

Exploring the Moderating Role of Organizational Justice in the Relationship Between Work Stress and Burnout Among Nurses: A JD-R Framework Approach

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Abstract

Work stress and burnout among nurses have become critical issues in human resource management, particularly in the aftermath of the COVID-19 pandemic. This study develops a conceptual model exploring how organizational justice moderates the relationship between work stress and burnout, based on the Job Demands–Resources (JD-R) framework. Using a quantitative approach with 315 respondents selected through proportional random sampling, data were analyzed using Partial Least Squares (PLS) with SmartPLS software. The results show that job stress significantly and positively affects burnout ($p < 0.001$). Job resources significantly reduce job stress ($p < 0.05$) and act as a mediator, decreasing burnout through the job stress pathway ($p < 0.05$). However, job demands were positively related to burnout, but this relationship was not significant ($p > 0.05$), leading to the rejection of this hypothesis. Organizational justice significantly reduces job stress ($p < 0.05$), moderating the relationship between job stress and burnout. Specifically, higher perceptions of organizational justice weaken the effect of job stress on burnout. These findings emphasize the importance of organizational justice and job resources in managing work stress and preventing burnout. The results highlight the need for healthcare organizations to integrate justice principles into their practices to mitigate burnout and enhance employee well-being.

Keywords: Work Stress, Burnout, Organizational Justice, JD-R Model, Hospital Nurse

Introduction

In contemporary firms, occupational stress constitutes a principal concern in human resource management, significantly influencing individual performance and organizational efficacy (Bhastary et al., 2024). This phenomenon occurs due to a disparity between job demands and an individual's capacity to manage them with their available resources (Syafuddin et al., 2024). This imbalance creates constant mental stress, which can lead to emotional tiredness or burnout over time (Harinto, 2024). In the public service sector, especially in health, there is often a lot of work pressure that is not matched by enough support from the organization (Milhem et al., 2025). This makes work stress a systemic problem that management needs to take seriously. According to the World Health Organization (WHO), nurses are the most stressed-out workers in the health field. They have a lot of work to do, a lot of moral duty, and a lot of mental stress because they are in close contact with patients and are at high risk for health problems. These settings put people at a greater risk of burnout, which is a state of constant physical and mental tiredness that comes with less motivation and less productive work (Ahmad et al., 2021). In the aftermath of the COVID-19 epidemic, this behavior has become increasingly evident in the field. Numerous nurses express profound exhaustion, diminished job motivation, and discontent with organizational practices deemed unjust (Shanafelt et al., 2020).

The Job Demands–Resources (JD-R) model offers a thorough theoretical framework for elucidating the process by which work-related stress evolves into burnout. According to this concept, the level of employee well-being is determined by the balance between job demands (like workload, time pressure, and role conflict) and job resources (like organizational support, autonomy, and positive feedback) (Xiao et al., 2025). When job expectations rise without corresponding resources, work-related stress escalates, potentially leading to burnout. On the other hand, having many job resources can make people more resilient when things get tough and make them more engaged at work (W. Zhang & Chin, 2024).

Stress at work is a big problem in nursing that can have an effect on mental health, performance, and the quality of care for patients (Johan, 2022). In a hospital, nurses have a lot of work to do, both physically



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and emotionally, as well as a lot of social duty to their patients. Insufficient resources can lead to burnout in these situations. Burnout is when you feel emotionally drained, disconnected from others, and less successful in your work (Baquero et al., 2025). Organizational justice is vital for making people think positively about their work environment. Nurses are more likely to manage stress at work when they perceive proper treatment in terms of pay, decisions, and interactions. J. Stacey Adams' Equity Theory (1965) posits that individuals are driven to sustain equilibrium between work intake and output; the occurrence of injustice generates emotional tension, hence inducing stress. Therefore, organizational justice is predicted to change how work stress and burnout are related.

Researchers have looked at the link between work stress and burnout in many different work settings (Wijaya & Chaniago, 2025). Nonetheless, the majority of this research concentrates on direct links and has not investigated the moderating processes of organizational characteristics, such as organizational justice, particularly for healthcare workers in poor countries. In Indonesia, on the other hand, hospital nurses have to deal with a lot of stress because they have to work long hours, deal with emotional demands, work inconsistent shifts, and have few coworkers. This renders the Indonesian nursing demographic, particularly in Bengkulu, a significant subject for research. This research enhances scientific innovation by establishing organizational justice as a moderating variable in the association between job stress and burnout, a methodology that remains infrequently utilized within the nursing context in Indonesia. Unlike prior research that analyzed organizational justice as a direct predictor, this study evaluated its function as a buffering variable within the job demands-resources model framework. Moreover, the study's emphasis on hospital nurses in Bengkulu Province offers novel empirical and contextual insights to the international literature regarding healthcare worker well-being.

Theoretical Review

Job Demands Resources (JD-R)

The JD-R model is a complete theoretical framework that explains how to balance job stress and mental health at work (Bakker & de Vries, 2021). This model says that every job has two primary parts: the needs of the job and the resources of the job. Job demands include physical, psychological, social, or organizational factors that necessitate continuous effort and may result in physiological and psychological consequences, including excessive workload, time constraints, and role conflict (Jia et al., 2024). Job resources, on the other hand, are things that assist people in reaching their work goals, lower their work expectations, and help them grow as people. Examples of job resources are social support, autonomy, and positive feedback (Qin & Shen, 2024). The JD-R model encompasses two primary processes: (1) a health-impairment process, in which high job demands result in tiredness and, eventually, burnout; and (2) a motivational process, wherein sufficient job resources enhance motivation, commitment, and work engagement (Admiraal & Kittelsen Røberg, 2023). In the hospital setting, these two procedures transpire concurrently. Heavy workloads lead to long-term stress, but getting support from coworkers or bosses can help you stay strong mentally. The JD-R model is useful in many different areas, including healthcare and the public sector (Borst & Knies, 2023). It helps explain why some people have more job stress and burnout than others by looking at both organizational variables and how employees see their work environment (Dorta-Afonso & Romero-Domínguez, 2025).

Burnout

Burnout at work can hurt a company's reputation in a big way (Zhou et al., 2024). When employees are burned out, they usually feel tired both physically and mentally, which makes them less productive and less likely to do a good job (J. Edokpolor et al., 2024). This not only messes up the relationships between employees, but it can also affect the company's connections with consumers and business partners (Rajak et al., 2025). Companies that don't notice or deal with burnout risk losing good workers who feel undervalued or unsupported (Afshari et al., 2025). Furthermore, burnout can hurt a company's public image because stressed workers typically talk badly about the company, both in person and on social media (Quesada-puga et al., 2024). This can change how potential employees and customers see the organization, which can make it less appealing as a location to work or do business (Galanis et al., 2025).

Job Stress

Stress at work is a big cause of burnout (Doghan, 2022). When workers are under constant stress from excessive workloads, tight deadlines, or ambiguous duties, they are more likely to feel physically and emotionally drained, which are two of the main signs of burnout (Endri, 2022). Stress that doesn't stop might make you less motivated, make you too worn out, and make you feel like you can't meet your job's needs (Eseadi, 2022). If you don't get help, the result will hurt your productivity and the quality of your work, and it will make you miss more days of work (Al-hassani, 2025). Stress at work can also make it harder to combine work and life and make employees' mental and physical health worse (Anggraeny et al., 2024). To lessen the effects of stress and stop burnout, businesses need to make the workplace a supportive place, manage workloads intelligently, and supply employees the help they need (Johan, 2022).

Job Stress

Organizational justice is crucial for lowering burnout. This means that the more fairly employees think the organization is, the less likely they are to burn out (Satrianny et al., 2025). Organizational justice includes things like distributive justice (fairness in how duties and rewards are given out), procedural justice (fairness in how decisions are made), and interactional justice (fairness in how employees interact with each other) (Syafuddin et al., 2023). Employees are better able to handle stress and feel valued when they feel like they are being treated fairly, both in terms of how their work is divided up and how their efforts are recognized (Faris et al., 2024). But workers may feel stressed if they think the company is unfair or doesn't value them (Lubis et al., 2024). Research by (Jaboob et al., 2023) showed that organizational justice can help protect against the harmful effects of stress, which can help lower the likelihood of burnout. Employees who perceive organizational justice as supportive exhibit enhanced motivation and improved psychological well-being. (Khan et al., 2023). To avoid burnout, management needs to ensure that policies are clear and fair, that decisions are made in an open way, and that managers and employees treat each other with respect (Cao & Dong, 2024).

Job Demands

Job expectations negatively affect burnout by increasing job stress (Zhou et al., 2024). Workers feel more stressed when job demands increase, such as when there is a lot of work, tight deadlines, or high expectations (Wong et al., 2024). This long-term stress is a big cause of burnout. When employees feel like they have too much work to do, they will become emotionally drained, lose motivation, and feel like they can't achieve job standards (J. Edokpolor et al., 2024). Therefore, excessive job expectations can make burnout worse by raising stress levels, which can hurt both the health of employees and the effectiveness of the organization as a whole (Deshpande et al., 2024).

Job Resources

Job resources are very important for lowering stress and burnout at work (Dehaan et al., 2024). When employees have the right tools at work, such help from their bosses, the freedom to do their jobs, and chances to learn and grow, they are better able to handle stress (Gottenborg et al., 2025). These services assist employees in staying engaged and keeping a satisfactory work-life balance by acting as a buffer against heavy work pressure (Admiraal & Kittelsen Røberg, 2023). Employees feel more valued and empowered when they have enough job resources (Qin & Shen, 2024). This can lower the risk of burnout and make them feel better overall. On the other hand, not having enough job resources can make stress worse and speed up the beginning of burnout (Jia et al., 2024).

Methodology

The population in this study consisted of all health workers in hospitals Bengkulu Province, with a total of 11,381 people comprising doctors, nurses, and midwives. The sample size was

determined based on the recommendation of Hair et al. (2014), which states that the ideal sample size for Structural Equation Modeling (SEM) analysis ranges from 100 to 315 respondents. Therefore, this study used a sample of 315 respondents. The sampling technique was carried out using the proportional random sampling method, which is random sampling by considering the proportion of health workers in each hospital in the districts/cities in Bengkulu Province. The proportion was calculated by comparing the number of health workers in each group to the total population. This comparison's results were used to proportionally determine the number of respondents from each hospital. Data were collected through questionnaires and interviews. The questionnaire contained written statements that had to be answered by respondents according to their conditions and perceptions. Questionnaires were distributed directly to hospitals in the districts/cities of Bengkulu Province. To facilitate data collection, one coordinator was appointed at each hospital to assist in distributing and collecting questionnaires from the designated respondents. In addition, the coordinators facilitated communication between researchers and respondents during the data collection process.

Table 1. Population of Hospital Nurses in Bengkulu

No	Region	Nurse (Person)			Number (People)
		Doctor	Nurse	Midwife	
1	South Bengkulu	126	508	605	1.239
2	Central Bengkulu	70	254	382	706
3	North Bengkulu	117	617	644	1.378
4	Kaur	72	263	332	667
5	Kepahiang	69	346	349	764
6	Bengkulu City	642	1357	734	2.733
7	Lebong	51	245	217	513
8	Mukomuko	116	493	485	1.094
9	Rejang Lebong	80	593	526	1.199
10	Seluma	82	406	600	1.088
Amount		1.425	5.082	4,874	11.381

Source: Bengkulu Province Central Statistics Agency

Table 2. Sampling Techniques

No	Region	Total Population	Proportion (%)	Number of Respondents (People)	Number of Returned Questionnaires	Response Rate (%)
1	South Bengkulu	1.239	10.9	44	15	77,8
2	Central Bengkulu	706	6.2	25	25	100,0
3	North Bengkulu	1.378	12.1	48	30	52.1
4	Kaur	667	5.9	23	23	100.0
5	Kepahiang	764	6.7	27	15	55.6
6	Bengkulu City	2.733	24.0	97	97	100.0
7	Lebong	513	4.5	18	10	55.6
8	Mukomuko	1.094	9.6	38	22	31.6
9	Rejang Lebong	1.199	10.5	42	40	85.7
10	Seluma	1.088	9.6	38	38	100.0
Amount		11.381	100.00	400	315	78.8

Source: Bengkulu Provincial Statistics Agency

The distribution of surveys throughout ten regions of Bengkulu Province revealed significant disparities in response rates among respondents. Bengkulu City, Kaur, Central Bengkulu, and Seluma are the four locations that had a perfect questionnaire return rate of 100%. This means that all of the surveys that were sent out were returned. Furthermore, the response rates in Rejang Lebong and South Bengkulu were rather high, at 85.7% and 77.8%, respectively. The high return rates in these areas show that the respondents were genuinely interested in the research and knew how important it was. On the other hand, Mukomuko and North Bengkulu had lower response rates, with 31.6% and 52.1%, respectively. Lebong and Kepahiang had a 55.6% response rate, the same as the other areas. The different response rates show that the respondents in each region had different characteristics, were easier to reach, and communicated with researchers more or less often. In total, 400 questionnaires were sent out, and 315 were sent back. This means that the overall response rate was 78.8%. This indicates that people are generally willing to take part in social survey research. However, the fact that return rates vary by region suggests that things like where the respondents live, when they are available, and how important they think the research issue is may all affect response rates in each area.

Results and Discussions

Descriptive Analysis Results

This study looks at five main factors that affect nurses' mental health and performance: job stress, job demands, job resources, organizational fairness, and burnout. The data from 315 nurses who worked at different hospitals in Bengkulu showed that all of the variables had average values in the high range. The average job resources score of 3.78 suggests that nurses are happy with the job resources they have, like assistance from their organization, interactions with other people, and clear roles. This means that the workplace as a whole has the correct amount of social and structural support to get things done. The most important thing was how easy it was for people to get information and talk to each other. The two areas that garnered the worst scores were support from supervisors and clarity of roles. This highlights how crucial it is to strengthen vertical communication and supervision in order to keep job resources at their best. The average job demands variable of 3.74 is also high, which means that nursing jobs are quite demanding in terms of workload, task complexity, and time pressure. People feel pleased about how their work schedule is set out, which demonstrates that the work system is really well thought out. The results are in line with what nurses do for a living. They need to be physically and mentally prepared for the job, but they can stay motivated as long as they have the right tools to do it. The average score for job stress was 3.77, which suggests that work was very stressful. The main reasons that nurses said were causing them stress were having a lot of work to do, having a lot of duties, and having to meet emotional standards. The most crucial things were having problems controlling emotions and being less able to focus. This study showed how much stress at work can influence your mental health.

On average, people gave the organization a score of 3.78 for being fair. This means that nurses believed that the way things were done, the results of their job, and the way people talked to each other in the organization were all fair. But everyone wants to feel that they are being treated fairly; thus, the way procedures are carried out needs to be more consistent. The average score for the burnout variable was 3.75, which implies that most nurses feel tired and less motivated to work. The cynicism/depersonalization component was the most noticeable part. It was marked by a tendency to have cynical attitudes and emotional exhaustion from constant stress at work. These data suggest that burnout is a serious problem that managers need to deal with.

PLS Model Analysis Results

We utilized Partial Least Squares (PLS) to look at the model in two steps: first, we looked at the measurement model (the outer model), and then we looked at the structural model (the inner model). The outer model test results showed that all of the indicators met the standards for convergent and discriminant validity. The outer loading values were higher than 0.70, and the

Average Variance Extracted (AVE) values were higher than 0.50. This ensures that each signal accurately reflects the construct being assessed. All of the variables had Cronbach's Alpha and Composite Reliability values over 0.70, which suggests that the research tool was very reliable. In the inner model, the work stress variable has a coefficient of determination (R^2) of 0.292. This suggests that job demands and job resources can explain 29.2% of the changes in work stress. The R^2 value for burnout was 0.614, which suggests that stress at work, demands at work, and resources at work can explain 61.4% of the changes in burnout. The positive predictive relevance (Q^2) value means that the model can correctly predict endogenous variables.

The Variance Inflation Factor (VIF) values for all variables were below 5, indicating the absence of multicollinearity issues. The F-square test also showed that stress at work had a large effect on burnout ($f^2 = 1.185$). Job demands, job resources, and organizational fairness exerted lesser yet significant influences on both job stress and burnout. The model fit well with the data, as shown by SRMR = 0.173 and NFI = 0.377.

Hypothesis Testing Results

The results of hypothesis testing using the bootstrapping method show that:

Table 3. Hypothesis Test Results

No	Relationships Between Variables	Direction of Influence	Test Results	Description
1	Job Resources → Job Stress	Negative & significant	$p < 0,05$	Accepted
2	Job Stress → Burnout	Positive & significant	$p < 0,001$	Accepted
3	Job Demands → Burnout	Positive but not immediately significant	$p > 0,05$	Rejected
4	Job Resources → Burnout	Negative and significant through Job Stress mediation	$p < 0,05$	Accepted
5	Organizational Justice → Job Stress	Negative & significant	$p < 0,05$	Accepted

source: research data, 2025

Discussion

The Influence of Job Resources on Job Stress

The results of hypothesis testing demonstrate that job resources exert a negative and significant impact on job stress at Bengkulu Provincial Hospital. The findings of this study corroborate prior research indicating that workplace resources, including supervisor support, autonomy, and feedback, significantly mitigate job stress by serving as a buffer against elevated work demands. This finding is corroborated by (Bullini et al., 2024), which identified a significant negative correlation between social support, role clarity, and autonomy with job stress. Improved working conditions, support, and training can help reduce stress and burnout (Dehaan et al., 2024). Team support, the right tools, and clear roles all help lower stress at work and improve mental health (Li et al., 2025). Self-development opportunities, coworker support, and supervisor support greatly alleviate stress and burnout while enhancing motivation and performance (Hussain et al., 2024).

The management implications of this research suggest that improving job resources is a crucial strategy for reducing the work-related stress experienced by nurses. Therefore, hospital management should provide supervisors with increased support by providing clear work instructions, monitoring their work, and providing helpful feedback. Nurses also need more freedom to make decisions about how to do their everyday jobs. To lower the risk of burnout, management needs to make sure that everyone knows what their job is, that they have the right tools to do it, and that training and competency development programs are better. Also, nurses need to work together more to receive more social support. By taking these actions, hospitals can make the workplace healthier and more productive, which will help them provide better service.

The Effect of Job Stress on Burnout

This study shows that job stress has a positive and significant effect on burnout in healthcare workers at Bengkulu Provincial Hospital. These findings are consistent with previous studies that confirm that high work pressure, excessive workload, emotional demands, and an unstable work environment can accelerate the emergence of emotional exhaustion, depersonalization, and decreased personal accomplishment three main components of burnout (Song et al., 2023). The JD-R model explains that chronic stress due to high work demands is a major predictor of burnout in the healthcare sector (Baghini, 2024). Unmanaged job stress can worsen the mental condition of healthcare workers and increase the risk of severe exhaustion (H. Zhang et al., 2024). Work pressure and task uncertainty contribute significantly to burnout levels (Hazan-liran & Karni-vizer, 2024). Medical workers at government hospitals exhibit a positive relationship between job stress and burnout (Galanis et al., 2025). Emergency room nurses have shown that high work intensity and limited resources exacerbate the emergence of burnout through increased stress (Quesada-puga et al., 2024).

The managerial implications of these findings indicate that hospital management must prioritize work-related stress management to mitigate burnout among healthcare professionals. Some methods that could be taken are making stress management rules, like balancing workloads, giving enough time off, and offering mindfulness-based stress management programs. For healthcare professionals to feel cared for, they require social support and supervision. Furthermore, giving employees training on mental health and stress management might help them be more conscious. Hospitals should make sure they have enough resources and a favorable place to work. Counseling and exercise are two examples of employee wellness programs that can help lower stress and enhance the health of employees. This, in turn, has a favorable effect on performance and the quality of service given.

The Influence of Job Demands on Burnout

The hypothesis testing results indicated that job demands did not significantly impact burnout among healthcare workers at Bengkulu Provincial Hospital. This finding is consistent with several previous studies that illustrate the impact of various factors in mediating the relationship between job demands and burnout. According to research (Deshpande et al., 2024) in the JD-R model, job demands can lead to burnout, but job resources and social support can help lessen these negative effects. Research (Afshari et al., 2025) reveals that the disparity between job expectations and job resources significantly influences burnout, more so than the job demands themselves. A study in Indonesia (Rajak et al., 2025) found that social factors, such as support from supervisors and colleagues, have a significant impact on reducing the effects of work demands on nurse burnout. High job demands and the quality of social support in the hospital setting can diminish the likelihood of burnout (J. Edokpolor et al., 2024). Research (Wong et al., 2024) yielded analogous results, demonstrating that effective task management and adequate resource allocation might mitigate the adverse impacts of job demands on burnout. Factors unrelated to job demands, such as companies that promote employee well-being, are more effective in mitigating burnout than the workload itself (Zhou et al., 2024).

The managerial implications of these findings indicate that while job demands may not substantially affect burnout, hospital management should prioritize resource allocation and social assistance to mitigate burnout. This can be done by making sure there are enough resources, such as training and work equipment, and by enhancing social support through open communication and mentoring programs. Also, it's important to make the workplace a good place to work by managing stress well and keeping the task balanced. Setting up stress management rules and giving workers enough time to rest will help keep them healthy. Management can make the workplace healthier, promote well-being, and lower the risk of long-term burnout by taking these steps.

The Influence of Job Resources on Burnout

The findings indicate that employment resources exert a negative and significant impact on burnout among healthcare personnel at Bengkulu Provincial Hospital. These results corroborate

other studies indicating that sufficient employment resources might enhance motivation and well-being while mitigating the risk of burnout (Gottenborg et al., 2025). Having enough job resources makes employees happier and more motivated, and it also lowers emotional weariness (J. E. Edokpolor et al., 2024). Hospital nurses said that resources that help them do their jobs, such as training and effective communication, cut down on burnout by a lot (Chamika et al., 2025). Adding more resources to a profession, such as better facilities and help from coworkers, can help healthcare workers feel less stressed and burned out (Aboagye, 2024). Also, good resource management, which includes giving people chances to grow and learn, is particularly crucial for reducing burnout in hospitals (Gynning et al., 2025).

The managerial implications of these findings indicate that hospital management should emphasize the provision of sufficient job resources to mitigate the risk of burnout among healthcare personnel. To enhance social support, hospital management can encourage open communication between managers and employees, grant employees the freedom to make their own decisions, and ensure they have access to ongoing training and skill-building opportunities. Also, management should ensure that staff have access to things like enough medical equipment and pleasant places to rest. There should also be wellness programs for employees that include activities that help healthcare staff get along better with each other.

The Influence of Organizational Justice on Job Stress

Based on the results of hypothesis testing, it was found that organizational justice has a negative and significant influence on work stress in healthcare workers at Bengkulu Provincial Hospital. This finding indicates that the higher the healthcare workers' perception of organizational justice, both in terms of task distribution, recognition of contributions, and equal opportunities for development, the lower the level of work stress they experience (Mami, 2024). Organizational justice, which includes distributive justice, procedural justice, and interactional justice, plays an important role in creating a sense of appreciation and fairness in the workplace, which in turn reduces the psychological stress faced by employees (Information et al., 2024). Organizational justice can increase job satisfaction and reduce stress by creating a transparent environment and treating employees fairly (Justice et al., 2024). Organizational injustice can increase stress and reduce employee commitment. Perceptions of justice can improve employee psychological well-being and reduce stress (Nguyen-viet et al., 2025).

The managerial implications of these findings indicate that hospital management must prioritize the establishment of organizational justice to alleviate work-related stress among healthcare personnel. Possible methods include making sure that tasks and rewards are fairly shared (distributive justice) and that decisions are made in a clear and open way (procedural justice). You should also consider interactional justice, which is treating healthcare professionals with respect and decency. Hospital management needs to encourage open communication, give helpful comments, and make sure that all staff members have the same chances to grow. Hospitals may lower work stress, boost employee happiness and motivation, and make the workplace more pleasant by making sure that justice is upheld in all areas of the company. This will ultimately improve service quality and hospital performance.

Conclusions

This study demonstrates that work stress and burnout among hospital nurses in Bengkulu are significantly influenced by job resources and organizational justice. The findings indicate that job resources, such as support, autonomy, and access to training, act as protective factors, reducing the negative effects of work stress and preventing burnout. Furthermore, organizational justice plays a crucial role in moderating the relationship between work stress and burnout. When nurses perceive fairness in workload distribution, decision-making, and interpersonal interactions, they experience lower levels of stress and burnout. In contrast, perceptions of organizational injustice exacerbate work stress, accelerating burnout. These results highlight the importance of not only managing job demands but also fostering a fair, supportive, and transparent organizational culture.

For practical applications, hospitals should focus on enhancing job resources, ensuring fairness in organizational processes, and supporting nurses' well-being through appropriate interventions, ultimately improving both employee satisfaction and patient care quality.

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