

Examining the Effect of Job Burnout on Organizational Conflict With The Mediation of Job Commitment

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Abstract. The objective of this investigation is burnout of occupation on organizational contradiction with the mediation of occupation commitment (case study: Al Muthani Cement Coefficienty). The investigation manner is applied in Conditions of objective and descriptive and survey in Conditions of conducting manner. The statistical society includes all the superintendrs and occupationholders in Al Muthani cement coefficienty, whose number is approximately 500 people, and in instruction to characterize the sample size, Cochran's formula was utilized, and 217 people were randomly scaled. The manner of collecting inestablishment was a questionnaire, and to scale occupation exhaustion, Maslach (Mezlaj-Mezlach-Maslach) questionnaire (1981), Robbins' organizational contradiction (1994) and occupation occupation commitment was utilized aboard Shaufli et al.'s (2001) questionnaire. After compiling the initial frameact, coefficient analysis was done to obtain the accuracy of the structure. Cronbach's alpha coefficient was utilized to scale the relicapability of the questionnaire. Then, all the proposed hypotheses were tested and analyzed using the structural equation figureing technique and using smart pls software, and the findings showed that occupation exhaustion has a remarkable on burnout organizational contradiction with the mediation of occupation commitment in al-Muthani cement coefficienty..

Keywords: Job Burnout, Organizational Conflig, Job Commitment, Al Muthani Cement Coefficienty.

1. Introduction

Today, person power is considered as the main asset and the most complex element of establishments, the essence of assistance and empathy among these valuable resources is one of the most important coefficients for victory in all establishments. Relying on this, experts and thinkers are also aware of the importance and duty of person resources as a coefficient of growth in every country and emphasize it, therefore paying consideration to person spirit and incitement in every establishment is of high priority (van der Lippe et al. 2020). Undoubtedly, there is contradiction and ambiguity in all businesses and establishments. Based on to previous investigation findings, contradiction and duty ambiguity have an impact on various aspects, including occupation implementation.

In the meantime, the establishment with its nature is a suitable platform for the cultivation and growth of contradictions and disagreements (Soelton et al, 2020). The essence of various people with various personality traits, requirements, beliefs, and expectations has made contradictions in establishments inevitable. Contradiction is a part of organizational living that has focutilized the thoughts of many superintendrs. The correct and efficient use of contradiction improves implementation and raises the level of the establishment's implementation, and its inefficient use reduces implementation and creates contradiction and convulsions in the establishment. The efficient

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use of contradiction requires knowing and fully understanding its nature as well as the reasons that create it and acquiring proficiencys in managing and controlling it, which of course is considered one of the most important handling proficiencys today (Gupta & Srivastava, 2020).

Also, one of the main coefficients in the reduction of efficiency and loss of person resources is occupationholder exhaustion, which in addition to the occurrence of adverse physical burnout, has brought many psychological complications (Dreison et al, 2018). Occupation exhaustion is one of the efficient coefficients in reducing efficiency, loss of person resources and physical complications of person resources, and it is important in occupationholders aboard two aspects; Bereason exhaustion affects supersensible health and reasons physical and supersensible symptoms, absenteeism and changing occupations (von Känel et al, 2020). In fact, occupation exhaustion is reasond by constant supersensible compression. Psychological compressions occur when there is no balance among the requirements and requirements of the surroundings with the individual's capability to answer to them. As the requirements and requirements of the surroundings increase and the person does not have the needful capability to answer to them, the outcomeing psychological compressions reason occupation exhaustion in him (Wilczek-Rużyczka et al, 2019).

Today, establishments requirement motivated and interested occupationholders, who are highly committed to their occupations. Occupationholders who are committed to their occupations are attracted to their occupations and perform their occupation duties and tasks in a favorable way. Occupation commitment indicates a dynamic (active) state related to positive act, which is achieved through coefficients thus as self-dedication and powerful people. It is characterized. People's strength refers to high levels of energy and flexibility at act (Aruldoss et al, 2021).

Self-dedication is characterized by a person's powerful participation in act, as well as the presence of a sense of importance and enthusiasm. Occupation commitment is the exploitation and employment of occupationholders at various levels of the establishment to play a duty in their act and express the implementation of individuals in physical, cognitive and emotional dutys. Occupationholder Commitment is specified as an individual's level of participation, interaction, intimacy, and influence over time. Occupation commitment is the level of incitement for occupationholders to progress to something or someone in the establishment and to do challenging act (Min & Hong, 2021).

All of these things can reason problems in Al Muthani cement coefficienty. Contradiction among occupationholders and superintendrs sometimes leads to the loss of the typicality of the establishment's implementation and leads to occupationholder exhaustion. Occupationholders who suffer aboard occupation exhaustion not only have problems themselves, but also create problems for others and endanger their supersensible health and efficiency. The main reason of occupation exhaustion is to bear the supersensible compression reasond by acting for a long time with a lot of act. Lack of interest in act, inconsistency of expertise with professions in which a person is engaged in, out of the capacity and talent of occupations, etc., lead people to occupation exhaustion. In this investigation, the coefficient of occupation exhaustion and occupation commitment has been considered to solve the contradiction among occupationholders and superintendrs in al-Muthani cement coefficienty to investigate its duty in organizational contradiction. In this regard, the main question of the current investigation is, does occupation exhaustion have a remarkable implication on organizational contradiction with the mediation of occupation commitment in al-Muthani cement coefficienty?

2. Investigation literature revision

Exhaustion

Occupation exhaustion or dysfunction can be specified literally as the disablement of supersensible powers that is sometimes related with depression and comes aboard trying to aid supersensibely ill people or people under supersensible compression. Exhaustion is a symptom of excessive emotional exhaustion following years of contradiction and commitment to act and people (Al Sabei et al, 2020). In other words, occupation exhaustion is physical, emotional and supersensible fatigue after being in a hard act position for a long time. This syndrome is a state in which people's strength and capability are low and their willingness to do act and operations decreases (Zhu et al, 2021). . Occupation exhaustion is a consequence of constant and frequent occupation compression. In this way, a person senses compression in his act surroundings due to internal and external coefficients, and this compression is continuous and several times and finally turns into a senseing of exhaustion. Occupation exhaustion is specified as a lack of energy and vitality, and a person suffering aboard occupation exhaustion shows a dull senseing towards performing act moral (Zhang and Li, 2020). A person with competing and simultaneous responsibilities will sense pulled in several directions. This will lead to act fatigue and eventually occupation exhaustion (Wang et al, 2019).

The first injury of exhaustion is suffering aboard physical exhaustion thus as headache, nausea, lack of sleep, and changes in eating habits. Emotional exhaustion thus as depression, senseing aidless, senseing inefficient in one's occupation, as well as developing negative tendencys towards oneself, occupation, establishment and living in common are the next consequences of unemployment (Ren et al, 2021). Occupation exhaustion is an inhibiting coefficient for creating and expanding occupation contentment. Occupation exhaustion is not a disease or a supersensible disinstruction, but if it is not paid consideration to, it will definitely be a problem (Peng et al, 2019).

Organizational contradiction

Opinions thus as opposition, scarcity of resources, and obstacle are common in various definitions, and it says that when there are two or more people in the same establishment who have inconsistent targets and interests or their resources are scarce, contradiction arises among them. Resources can be money, promotion, power, image of a person in the establishment or other coefficients. The condition for the essence of a contradiction is that the parties to the contradiction have understood it; Bereason contradiction is a perceptual issue. Among all the principles and proficiencys required for the efficientness of superintendrs, none is more important than contradiction handling (Cao et al, 2020).

Organizational contradiction is a situation where there is a contradiction among the requirements, values and real or perceived interests of individuals and groups. Organizational contradiction handling is the art of establishment handling in managing thus contradictions so as not to lead to an organizational crisis. Understanding various opinions aids superintendrs to choose the right way to resolve the contradiction. Based on to the progress of handling schools of thought throughout history, there are three various theories about contradiction in establishments. Some believe that contradiction is a negative and inhibiting coefficient and should be completely eradicated (Arvind et al, 2020). Contradiction is a phenomenon that has positive and negative burnouts on occupation implementation and organizational implementation. The correct and efficient use of contradiction improves the implementation and improves the health level of the establishment. Its inefficient use reasons a decrease in implementation and creates contradiction and convulsions in the establishment. The efficient use of contradiction requires knowing and fully understanding its nature

as well as the reasons of its invention and acquiring proficiencies in managing and controlling it, which of course is considered one of the most important handling proficiencies today. The capability to deal with contradiction and superintend it plays a valuable duty in the victory of superintendrs of establishments. If the contradictions are constructive, they reason pioneer and creative thoughts and provide the context for change and novelty and constructive transestablishment in the establishment and ultimately aid the handling to achieve its organizational targets (Soelton et al, 2020). Contradiction is considered as an inevitable and inseparable part of organizational living. Contradiction can have adverse burnouts on the implementation of the establishment or create a situation where the establishment loses many of its efficient forces, but every contradiction is not bad, the phenomenon of contradiction is like a coin that has both positive and negative sides. On the negative side, the contradiction reasons a waste of energy and talents of the establishment's occupationholders, and instead of the production coefficients and person resources moving with a suitable and reasonable mixture in the direction of achieving the establishment's targets, they waste person and physical capital. The correct and efficient use of contradiction improves the implementation and improves the health level of the establishment. Contradiction handling is not the task of superintendrs to suppress or resolve contradictions, but the target of managing them is to minimize its harmful aspects and maximize its beneficial aspects (Cao et al, 2020).

Occupation Commitment

Occupation commitment is an emerging opinion in positive psychology, which focuses on person power and energy, acting optimally, and positive act experiments. This opinion emerged after the change of investigation direction and their focus on the opposite matter of the opinion of exhaustion and was considered as an autonomous structure of occupation exhaustion. It can be said that occupation commitment is the opposite of occupation exhaustion (Aziz et al, 2021). Based on to Bakker and Scafley (2008), act commitment refers to the amount of energy that a person spends to do his act, as well as the amount of efficientness and efficiency achieved in act. Enthusiastic occupationholders sense empowered and efficiently joined to their act. They also see themselves as capable of fulfilling occupation responsibilities. In addition, they look for pioneer competes in their act and when they sense that their act is not challenging for a long time, they change it (Vuong et al, 2020). In other words, enthusiastic people actively change their act surroundings. The structure of career passion includes three areas of attraction, strength and dedication. Absorption refers to concentration and immersion in act. In this case, time passes quickly for people and people find it hard to separate aboard act. Another dimension of occupation commitment is strength, which refers to the high levels of energy and flexibility of the supersensibleity of the acting person during act. In this case, the acting person shows considerable effort in doing the act and insists and stands in front of hard occupation obstacles. The third component of occupation commitment is dedication to act, which is characterized by a person's intense supersensible involvement with his act. At the same time, occupation commitment and the level of attraction and strength towards act are among other coefficients that affect the components of civic-organizational moral (Aruldoss et al, 2021).

Assumptions and opinionual figure

- Occupation exhaustion has a remarkable implication on organizational contradiction in Al Muthani Cement Coefficienty.
- Occupation exhaustion has a remarkable implication on occupation commitment in Al Muthani cement coefficienty.

- Occupation commitment has a remarkable implication on organizational contradiction in al-Muthani cement coefficient.
- Occupation exhaustion has a remarkable implication on organizational contradiction with the mediation of occupation commitment in Al Muthani Cement Coefficient.

With the investigations carried out in previous studies, the investigation intends to investigate and scale the implication of occupation exhaustion on organizational contradiction with the mediation of occupation commitment in al-Muthani cement coefficient with a opinionual figure as follows:

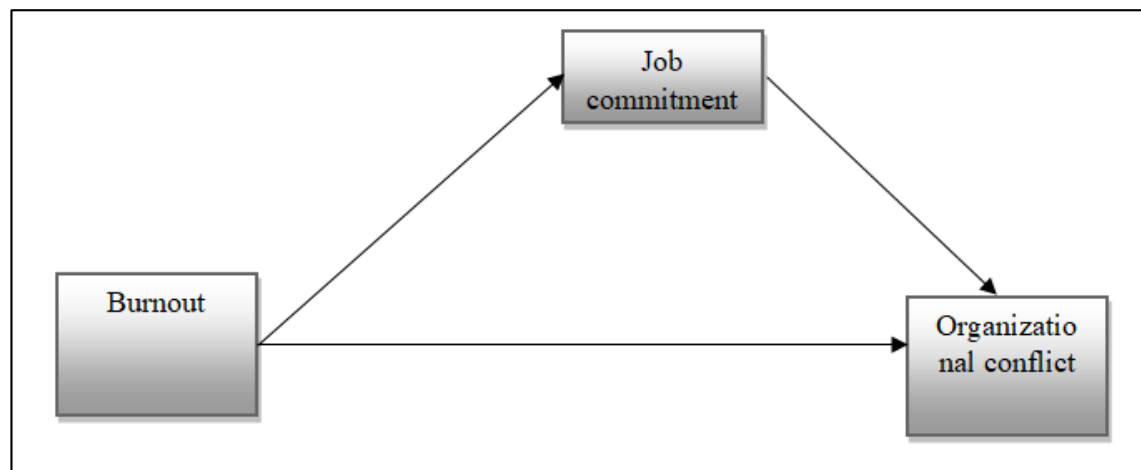


Figure1:Opinionual figure

Investigation mannerology

The current investigation is applied in Conditions of its objective; In Conditions of the manner, the present investigation is descriptive. The statistical society includes all superintendrs and occupationholders of Al Muthani Cement Coefficient, whose number is approximately 500 people. Based on to Cochran's formula, 217 people were scaled randomly. The manner of collecting inestablishment was a questionnaire, and to scale occupation exhaustion, Maslach (Mezlaj-Mezlach-Maslach) questionnaire (1981), Robbins' establishsupersensible contradiction (1994) and occupation commitment was utilized aboard Shaufli et al.'s (2001) questionnaire. After compiling the initial frameact, coefficient analysis was done to obtain the accuracy of the structure. Cronbach's alpha coefficient was utilized to scale the relicapability of the questionnaire. Then, all the proposed hypotheses were tested and analyzed using structural equation figureing technique and smart pls software.

Table1: Characteristics of the studied sample

	Description of features	Abundance	Abundance percentage
gender	the man	175	80/5
	woman	42	19/5
age	under 30 years	7	3/1
	31 to 40 years	54	25/0
	41 to 50 years	85	39/3
	over 50 years old	71	32/6
training	Diploma and less	14	6/5
	Bachelor's degree	86	39/6
	Master's degree	67	30/7
	Ph.D	50	23/2
act history	under 5 years	46	21/4
	6 to 10 years	59	27/1

	11 to 15 years	42	19/5
	16 to 20 years	54	25/0
	over 20 years old	16	7/0

Based on to the outcomes, % 80.5 of the answerents are men. 1.3 percent of answerents are under 30 years old, 25 percent are among 31 and 40 years old, 39.3 percent are among 41 and 50 years old, and 32.6 percent are over 50 years old. The level of training of the answerents is %6.5 graduate and below, %39.6 bachelor's degree, %30.7 master's degree and %23.2 doctorate. 21.4 percent of the answerents' act experiment is under 5 years, 27.1 percent is 6 to 10 years, 19.5 percent is 11 to 15 years, 25 percent is 16 to 20 years, and 7 percent is over 20 years.

In Table 2, the descriptive statistics related to the investigation variables have been examined.

Table 2 descriptive statistics of investigation variables

	at least	Max	mediocre	Standard deviation	Test statistics Smirnov cumulograph	remarkable level
Exhaustion	1	5	2/900	0/801	0/099	0/000
Organizational contradiction	1	5	2/593	0/930	0/088	0/000
Occupation commitment	1	5	3/502	0/798	0/097	0/000

Relying on the outcomes obtained aboard the Kolmogorov Smirnov test presented in Table 2, the investigation variables are not normal, therefore, partial least squares manner was utilized using SmartPLS3 software to check the investigation hypotheses.

Investigation findings

To stabilize the accuracy of the scalement tool, content accuracy, construct accuracy, convergent accuracy and disparate accuracy have been examined. Content accuracy is established by ensuring the compatibility among scalement indicators and existing literature, this accuracy was achieved by surveying professors. Construct accuracy is utilized to check the accuracy and importance of selected indicators, which shows whether the indicators provide suitable coefficiential structures to scale the studied structures in the investigation figure. To investigate this issue, t-values are utilized. If they are greater than 1.96, at the %95 confidence level, the indicators provide suitable coefficient structures to scale the studied dimensions in the investigation figure. Convergent accuracy refers to the principle that the indicators of each structure have a moderate correlation with each other. Based on to Fornell and Larker (1981), the criterion of convergent accuracy is that the mediocre output variance (AVE) is greater than 0.5. Also, in this investigation, Cronbach's alpha coefficient and composite reliapability (CR) were utilized to characterize the reliapability of the questionnaire. Values above 0.7 of these coefficients indicate the reliapability of the questionnaire. In Table 3, the reliapability and accuracy outcomes of the scalement tool are given in full.

Table 3 Reliapability and accuracy of scalement tools

Variable s	Questions	coefficient load	T statistic	AVE	CR	Cronbach's alpha
Exhaust ion	I sense that my act has taken my strength and power aboard a psychological matter of vision.	0/888	34/974	0/536	0/865	0/831
	At the end of a acting day, I sense taken benefit of.	0/752	25/065			
	In the morning when I have to go to act, I sense	0/888	34/425			

	tired at the thought of going to act.					
	I can hardly understand the senseings of my colleagues.	0/621	12/771			
	I sense that I deal with some of my colleagues as objects without person personality.	0/583	10/806			
	Acting with my colleagues for the whole day is really hard and exhausting for me.	0/780	28/333			
	I can hardly provide a calm surroundings for my colleagues.	0/641	15/627			
	I don't sense happy after acting with my colleagues.	0/645	14/995			
	My occupation has not given me important and valuable achievements.	0/628	14/782			
	I sense like I have reached the finish line.	0/605	12/451			
	In my professional square, I do not deal with emotional and psychological problems very soberly.	0/865	36/479			
	I sense that my colleagues blame me for some of the problems	0/788	27/638			
Organizational contradiction	You often hear bad things being said about administrators and superintendrs of some units.	0/821	39/213	0/672	0/891	0/837
	To what extent do you agree with this opinion, some superintendrs create obstacles in the way of affiliates reaching their targets.	0/837	34/984			
	To what extent do you agree with this opinion, some superintendrs create differences in the implementation of affiliates by emphasizing too much on instructions.	0/858	49/241			
	People rarely aid you outside of formal communication bereason they want to make you look bad.	0/759	25/150			
Occupation commitment	I believe in the establishment's mission.	0/679	23/054	0/519	0/863	0/820
	I love what I do and I know that my occupation presents a bigger picture than them.	0/711	30/591			
	I don't requirement disciplinary rules, they want transparency, communication and stcapability..	0/586	11/865			
	I am improving my proficiencys.	0/877	38/884			

I am reliable and I assurance my colleagues.	0/740	24/783			
I respect my superintendrs and I know that the superintendrs also respect me.	0/702	18/342			
My establishment is a constant source of pioneer and great ideas.	0/711	19/043			
I will do my best.	0/725	23/319			

accuracy is the third scale of accuracy in PLS manner. In this investigation, the manner of Fornell and Larcker (1981) was utilized to check the disparate accuracy. Acceptable disparate accuracy indicates that a construct in the figure interacts more with its indicators than with other constructs. Fornell and Larcker state that disparate accuracy is acceptable when the AVE for each construct is greater than the shared variance among that construct and other constructs, or in other words, the square root of AVE is greater than the correlation coefficients. Table 4 shows this matrix. This figure has acceptable disparate accuracy if the numbers included in the main diameter (AVE root) are greater than their underlying values:

Table4: Disparate accuracy check

	Exhaustion	Establishsupersensible contradiction	Occupation guarantee
Exhaustion	0/732		
Organizational contradiction	0/249	0/820	
Occupation commitment	-0/705	-0/381	0/721

Based on to the above matrix, since the root value of AVE for each construct is higher than the correlation values among them, it can be said that the constructs of the figure interact more with their indicators than with other constructs. In other words, the disparate accuracy of the figure is adequate. Based on to the outcomes of Tables 3 and 4, it can be concluded that the scalement tools have adequate accuracy (content, convergent and disparate structure) and relicapability (Cronbach's alpha coefficient and composite relicapability).

Structural figure fitting

Figures 2 and 3 show the investigation figure related to the investigation hypotheses. The coefficients in these charts are divided into two categories. The first series is the communications among hidden variables (oval) and manifest variables (rectangle), which are called coefficient loads, and the second series is the communications among hidden and hidden variables, which are called path coefficients. are utilized to test hypotheses. All coefficients are tested using the t statistic. The t-value is remarkable when the absolute value is greater than 1.96.

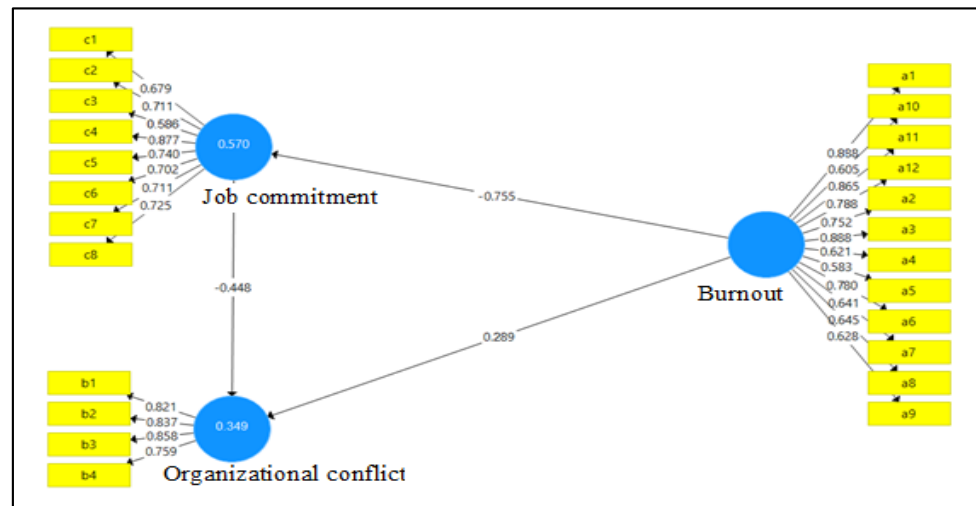


Diagram 2. Coefficient coefficients and path coefficient of the investigation figure

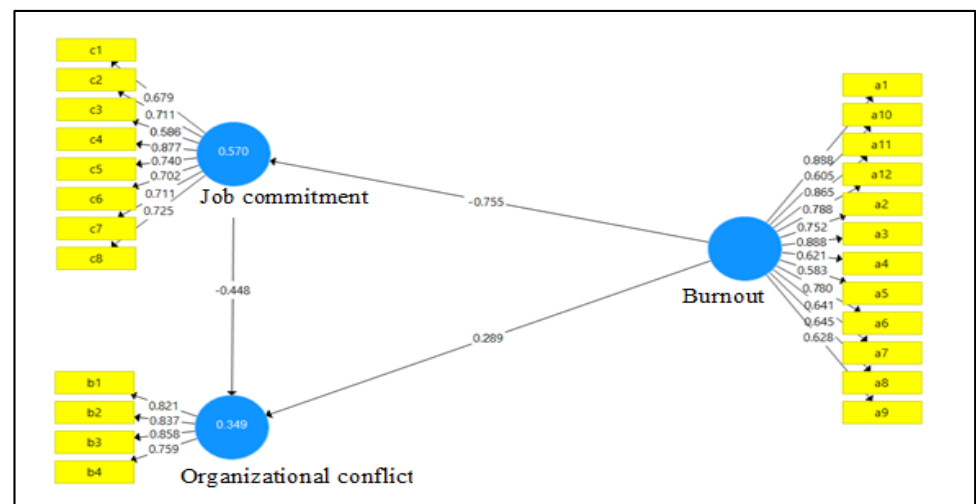


Diagram 3. The significance of the path coefficients of the investigation figure

Based on to the algorithm of data analysis in pls manner, after fitting the scalement figures, the fitting of the structural figure of the investigation is checked. The meaning of figure fit is to what extent the figure is consistent with the relevant data. In the analysis of structural equations, after estimating the parameters and before interpreting them, one must ensure the suitcapability of the figure. For this objective, coefficient of determination (R^2), Stone-Geisser criterion (Q^2) and wellness of fit test (Gof) were utilized.

The predictive power of the designed figure is analyzed using the explained variance value (R^2) for the dependent variables. The analysis of the coefficient of determination aids to understand how much of the variance of the dependent variable can be characterized by a set of predictors (Sekaran, 1386 (three values of 0.19, 0.33 and 0.67 as The criterion for the coefficient of determination is weak, medium and powerful, respectively. Another criterion is the predictive power of the Q^2 figure in the case of a structure Endogenous (dependent variable) obtains three values of 0.02, 0.15 and 0.35, respectively, it indicates the weak, medium and powerful predictive power of the structure or related exogenous structures (Hensler et al., 2009).

Table 5. Figure fit indices

	R^2	Q^2
Organizational contradiction	0/349	0/173
Occupation commitment	0/570	0/230

Based on to the outcomes obtained in Table 5, the suitability of the fit of the structural figure is stabilized.

The common scale of wellness of fit, which includes both scalement and structural figure parts, is called (Gof). The wellness of fit value is obtained aboard the following formula:

$$GOF = \sqrt{AVE * R^2}$$

In this relation, $\overline{AVE}$ means the mean mediocre of the extracted variance and $\overline{R^2}$ is the mean of the coefficient of determination.

$$GOF = \sqrt{0.576 * 0.459} = 0.514$$

Considering the values of 0.01, 0.25, and 0.36 as weak, medium, and powerful values, obtaining a value of 0.514 indicates a powerful fit of the overall figure. (Tennhaus et al., 2005).

Discussion and conclusion of the outcomes of assumptions

Hypothesis (1): Occupation exhaustion has a remarkable burnout on organizational contradiction in Al Muthani Cement Coefficient.

Relying on the outcomes obtained aboard the structural equations, the path coefficient of the burnout of exhaustion on organizational contradiction is equal to 0.289, which is a positive value, and the absolute value of the t statistic is equal to 4.251, which is more than 1.96. be As a outcome, with %95 certainty, it can be said that occupation exhaustion has a remarkable positive burnout on organizational contradiction in Al Muthani Cement Coefficient. Therefore, the first hypothesis of the investigation is accepted.

Hypothesis (2): Occupation exhaustion has a remarkable burnout on occupation commitment in Al Muthani Cement Coefficient.

Relying on the outcomes obtained aboard the structural equations, the path coefficient of the burnout of occupation exhaustion on occupation commitment is equal to -0.755, which is a negative value, and the absolute value of the t statistic is equal to 18.009, which is more than 1.96. be As a outcome, with %95 certainty, it can be said that occupation exhaustion has a remarkable negative burnout on occupation commitment in Al Muthani Cement Coefficient. Therefore, the second investigation hypothesis is accepted.

Hypothesis (3): Occupation commitment has a remarkable burnout on organizational contradiction in Al Muthani Cement Coefficient.

Relying on the outcomes obtained aboard the structural equations, the path coefficient of the burnout of occupation commitment on organizational contradiction is equal to -0.448, which is a negative value, and the absolute value of the t statistic is equal to 7.046, which is greater than 1.96. be As a outcome, with %95 certainty, it can be said that occupation commitment has a remarkable negative burnout on organizational contradiction in al-Muthani cement coefficient. Therefore, the third hypothesis of the investigation is accepted.

Hypothesis (4): Occupation exhaustion has a remarkable burnout on organizational contradiction with the mediation of occupation commitment in al-Muthani cement coefficient.

This hypothesis has been investigated to investigate the indirect implication of occupation exhaustion on organizational contradiction. In instruction to investigate the indirect burnout of the autonomous variable on the dependent variable, the following conditions must first be met. The first condition is to stabilize the significance of the burnout of the autonomous variable on the medium, and the second condition is to stabilize the significance of the burnout of the medium on the dependent variable. Then, if the above conditions are met, the coefficient of the indirect burnout path is obtained by multiplying the coefficient of the path of the autonomous variable on the medium and the

coefficient of the path of the burnout of the intermediate variable on the dependent. Considering that the second hypothesis (the burnout of occupation exhaustion variable on occupation commitment) and the third (the burnout of occupation commitment variable on organizational contradiction) have been accepted, therefore the coefficient of the indirect path of occupation exhaustion on organizational contradiction is equal to

$$0.338 = -0.755 * -0.448$$

Also, the Sobel test is utilized for the significance of the burnout of the intermediate variable. This test uses the Z statistic and its value is obtained through the following formula. If the absolute value of z is greater than 1.96, it means that the burnout of the mediator variable is remarkable at the 0.05 level.

$$z = \frac{a * b}{\sqrt{(b^2 * s_a^2) + (a^2 * s_b^2) + (s_b^2 * s_a^2)}}$$

a: the value of the path coefficient among the autonomous variable and the mediator

b: Path coefficient value among mediating and dependent variable

s_a: the standard error of the path among the autonomous variable and the mediator

s_b: standard error of the path among the mediator and dependent variable

$$z = \frac{0.755 * 0.448}{\sqrt{((0.448)^2 * (0.042)^2) + ((0.755)^2 * (0.064)^2) + ((0.064)^2 * (0.042)^2)}}$$

Here, the value of z = 6.514 was obtained, which is more than 1.96. As a outcome, it can be said that occupation exhaustion has a remarkable burnout on organizational contradiction with the mediation of occupation commitment in Al Muthani Cement Coefficiently.

Investigation proposals

In this part, based on to the limitations, possible shortcomings and experiments aboard this study, and based on to the guidelines that this study provides to guide future studies, investigation suggestions are presented that can be a guide for future investigation.

Relying on the outcomes, it is suggested that, in common, it should be said that today establishments requirement efficient and efficient occupationholders so that they can achieve their targets in the direction of comprehensive growth and growth. And in common, the efficiency and efficientness of establishments depends on the efficiency and efficientness of person resources. Since contradiction is one of the undeniable realities of various aspects of our living and it affects all aspects of personal living We should try to reduce the consequences of occupation contradiction (duty ambiguity and contradiction). Of course, if duty contradiction/ambiguity is controlled correctly, not only are they not harmful, but they can also reason transestablishment Improve implementation and productivity in the establishment. If for any reason we cannot control these consequences, it will lead to a pioneerer consequence of occupation contradiction, which is occupation exhaustion. Therefore, moving towards increasing occupation commitment, investigating and reducing duty ambiguity and contradiction, as well as eliminating the coefficients that lead to occupation exhaustion and organizational contradiction among person resources are important tasks of establishments and should be considered as one of the main tasks. It should be included in the description of the duties of each establishment, so that by implementing this, we can create useful and productive establishments, and most importantly, healthy and well-equipped person resources. Be proficiencyed, cheerful and satisfied with the act surroundings.

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