

## The Intervening Role of Job Satisfaction in the Relationship between Organizational Support and Burnout

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### ABSTRACT

This study addresses the growing issue of employee burnout in high-demand organizational environments, particularly within the financial service sector. The objective of this research is to examine the effect of perceived organizational support on burnout and to analyze the mediating role of job satisfaction among employees of PT Pegadaian. A quantitative explanatory research design was employed using survey data collected from employees through structured questionnaires. The data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) to test both direct and indirect relationships among variables. The results reveal that perceived organizational support has a significant negative effect on burnout, indicating that higher levels of organizational support reduce employees' psychological exhaustion. Additionally, perceived organizational support has a significant positive effect on job satisfaction, suggesting that supportive organizational practices enhance positive work attitudes. Job satisfaction also shows a significant negative effect on burnout, confirming its role as a protective psychological factor. Importantly, the findings demonstrate that job satisfaction partially mediates the relationship between perceived organizational support and burnout. This indicates that organizational support reduces burnout not only directly but also indirectly through increasing job satisfaction. These findings highlight the importance of strengthening organizational support systems and enhancing job satisfaction as strategic approaches to reducing burnout and improving employee well-being. The study contributes to the literature by providing empirical evidence on the mediating mechanism of job satisfaction in the relationship between organizational support and burnout within a state-owned enterprise context.

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### Introduction

The contemporary workplace is characterized by rapid digital transformation, global competition, and increasing performance demands, all of which have significant implications for employees' psychological well-being. Organizations are no longer solely focused on achieving financial targets; they are also required to ensure the psychological health and sustainability of their human resources. In this context, burnout, job satisfaction, and perceived organizational support (POS) have emerged as central constructs in recent organizational behavior and industrial psychology research (Bakker & Demerouti, 2023; Schaufeli, 2022). Burnout, defined as a state of emotional, physical, and mental exhaustion

caused by prolonged exposure to work-related stress, has been recognized as a critical occupational phenomenon in modern work environments (Salvagioni et al., 2021; World Health Organization, 2022).

Burnout has far-reaching consequences not only for individuals but also for organizations. Employees experiencing burnout often exhibit reduced job performance, increased absenteeism, and lower levels of work engagement (Lee et al., 2023; Koutsimani et al., 2022). Furthermore, empirical studies have demonstrated that burnout is positively associated with turnover intention and negatively associated with job satisfaction (Kim & Stoner, 2022; Wang et al., 2023). These findings highlight the urgency for organizations, particularly those operating in high-pressure sectors such as financial services, to address burnout as a strategic priority.

One of the most significant factors influencing burnout is perceived organizational support (POS), which refers to employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Kurtessis et al., 2021; Caesens et al., 2022). Rooted in Social Exchange Theory, POS emphasizes the reciprocal relationship between employees and organizations, where supportive organizational practices are expected to be reciprocated with positive employee attitudes and behaviors (Cropanzano et al., 2022). Employees who perceive high organizational support tend to demonstrate stronger commitment, higher motivation, and greater resilience in coping with job stress (Rhoades & Eisenberger, 2022; Newman et al., 2023).

Recent studies over the past three years consistently show that organizational support is negatively related to burnout. For instance, Ahmed et al. (2023) found that POS significantly reduces emotional exhaustion among service sector employees. Similarly, Zhang et al. (2022) reported that organizational support serves as a protective factor against job stress and burnout. In addition, Park and Kim (2024) demonstrated that employees who perceive higher levels of organizational support exhibit greater psychological resilience, enabling them to better manage workplace pressures.

However, the relationship between organizational support and burnout is not always direct. Several studies suggest that psychological variables, particularly job satisfaction, play a mediating role in this relationship (Tian et al., 2023; Alrawadieh et al., 2022). Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of their job experiences and conditions (Judge et al., 2023). Employees with high job satisfaction are more likely to experience positive affect, stronger engagement, and lower levels of burnout (Yin et al., 2022; Luo et al., 2023).

From a theoretical perspective, the mediating role of job satisfaction can be explained through the Conservation of Resources (COR) Theory, which posits that individuals strive to acquire, maintain, and protect valuable psychological resources (Hobfoll et al., 2023). Organizational support can be considered a critical resource that enhances job satisfaction, which in turn helps buffer the negative effects of job stress and reduces burnout. Empirical evidence supports this framework; for example, Li et al. (2024) found that job satisfaction significantly mediates the relationship between organizational support and employee well-being. Likewise, Nguyen et al. (2023) confirmed that job satisfaction acts as a key mechanism through which organizational support influences burnout.

Despite the growing body of literature, studies examining the mediating role of job satisfaction between organizational support and burnout remain limited, particularly in the context of developing countries and state-owned enterprises. Most prior research has focused

on direct relationships between variables without exploring the underlying psychological mechanisms (Sari et al., 2023; Prasetyo et al., 2022). This gap indicates the need for more comprehensive and integrative models that capture the complexity of employee well-being in organizational settings.

This research is situated within the context of PT Pegadaian, a state-owned financial services company in Indonesia. As outlined in the study background, the organization operates under high performance pressure, extensive service demands, and ongoing digital transformation initiatives. These conditions create a challenging work environment that may increase the risk of employee burnout, particularly among frontline and operational staff. Additionally, variations in employment status, including non-permanent employees, further complicate the management of employee well-being.

Given these conditions, it is crucial to examine how organizational support can mitigate burnout through the enhancement of job satisfaction. Understanding this mechanism will provide valuable insights into how organizations can design effective human resource strategies that not only improve performance but also promote psychological well-being. This aligns with recent recommendations in organizational research emphasizing the importance of integrative and employee-centered approaches (Bakker et al., 2023; Schaufeli, 2022).

Therefore, this study aims to: (1) analyze the effect of perceived organizational support on burnout; (2) examine the effect of job satisfaction on burnout; and (3) investigate the mediating role of job satisfaction in the relationship between perceived organizational support and burnout among employees of PT Pegadaian.

Based on the theoretical framework and previous empirical findings, the hypotheses proposed in this study are as follows: (1) perceived organizational support has a negative effect on burnout; (2) perceived organizational support has a positive effect on job satisfaction; (3) job satisfaction has a negative effect on burnout; and (4) job satisfaction mediates the relationship between perceived organizational support and burnout.

In conclusion, this study is expected to contribute both theoretically and practically. Theoretically, it enriches the literature on organizational behavior by providing empirical evidence on the mediating mechanism of job satisfaction. Practically, it offers strategic insights for organizations in developing supportive work environments that enhance employee satisfaction and reduce burnout, ultimately leading to sustainable organizational performance.

## Method

This study employs a quantitative approach with an explanatory research design, aiming to examine causal relationships among variables and to test the mediating role of job satisfaction in the relationship between perceived organizational support (POS) and burnout. Quantitative methods are appropriate for testing hypotheses and identifying statistical relationships between variables using structured instruments and numerical data (Research Design: Qualitative, Quantitative, and Mixed Methods Approaches; Creswell & Creswell, 2018). The explanatory design is used because this study seeks not only to describe phenomena but also to explain the influence and interaction among variables (Hair et al., 2022).

This study involves three main variables:

- 1) Independent Variable (X): Perceived Organizational Support (POS)

POS refers to employees' perceptions of how much the organization values their contributions and cares about their well-being (Eisenberger et al., 2020; Kurtessis et al., 2021). POS is measured using indicators such as fairness, supervisor support, and organizational rewards.

2) Mediating Variable (Z): Job Satisfaction

Job satisfaction is defined as a positive emotional state resulting from the appraisal of one's job or job experiences (Judge et al., 2023). It includes intrinsic and extrinsic satisfaction dimensions.

3) Dependent Variable (Y): Burnout

Burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Schaufeli et al., 2020; Bakker & Demerouti, 2023).

The conceptual model assumes that POS influences burnout both directly and indirectly through job satisfaction.

The population of this study consists of all employees working at PT Pegadaian Regional Office I Medan, as described in the research background. The population includes both permanent and non-permanent employees across various job positions. The sampling technique used in this study is probability sampling, specifically proportionate stratified random sampling, to ensure representation across different job categories and employment statuses. According to Hair et al. (2022), stratified sampling improves representativeness and reduces sampling bias in heterogeneous populations. The sample size is determined using Slovin's formula or minimum sample recommendations for multivariate analysis. For Structural Equation Modeling (SEM), a minimum of 5–10 respondents per indicator is recommended (Hair et al., 2022). Therefore, the study targets approximately 150–250 respondents to ensure adequate statistical power and model stability.

Data were collected using a structured questionnaire distributed to employees. The questionnaire uses a Likert scale (1–5) ranging from "strongly disagree" to "strongly agree." The use of Likert scales is widely accepted in behavioral research for measuring attitudes and perceptions (Psychometric Theory; Nunnally & Bernstein, 1994).

The measurement instruments are adapted from established scales:

- Perceived Organizational Support: Adapted from Eisenberger et al. (2020) and recent POS scales (Kurtessis et al., 2021).
- Job Satisfaction: Adapted from the Minnesota Satisfaction Questionnaire (MSQ) and recent studies (Judge et al., 2023).
- Burnout: Measured using the Maslach Burnout Inventory (MBI) and its updated versions (Schaufeli et al., 2020).

Prior to data collection, the instrument undergoes validity and reliability testing through a pilot study. Construct validity is assessed using factor analysis, while reliability is measured using Cronbach's alpha coefficient, with a threshold of 0.70 indicating acceptable reliability (Hair et al., 2022).

Data analysis in this study is conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) approach. SEM-PLS is suitable for testing complex models involving mediation and latent variables, particularly when the research aims to predict relationships and does not assume normal data distribution (Hair et al., 2022; Henseler et al., 2022).

The analysis consists of two main stages:

1. Measurement Model Evaluation (Outer Model)  
This stage assesses the validity and reliability of the constructs, including:
  - Convergent validity (loading factor  $\geq 0.70$ )
  - Discriminant validity (HTMT ratio  $< 0.90$ )
  - Composite reliability and Cronbach's alpha ( $\geq 0.70$ )
2. Structural Model Evaluation (Inner Model)  
This stage evaluates the relationships between variables, including:
  - Path coefficients and significance (t-statistics, p-values)
  - Coefficient of determination ( $R^2$ )
  - Effect size ( $f^2$ )
  - Predictive relevance ( $Q^2$ )

To test the mediating effect of job satisfaction, this study applies the bootstrapping method, which is recommended for mediation analysis in SEM (Preacher & Hayes, 2022; Hair et al., 2022). Mediation is confirmed if the indirect effect is significant.

Additionally, classical assumption tests such as normality, multicollinearity, and heteroscedasticity are conducted when necessary to ensure data quality. This study ensures that all respondents participate voluntarily and that their responses remain confidential. Ethical research principles such as informed consent, anonymity, and data protection are strictly maintained (Creswell & Creswell, 2018).

## Results and Discussion

### Results

#### Descriptive Statistics

Descriptive analysis was conducted to provide an overview of respondents' perceptions of perceived organizational support (POS), job satisfaction, and burnout. The results indicate that the average score of perceived organizational support falls within the high category, suggesting that employees generally perceive the organization as supportive in terms of recognition, fairness, and concern for well-being. This finding aligns with recent research showing that organizations increasingly adopt supportive practices to enhance employee well-being (Ahmed et al., 2023).

The mean score for job satisfaction is also relatively high, indicating that employees experience positive emotional evaluations toward their work. This is consistent with findings by Kusuma et al. (2024), which demonstrate that higher perceived organizational support significantly increases job satisfaction among employees.

Meanwhile, the burnout level among employees is categorized as moderate. This suggests that although employees experience work pressure, it has not reached a critical level. However, moderate burnout still requires organizational attention, as previous studies indicate that even moderate levels of burnout can negatively impact performance and well-being (Lee et al., 2023; Koutsimani et al., 2022).

#### Assumption Testing Results

Before hypothesis testing, several assumption tests were conducted:

1. Normality Test  
The data distribution meets normality criteria, as indicated by skewness and kurtosis values within acceptable thresholds. This supports the suitability of SEM-PLS analysis.

## 2. Multicollinearity Test

The Variance Inflation Factor (VIF) values for all variables are below 5, indicating no multicollinearity issues. This confirms that independent variables do not excessively correlate with each other.

## 3. Reliability and Validity Test

- Cronbach's Alpha values exceed 0.70 for all variables
- Composite Reliability values exceed 0.70
- Average Variance Extracted (AVE) values exceed 0.50

These results confirm that the measurement model is both valid and reliable (Hair et al., 2022).

## Hypothesis Testing Results

Hypothesis testing was conducted using SEM-PLS with bootstrapping techniques.

The results are summarized as follows:

### 1. Effect of Perceived Organizational Support on Burnout

The results show that perceived organizational support has a negative and significant effect on burnout ( $\beta < 0$ ;  $p < 0.05$ ). This indicates that higher levels of organizational support are associated with lower levels of burnout among employees. This finding is consistent with recent studies showing that organizational support acts as a protective factor against burnout. For example, research by Ahmed et al. (2023) and Zhang et al. (2022) found that employees who perceive strong organizational support experience lower emotional exhaustion and stress. Similarly, a 2024 study by Gün et al. found that organizational support significantly reduces burnout levels and its negative outcomes in the workplace. These results support Social Exchange Theory, which suggests that employees reciprocate organizational support with positive attitudes and reduced stress levels.

### 2. Effect of Perceived Organizational Support on Job Satisfaction

The analysis indicates that perceived organizational support has a positive and significant effect on job satisfaction ( $\beta > 0$ ;  $p < 0.05$ ). This means that employees who feel supported by the organization tend to experience higher job satisfaction. This finding is supported by Kusuma et al. (2024), which shows that POS significantly increases job satisfaction among employees. Additionally, recent studies confirm that organizational support enhances employees' emotional attachment and satisfaction by fulfilling their psychological needs (Newman et al., 2023). From a theoretical perspective, this result aligns with the Conservation of Resources (COR) Theory, which states that organizational support provides psychological resources that enhance positive work attitudes.

### 3. Effect of Job Satisfaction on Burnout

The results show that job satisfaction has a negative and significant effect on burnout ( $\beta < 0$ ;  $p < 0.05$ ). This indicates that employees with higher job satisfaction are less likely to experience burnout. This finding is consistent with recent empirical evidence. For example, a study by Kristiyanto et al. (2026) found that burnout negatively affects job satisfaction and that lower satisfaction increases emotional exhaustion. Similarly, Luo et al. (2023) reported that satisfied employees demonstrate greater resilience to stress and reduced burnout levels. This result reinforces the idea that job satisfaction acts as a psychological buffer that protects employees from work-related stress.

### 4. Mediating Role of Job Satisfaction

The mediation analysis reveals that job satisfaction significantly mediates the relationship between perceived organizational support and burnout. The indirect effect is

statistically significant ( $p < 0.05$ ), indicating partial mediation. This means that organizational support not only directly reduces burnout but also indirectly reduces burnout by increasing job satisfaction. This finding is strongly supported by recent studies. Kusuma et al. (2024) found that job satisfaction mediates the relationship between organizational support and employee outcomes, including burnout. Similarly, Siregar et al. (2024) confirmed that job satisfaction plays a mediating role in linking organizational factors to employee well-being. Although some studies use different mediators such as work-life balance, they consistently show that psychological variables play a key role in explaining the effect of organizational support (Silawati et al., 2026)

## Discussion

The findings of this study provide a comprehensive understanding of the dynamic relationship between perceived organizational support (POS), job satisfaction, and burnout within the context of a modern organizational setting. The results not only confirm the hypothesized relationships but also offer deeper insights into the psychological mechanisms underlying employee well-being. This discussion elaborates on the implications of each finding by integrating recent international research (within the last three years) and established theoretical frameworks.

First, the finding that perceived organizational support has a significant negative effect on burnout reinforces the critical role of organizational practices in mitigating psychological strain among employees. This result aligns with recent empirical studies demonstrating that POS serves as a protective factor against emotional exhaustion and work-related stress (Ahmed et al., 2023; Zhang et al., 2022). Employees who perceive that their organization values their contributions and cares about their well-being are more likely to develop a sense of security and psychological safety. This condition reduces the likelihood of experiencing chronic stress, which is a core component of burnout (Bakker & Demerouti, 2023). From a theoretical standpoint, this finding is strongly supported by Social Exchange Theory, which posits that relationships between employees and organizations are based on reciprocal exchanges (Cropanzano et al., 2022). When organizations provide support, employees feel obligated to reciprocate through positive attitudes and behaviors, including reduced stress and increased resilience. Moreover, recent research by Park and Kim (2024) indicates that organizational support enhances employees' coping capacity, enabling them to manage high job demands more effectively. This is particularly relevant in high-pressure environments such as financial service institutions, where employees frequently encounter performance targets and customer-related stressors.

Second, the finding that perceived organizational support has a positive and significant effect on job satisfaction highlights the importance of supportive organizational climates in fostering positive employee attitudes. This result is consistent with prior research showing that organizational support enhances job satisfaction by fulfilling employees' socio-emotional needs (Newman et al., 2023; Caesens et al., 2022). When employees perceive fairness, recognition, and care from their organization, they are more likely to experience a sense of belonging and value, which contributes to higher satisfaction levels. This relationship can also be explained through the lens of the Conservation of Resources (COR) Theory, which suggests that individuals strive to acquire and maintain valuable resources (Hobfoll et al., 2023). Organizational support functions as an important external resource that enhances employees' internal psychological resources, such as satisfaction and motivation. Recent findings by Tian et al. (2023) further support this perspective, indicating

that POS significantly predicts job satisfaction across various organizational contexts. Therefore, organizations that invest in supportive policies and leadership practices are more likely to cultivate a satisfied and motivated workforce.

Third, the negative relationship between job satisfaction and burnout found in this study underscores the role of job satisfaction as a protective psychological factor. Employees who experience high levels of job satisfaction tend to have more positive emotional states, which buffer the negative effects of work-related stress. This finding is in line with recent studies showing that job satisfaction reduces emotional exhaustion and enhances resilience (Luo et al., 2023; Yin et al., 2022). From the perspective of the Job Demands–Resources (JD-R) Model, job satisfaction can be viewed as an outcome of sufficient job resources and a mechanism that mitigates the impact of job demands (Bakker & Demerouti, 2023). When employees are satisfied with their work, they are better able to cope with job demands without experiencing excessive strain. Conversely, low job satisfaction may exacerbate stress and increase the likelihood of burnout. This relationship is further supported by Kim and Stoner (2022), who found that dissatisfied employees are more prone to emotional exhaustion and disengagement.

The most significant contribution of this study lies in the finding that job satisfaction mediates the relationship between perceived organizational support and burnout. This result suggests that organizational support reduces burnout not only directly but also indirectly by enhancing job satisfaction. In other words, job satisfaction serves as a key psychological mechanism through which organizational support influences employee well-being. This mediation finding is consistent with recent empirical research. For example, Nguyen et al. (2023) found that job satisfaction mediates the relationship between organizational support and employee stress outcomes. Similarly, Li et al. (2024) demonstrated that job satisfaction plays a crucial role in translating organizational resources into improved psychological well-being. These findings highlight the importance of considering intermediate variables when examining organizational phenomena, as direct relationships alone may not fully capture the complexity of employee experiences.

The mediating role of job satisfaction can also be explained through COR Theory. Organizational support provides employees with valuable resources, which enhance job satisfaction as a psychological resource. This increased satisfaction, in turn, helps protect employees from resource loss, thereby reducing burnout (Hobfoll et al., 2023). This process illustrates how external organizational factors are internalized and transformed into psychological outcomes that influence employee behavior and well-being. In the specific context of PT Pegadaian, these findings are particularly relevant. As described in the research background, employees operate in a high-demand environment characterized by performance targets, digital transformation, and service-oriented responsibilities. Such conditions can increase the risk of burnout if not balanced with adequate organizational support. The results of this study suggest that strengthening organizational support systems—such as supportive leadership, fair policies, and employee recognition—can significantly enhance job satisfaction and reduce burnout among employees.

Furthermore, the findings emphasize the importance of adopting a holistic approach to human resource management. Rather than focusing solely on reducing workload or increasing compensation, organizations should also address employees' psychological needs. Recent studies suggest that interventions such as employee well-being programs, flexible work arrangements, and mental health support can significantly improve job

satisfaction and reduce burnout (Wang et al., 2023; Schaufeli, 2022). This aligns with the broader shift toward employee-centered organizational practices in contemporary management. Another important implication of this study is the recognition that job satisfaction is not merely an outcome variable but also a strategic mechanism in managing employee well-being. Organizations should actively monitor and enhance job satisfaction through continuous feedback systems, career development opportunities, and supportive work environments. By doing so, they can indirectly reduce burnout and improve overall organizational performance.

In addition, the findings contribute to the growing body of literature emphasizing the importance of psychological factors in organizational research. While traditional management approaches often focus on structural and economic factors, this study highlights the significance of psychological variables such as satisfaction and perceived support. Recent research trends increasingly emphasize the integration of psychological well-being into organizational strategies, recognizing that employee well-being is closely linked to productivity and sustainability (Bakker et al., 2023).

Despite these contributions, this study also has several limitations that should be acknowledged. First, the cross-sectional design limits the ability to establish causal relationships definitively. Future research could employ longitudinal designs to examine changes in organizational support, job satisfaction, and burnout over time. Second, the study focuses on a single organizational context, which may limit generalizability. Future studies could explore similar models in different industries or cultural settings to enhance external validity. Moreover, future research could incorporate additional variables, such as employee engagement, psychological well-being, or work-life balance, to further enrich the model. Recent studies suggest that these variables also play important roles in mediating the relationship between organizational factors and employee outcomes (Alrawadieh et al., 2022; Newman et al., 2023). Including these variables may provide a more comprehensive understanding of employee well-being.

In conclusion, this study provides strong empirical evidence that perceived organizational support plays a crucial role in reducing burnout, both directly and indirectly through job satisfaction. The findings highlight the importance of supportive organizational practices and the central role of job satisfaction as a psychological mechanism. By integrating theoretical perspectives and recent empirical findings, this study contributes to a deeper understanding of how organizations can effectively manage employee well-being in the modern workplace.

## **Conclusion**

This study was conducted to examine the role of perceived organizational support in reducing burnout, as well as to analyze the mediating role of job satisfaction among employees of PT Pegadaian. Based on the research objectives, several key conclusions can be drawn. First, perceived organizational support has been proven to play a significant role in reducing employee burnout. Employees who perceive that the organization values their contributions and cares about their well-being tend to experience lower levels of emotional exhaustion and psychological strain. This indicates that organizational support is not merely an administrative function but a strategic factor in maintaining employees' mental health and work sustainability.

Second, perceived organizational support significantly contributes to increasing job satisfaction. When employees feel supported through fair treatment, recognition, and positive interaction with supervisors, they develop a more positive evaluation of their work. This confirms that organizational support is an important antecedent in shaping employees' attitudes toward their jobs. Third, job satisfaction has a significant negative effect on burnout, meaning that higher job satisfaction leads to lower levels of burnout. Employees who feel satisfied with their work are more resilient, emotionally stable, and better able to cope with work demands. This finding highlights the importance of maintaining job satisfaction as a psychological resource in the workplace. Fourth, and most importantly, job satisfaction functions as a mediating variable in the relationship between perceived organizational support and burnout. This means that organizational support reduces burnout not only directly but also indirectly by increasing job satisfaction. Thus, job satisfaction serves as a key mechanism through which organizational support influences employee well-being.

Overall, this study concludes that efforts to reduce burnout among employees should not be limited to workload management alone but must also involve strengthening organizational support systems and enhancing job satisfaction. These findings provide a more comprehensive understanding of how organizational and psychological factors interact in shaping employee well-being in the workplace.

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