the data to provide the test of the hypotheses. Use of standardized scales will assist in validity, reliability, and generalizability of the study.

Our study will involve 350 employees either selected at random or dividing into different sectors such as healthcare and education and the customer-service segment where job and work-related stress are often quite high. Stratified random sampling is used in such a way that the sample represents different industries and jobs. Data are collected using self-administered surveys; the tools used include Maslach Burnout Inventory (MBI), The Workplace Stress Scale, Brief COPE Inventory, and others, to measure burnout, to measure job stress, and burnout coping mechanisms, respectively. These are good scales in that they give precise data on stress, work, burnout and coping measures.

The level of workplace stress is evaluated by the Workplace Stress Scale. The scale quantifies such things as job conditions, interference of work and life and organizational control of work responsibilities. The highest score is 31 or higher, and the scores are descending (low stress with score 15 or less, high stress with score 31 or higher). The Maslach Burnout Inventory (MBI) is the test which measures the burnout

occurring in three dimensions (exhaustion, depersonalization, and personal achievement). The scale is based on a 5-point scale, which reports that burnout is low, moderate, and high in some measurements. These scales also offer valid information regarding the job-related stress and burnout levels of employees.

The data is analyzed using various SPSS statistical tests. In Hypothesis 1, which posits that job stress is positively associated with burnout, Pearson correlation is applied to determine the strength and direction of the relationship. For Hypothesis 2, Pearson correlation is again used to examine the association between workload and burnout. Hypothesis 3, which suggests that coping strategies mediate the relationship between job stress and burnout, is tested using Mediation Analysis with the PROCESS macro in SPSS (Hayes, 2013). This approach enables the examination of direct, indirect, and total effects, with coping mechanisms tested as mediators.

### **Data Analysis**

In this part, the study shows the outcome of the data analysis performed to test the hypotheses that compare job stress, workload, burnout, and the mediating effect of coping strategies. The analysis was done with the help of SPSS 27 and the following statistical methods were used: Pearson correlation test was used to test the direct relationships between job stress, workload, and burnout and mediation test was conducted to test the mediating role of coping strategies between job stress and burnout with the help of the PROCESS macro. Below the results of each hypothesis are given and the corresponding tables and interpretations given.

#### **Hypothesis 1: Job Stress and Burnout**

Pearson correlation was used to test Hypothesis 1 which argues that there is a positive relationship between job stress and burnout to test the strength and direction of relationship between the two variables.

**Table 1: Correlation between Job Stress and Burnout**

| Variables  | Job Stress | Burnout |
|------------|------------|---------|
| Job Stress | 1          | 0.680** |
| Burnout    | 0.680**    | 1       |

**Note: N = 350,  $p < 0.01$  (2-tailed)**

The results from Table 1 show a significant positive correlation ( $r = 0.68$ ,  $p < 0.01$ ) between job stress and burnout. This shows that the higher the job stress the higher the burnout is. The correlation coefficient ( $r = 0.68$ ) indicates the medium to the strong relationship, which confirms Hypothesis 1. Managing job stress should be a consideration by organizations in order to curb the chances of employees experiencing burnout.

#### **Hypothesis 2: Workload and Burnout**

To test Hypothesis 2 according to which the workload is positively correlated with burnout, Pearson correlation was once again employed to examine the correlation between workload and burnout.

Table 2: Correlation between Workload and Burnout

| Variables | Workload | Burnout |
|-----------|----------|---------|
| Workload  | 1        | 0.720** |
| Burnout   | 0.720**  | 1       |

**Note: N = 350, p < 0.01 (2-tailed)**

Workload and burnout have significant positive correlation ( $r = 0.72$ ,  $p < 0.01$ ) as indicated by correlation table (Table 2). This implies that the more the workload, the more the burnout, meaning that there is a close relationship between the two variables. The observation supports Hypothesis 2 and proves that burnout is a major contributor of excessive workload. These findings indicate that workload management is a key factor in alleviating burnout at the workplace.

### Hypothesis 3: Coping Strategies as a Mediator

In the case of Hypothesis 3 when we want to determine the relationship between job stress and burnout and the mediating role played by coping strategies, the mediation analysis was conducted using the PROCESS macro model-4 (Hayes, 2013). The mediation analysis also showed that job stress and burnout have a significant relationship that is mediated by coping strategies.

Table 3: Mediation Analysis - Direct and Indirect Effects

| Path                                            | B     | SE    | t     | p      | 95% CI        |
|-------------------------------------------------|-------|-------|-------|--------|---------------|
| Job Stress → Burnout (Direct)                   | 0.520 | 0.080 | 6.50  | <0.001 | 0.361 – 0.679 |
| Job Stress → Coping Strategies                  | 0.470 | 0.070 | 6.71  | <0.001 | 0.334 – 0.606 |
| Coping Strategies → Burnout                     | 0.640 | 0.060 | 10.67 | <0.001 | 0.520 – 0.760 |
| Indirect Effect (Job Stress → Coping → Burnout) | 0.301 | 0.054 | –     | –      | 0.170 – 0.430 |

**Note:** B = unstandardized coefficient, SE = standard error, CI = confidence interval (bootstrap 5,000 samples)

Table 3 presents the direct and indirect effects of job stress on burnout with the direct effect of job stress on burnout being significant ( $b = 0.520$ ,  $p < 0.001$ ) and the indirect effect of job stress on burnout being significant ( $b = 0.301$ , 95% CI [0.170, 0.430]). The positive indirect effect is an indication that coping mechanisms partially intercede between job stress and burnout. The 95% confidence interval of the indirect effect is not zero therefore, the hypothesis that coping methods are critical in softening the effects of job stress on burnout is supported. This proves Hypothesis 3, which states that job stress can be mitigated by effective coping strategies to alleviate burnout.

## DISCUSSION

The purpose of the study was to examine the relationships among job stress and workload, burnout and the mediating factor of coping strategies. The results are insightful with regards to how the variables interplay with one another and give viable solutions to the organizations that are interested in reducing burnout and improving the welfare of their employees.

The first hypothesis proposed that there is a positive relationship between job stress and burnout. This hypothesis was justified by the outcomes of the research and it was found that there was a significant positive relationship between job stress and burnout. This observation is in agreement with other studies that have developed job stress as a major causative factor to burnout. Emotional exhaustion is one of the fundamental elements of burnout that high job stress is known to cause (Maslach and Leiter, 2016) (Khan, Gul, & Asghar, 2025). To clarify, Shi et al. (2023) concluded that job stress was also a significant predictor of burnout among healthcare professionals, which implies that work-related stressors such as high patient demand, excessive working hours, and inability to control the situation were directly correlated with an increase in burnout levels. Correspondingly, positive relationship in our research indicates that the higher the job stress, the more burnout symptoms, especially emotional exhaustion and depersonalization sense (Schaufeli and Bakker, 2004).

The second hypothesis hypothesized that workload is associated with burnout in a positive manner. Our results proved this hypothesis as we found that there has been a positive significant relationship between workload and burnout. The present result is consistent with other studies by Chung et al. (2022), which showed that workload-related demands associated with high burnout rates, especially in service-related jobs. Also, a study conducted by Yu and Cheng (2024) found out that employees who had high workloads in competent sports coaching had high burnout rates particularly when it comes to emotional exhaustion. This serves to support our findings and to strengthen the notion that workload is a critical determinant in the process of burnout development. When workload pressures overwhelm employees, they have a lower chance of overcoming stress, which leads to burnout symptoms (Bakker and Demerouti, 2007).

The third hypothesis was that job stress is moderated by coping strategies to burnout. According to the mediation analysis, which was conducted with the help of the PROCESS macro, this hypothesis was proved right, suggesting that coping strategies partially mediate the connection between job stress and burnout (Rafiq et al., 2024). In particular, the indirect impact of job stress on burnout via coping mechanisms was important and indicated that employee coping with job stress is a significant determinant of the degree to which job stress results to burnout. This observation is consistent with past research that has argued the significance of coping strategies in dealing with stress at the work place (Folkman and Moskowitz, 2004). As an illustration, Solberg et al. (2022) have discovered that problem-oriented coping approaches, including time management and help-seeking, could alleviate the negative impact of stress, and emotion-oriented coping approaches, including avoidance, could increase burnout. This idea is supported by our findings as well because adaptive coping was also demonstrated to decrease the risk of burnout even when the level of job stress was high (Sonnentag and Fritz, 2015).

The results in this experiment are a strong support to all the three hypotheses. The significant positive relationship that existed between job stress and burnout proved that hypothesis 1 which proposed that job stress correlates positively with burnout was true. This confirms the well-established perspective in the literature that job stress is a significant contributor to burnout (Maslach and Leiter, 2016). In the same manner, Hypothesis 2 that the work load has a positive relationship with burnout was supported by the significant correlation between workload and burnout. Such findings are consistent with the past research

indicating workload as one of the major sources of burnout (Bianchi et al., 2021). Lastly, Hypothesis 3, proposing coping strategies to mediate the phenomenon between job stress and burnout, was also supported. It was noted through mediation analysis that the impact of job stress on burnout was heavily mediated by coping strategies. This implies that although job stress is a significant factor of burnout, effective coping mechanisms can alleviate the adverse effects of stress on workers (Wright et al., 2011). The results highlight the necessity of encouraging adaptive coping at the workplace to counteract stress.

### **PRACTICAL IMPLICATIONS**

The practical ramification of present research might be characterised by two possible applications that may be implemented in any organization concerned with reducing burnout and improving their work forces. To begin with, it is recommended that organizations undergo training programs that focus on effective coping strategies amongst the employees within the organization. Similar coping strategies such as problem oriented approach time-management, prioritization/seeking-support could be utilized to help employees to better manage job stress and workloads and, thus, the risk of burnouts is reduced. It has been demonstrated in the past that employees who possess greater coping resources are more resilient to stress (Sonnetag and Fritz, 2015).

Second, workload management is very important in burnout prevention. Companies ought to evaluate the workload of workers on a frequent basis to make it acceptable and realistic. This can be through redistribution of work, availing more resources or changing the deadlines to relieve overworking. The workload reduction measures have been demonstrated to decrease stress and avoid burnout, especially in high-demand settings (Yu and Cheng, 2024). Also, it can alleviate the stress that heavy workloads cause by giving employees increased control over their work, e.g., by allowing them to decide independently or work flexi-time (Schaufeli and Bakker, 2004). Lastly, a favorable working environment should be encouraged in order to minimize burnout. By promoting communication, offering emotional and instrumental support, and acknowledging performance, there is the ability to establish a more positive work culture. The negative outcomes of stress have been found to be counteracted by social support and burnout prevented (Zozulya et al., 2008). The culture of support and inclusion should be actively encouraged by the organizations, in which employees should feel loved and have the capacity to ask to be helped when necessary.

### **THEORETICAL IMPLICATIONS**

The theoretical implications of this study on the study of burnout and antecedents include a number of implications. First, the results confirm the Transactional Model of Stress and Coping (Ali et al., 2022), which is based on the idea that persons experience stress when they feel that the demands, set on them by the circumstances, are disproportionate to their coping ability. This model is furthered in our study as it reveals that not only does coping strategies determine how one is affected by stress but also mediates the relationship between stressors (job stress and workload) and burnout. The coping strategies mediation effect indicates that individual variations in coping styles contribute a lot in triggering stress to burnout.

Second, the findings support the Job Demands-Resources (JD-R) model (Bakker and Demerouti, 2013) that highlights the contribution of job demands (e.g., job stress and workload) in causing burnout and the contribution of job resources (e.g., coping strategies) in alleviating the adverse impact of job demands. The identification of the coping strategies as one of the essential resources provides to employees demonstrates the significance of the improvement of coping strategies of the employees to help them reduce the impact of job stress and workload on burnout. According to this model, organizations are

recommended to reduce job demands and increase the job resources in order to eliminate burnout. Lastly, the research contributes to the existing research on the position of personal and organizational variables in burnout. Although the burnout literature has concentrated a lot on job demands and workloads, our study has placed much emphasis on individual coping strategies that are rather important in dampening the impact of these stressors. Organizations can foster more adaptive responses to stress and affect the ability of employees to cope with it better, resulting in less burnout and better health by promoting adaptive mechanisms.

## **CONCLUSION**

This research examined the interconnection between job stress and workload and burnout and the mediating influence of coping strategies. The results supported the hypothesis that job stress and workload can be considered as one of the great predictors of burnout and coping strategies serve as a critical mediator between the two. In particular, the research established that the greater the amount of job-induced stress and workload, the greater the occurrence of burnout, and that the adverse effects of these stressors can be mitigated by the use of adaptive coping methods. The research contributes a very important dimension to the literature that already exists by pointing to the mediating role of coping strategies, where it is necessary to not only take care of external job demands, but also address internal coping resources in preventing burnout.

There are some notable practical implications of the results on organizations. To prevent burnout, first, it possible to introduce stress management programs, teach employees adaptive coping mechanisms, time management, problem-solving, and emotional regulation, etc. Second, organizations must be keen on workload allocation and make sure that the workload of employees is attainable and feasible. Stress and burnout can be eliminated by reducing the work requirements and ensuring the flexibility of working schedules. Moreover, one can create a positive work environment that would promote open communication, social support, and the recognition of employee achievements, which might go a long way in decreasing the burnout levels.

Theoretically, the study will help in the comprehension of burnout because it highlights the mediating effect of coping strategies between job stress, workload and burnout. The results indicate the Job Demands-Resources (JD-R) model and the Transactional Model of Stress and Coping, which give empirical support and evidence that coping mechanisms are necessary resources that could counter the influence of job stress and workload. Through the coping strategies incorporated into the theoretical models, the study improves our knowledge in how people deal with the workplace stress and how stress triggers burnout.

To sum up, this study highlights the significance of considering job stressors as well as coping mechanisms in the workplace environment, in order to minimize burnout levels and enhance the working conditions of employees. Future studies need to investigate the usefulness of particular coping interventions and test how an organizational support system can assist in facilitating adaptive coping styles. Still being concentrated on the relationships between job stress and workload, and coping style will help organizations to formulate more work-related stress prevention and better employee satisfaction and performance strategies.

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