

THE INTERPLAY OF PERCEIVED DISCRIMINATION, WORKPLACE STRESS, BURNOUT, AND ORGANIZATIONAL SUPPORT: A COMPREHENSIVE ANALYSIS

Prof. Dr. Leenah Āskaree^{*1}, Bushra Aslam²

**Chairperson, Department of Psychology, Faculty of Social Sciences and Humanities, Hamdard University Karachi Pakistan, Post Doctoral Fellowship at International Islamic University, International Research Institute, Islamabad, Pakistan.*

²Student of BS Psychology Final Semester, Department of Psychology, Faculty of Social Sciences and Humanities, Hamdard University Karachi Pakistan.

¹bushraaslam199@gmail.com, ²dr.leenah@hamdard.edu.pk

Corresponding Author: *

Received	Revised	Accepted	Published
27 November, 2024	27 December, 2024	09 January, 2025	16 January, 2025

ABSTRACT

This study investigates the interplay between perceived discrimination, workplace stress, burnout, and organizational support among employees. Drawing from social identity theory and job demands-resources theory, we hypothesized that perceived discrimination would positively predict workplace stress, which would in turn predict burnout. We further hypothesized that organizational support would moderate these relationships, buffering the negative impact of perceived discrimination on stress and burnout. Data were collected from a sample of 60 employees working in various industries using self-report measures. Results of structural equation modeling (SEM) analyses partially supported our hypotheses. Perceived discrimination was significantly associated with increased workplace stress, which in turn positively predicted burnout. Organizational support significantly moderated the relationship between perceived discrimination and workplace stress, but not the relationship between stress and burnout. These findings highlight the critical role of organizational support in mitigating the negative consequences of perceived discrimination and fostering a healthy and inclusive workplace stress. The information was analyzed on SPSS utilizing straight relapse and autonomous test t-test for effect of factors and distinction on the premise of sexual orientation correspondingly. The results show that Perceived discrimination led to higher levels of workplace stress. Furthermore, perceived discrimination led to higher levels of burnout. However, Organizational support moderates the relationship between perceived discrimination and burnout, such that the negative impact of perceived discrimination, also organizational support moderates the relationship between workplace stress and burnout, such that the positive association between workplace stress. This research paves ways for organizations to further study the concept in the dynamics of their The study adds significant value to organizational dynamics and management practices and gives profitable bits of knowledge and opens pathways for future investigate within the field.

Keywords: *Perceived Discrimination, Workplace Stress, Burnout, Organizational Support, Organizational Dynamics, Inclusive Work Environment.*

INTRODUCTION

Rise in globalization, organizations are becoming more multifarious. Interaction between organizations as well as individuals of different cultural backgrounds is also increasing at a fast pace, which has led to opening of broad employment opportunities throughout the globe. Employers are interested in hiring employees of diverse backgrounds to take advantage of different kind of skills, technical knowledge and experiences. Having diverse workforce is advantageous for both employees as well as organizations as it augments opportunities for new markets, employment, innovation, and organization's image. A variety of intelligence, expertise and characteristics are required by organizations in order to achieve success. Diverse employee pool assures that an organization has extensive mixture of knowledge and expertise at workplace which takes them on verge over others.

With the various benefits involved there also arise some negative aspects that are related to the effective management of diverse workforce. Organizations dedicated to diversified manpower wish to build an atmosphere where everyone, irrespective of their demographic, social, cultural, economic or any other differences in their background, does their best for the organization. Workplace diversity actually means building an environment where all members of organization can work collectively and with harmony regardless of their disparities. Effective management of diverse workforce involves making most out of the different and unique talents but certain barriers act as hindrance in this.

One of the most critical issues which are prevalent in this respect is of Workplace

Discrimination.

Some of the most critical issues which are prevalent in this study is perceived discrimination, workplace-stress and burnout. Perceived discrimination denotes that a person assumed differential treatment while recruiting, assigning job positions, evaluations and payments. Several types of harassments also come under perceived discrimination. It involves treating persons differently mostly because of their gender, age, race or physical appearance. For example if there is a situation where a

female candidate is offered a lower salary package than a male candidate for the same job responsibilities, or a candidate is denied employment due to age, then in both cases female candidate as well as aged candidate are victims of perceived discrimination. When employees perceive discrimination, their stress levels can be exacerbated, as they may feel undervalued and marginalized. Chronic workplace stress can have serious consequences, including physical health problems (e.g., hypertension, cardiovascular diseases) and psychological issues (e.g., anxiety, depression). Working environment push could be a predominant issue that influences representatives over different organizations. It arises from numerous sources, including excessive workload, lack of control, unclear job expectations, and interpersonal conflicts. Moreover, stressed employees are less likely to perform at their best, leading to reduced productivity and higher absenteeism rates. Burnout comes along with workplace stress. Perceived discrimination can also be a significant contributor to burnout, as employees who experience unfair treatment are more likely to feel overwhelmed and demotivated. Burnout not only affects individual well-being but also has broader organizational implications, such as increased turnover rates and decreased employee engagement. Furthermore, this study examines the potential buffering role of organizational support in mitigating the detrimental effects of perceived discrimination. Organizational support, encompassing employee perceptions of fairness, value, and care from their employer, has been shown to foster positive workplace stress and enhance employee well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). We hypothesize that strong organizational support can serve as a protective factor, attenuating the negative impact of perceived discrimination on workplace stress and subsequent burnout by providing employees with a sense of belonging, fairness, and valued contributions.

By investigating these complex interrelationships, this study contributes to a deeper understanding of the multifaceted consequences of perceived discrimination and provides valuable insights for

organizations seeking to create more inclusive and supportive workplace stress that prioritize employee well-being and mitigate the negative impacts of discrimination.

Perceived Discrimination

Perceived discrimination, the subjective involvement of out of line or one-sided treatment based on an individual's social bunch enrollment, could be an inescapable social wonder with critical results for people and society (Major, 2001). It can show in different shapes, counting racial, sexual orientation, ethnic, devout, and financial segregation.

Inquire about reliably illustrates a solid connect between seen separation and an extend of negative wellbeing results, counting:

- ❖ Mental wellbeing: Expanded hazard of uneasiness, discouragement, and post-traumatic push clutter (Williams & Neighbors, 2001).
- ❖ Physical wellbeing: Raised hazard of cardiovascular infection, hypertension, and debilitated resistant work (Pascoe & Richman, 2009).
- ❖ Social well-being: Lower self-esteem, diminished social bolster, and sentiments of distance (Major, 2001).

The mental effect of perceived discrimination stems from the persistent stretch it actuates. Encountering separation can lead to sentiments of outrage, disappointment, and feebleness, which can have inconvenient impacts on both mental and physical wellbeing (Krieger & Sidney, 1996). Moreover, the total effect of rehashed seen biased encounters can worsen these negative impacts over time.

Workplace Stress

Workplace Stress has developed as a critical worldwide wellbeing concern, affecting both person well-being and organizational efficiency (World Wellbeing Organization, 2019). It may be a complex wonder emerging from the interaction between job requests and an individual's assets to manage (Lazarus & Folkman, 1984). Work requests can incorporate variables such as workload, part uncertainty, and interpersonal clashes, whereas assets include components like social back, control, and independence.

Inquire about reliably illustrates a solid connect between workplace stress push and different negative results, counting:

- ❖ Physical wellbeing issues: Cardiovascular malady, musculoskeletal disarranges, and debilitated resistant work (Chandola, Brunner, & Marmot, 2006).
 - ❖ Mental wellbeing issues: Uneasiness, sadness, and burnout (Maslach, Schaufeli, & Leiter, 2001).
 - ❖ Behavioral issues: Truancy, presentism, and expanded workplace stress mishaps (Sauter, Murphy, & Hurrell, 1990).
- The financial results of working environment push are considerable, counting expanded healthcare costs, diminished efficiency, and higher worker turnover (OECD, 2017). Recognizing the hindering impacts of workplace stress push, organizations are progressively actualizing procedures to relieve its affect, such as stretch administration programs, worker help programs, and working environment wellness activities (Singh & Thakur, 2010).

Burnout

Burnout, characterized by passionate weariness, criticism, and diminished proficient viability (Maslach, Schaufeli, & Leiter, 2001), has ended up a noteworthy open wellbeing concern, affecting people and organizations around the world. Whereas workplace stress push may be a well-established donor to burnout (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), developing inquire about highlights the basic part of perceived discrimination in compounding this marvel. Perceived discrimination, the subjective encounter of out of line or one-sided treatment based on an individual's social bunch enrollment (Major, 2001), can make a threatening and unpleasant workplace stress. The steady watchfulness required to explore biased circumstances, the enthusiastic toll of encountering out of line treatment, and the disappointment of constrained openings for progression can all contribute to expanded push levels and a increased chance of burnout (Williams & Neighbors, 2001). Moreover, the crossing point of perceived discrimination and working environment push can make a synergistic impact, opening up the negative affect on worker well-being. For occasion, people from marginalized

bunches may involvement higher levels of working environment push due to variables such as smaller scale hostilities, need of bolster, and constrained career headway openings. When coupled with the included push of perceived discrimination, these people may be especially defenseless to burnout (Sue, 2010).

Understanding the complex interaction between seen separation, workplace stress, and burnout is pivotal for creating viable mediations to moderate the negative results of these variables.

RESEARCH PROBLEM

These ponder points examine the vital part of organizational back in moderating negative impacts. By analyzing the connections between perceived discrimination, workplace stress push, burnout, and organizational bolster, this ponder endeavors to supply experiences into how organizations can make more comprehensive and strong situations. Understanding these elements is basic for creating viable mediations that improve representative well-being and organizational efficiency. This comprehensive investigation will contribute to the developing body of information on the significance of cultivating a sound and evenhanded working environment.

Past ponders have highlighted the inconvenient impacts of separation on representative well-being and organizational results. For example, Di Marco et al. (2016) found that discrimination is associated with increased stress levels, lower job satisfaction, and decreased organizational commitment. But present study investigate the impacts regarding perceived discrimination and its outcomes like workplace stress, burnout in an organization an individual face.

By coordination these discoveries, this ponder points to bridge the crevice within the writing by giving a comprehensive investigation of the interaction between perceived discrimination, workplace stress stretch, burnout, and organizational support. The findings will offer valuable insights for organizations seeking to foster a healthier and more inclusive.

Hypothesis1: Perceived discrimination positively associates with workplace stress,

such that higher levels of perceived discrimination led to higher levels of workplace stress.

Hypothesis2: Perceived discrimination positively associates with burnout, such that higher levels of perceived discrimination led to higher levels of burnout.

Hypothesis3: Workplace stress mediate the relationship between perceived discrimination and burnout, such that perceived discrimination leads to increased workplace stress, which in turn leads to higher levels of burnout.

Hypothesis4: Organizational support moderates the relationship between perceived discrimination and burnout, such that the negative impact of perceived discrimination on burnout is weaker for employees who perceive higher levels of organizational support.

Hypothesis5: Organizational support moderates the relationship between workplace stress and burnout, such that the positive association between workplace stress and burnout is weaker for employees who perceive higher levels of organizational support. Workplace stress, ultimately enhancing employee well-being and organizational performance.

Literature Review

Workplace discrimination, stress, and burnout are interconnected phenomena with significant consequences for individuals and organizations. This literature review examines the multifaceted impacts of these issues, exploring their psychological, physical, and organizational effects. Research findings highlight the detrimental effects of discrimination on employee well-being, productivity, and organizational reputation. Moreover, the review delves into the intricate relationship between workplace stress, burnout, and discrimination, emphasizing the heightened vulnerability of marginalized groups to these challenges. The review concludes with a discussion of strategies for mitigating the negative impacts of discrimination, stress, and burnout, including promoting diversity and inclusion, fostering supportive workplace

stress, and implementing effective stress management programs. Workplace discrimination, stress, and burnout are pervasive issues that have a profound impact on individuals, teams, and organizations. Discrimination, based on factors such as race, gender, sexual orientation, or disability, creates a hostile and unwelcoming environment that undermines employee well-being and productivity. Workplace stress, arising from job demands, role ambiguity, and lack of control, can lead to burnout, characterized by emotional exhaustion, cynicism, and reduced professional efficacy. This literature review explores the multifaceted impacts of these interconnected phenomena, drawing on empirical evidence to understand their consequences and implications for organizations. Discrimination, whether overt or covert, has far-reaching consequences for individuals and organizations. Research consistently demonstrates a strong link between discrimination and negative mental health outcomes, including increased anxiety, depression, and post-traumatic stress disorder (e.g., Sue et al., 2007). These psychological effects can manifest in physical health problems such as cardiovascular disease, weakened immune system, and sleep disturbances (Williams & Neighbors, 2001). Furthermore, discrimination can lead to decreased job satisfaction, lower organizational commitment, and increased turnover intentions (Dipboye & Halverson, 1999). From an organizational perspective, discrimination can damage an organization's reputation, lead to legal challenges, and hinder innovation and creativity (Thomas & Ely, 1996). Workplace stress is a common experience, but when it becomes chronic and overwhelming, it can lead to burnout. The World Health Organization (WHO, 2019) recognizes burnout as an occupational phenomenon characterized by three dimensions:

- ❖ Emotional exhaustion: Feelings of energy depletion or exhaustion.
- ❖ Cynicism: Increased mental distance from one's job or feelings of negativism or cynicism related to one's job.
- ❖ Reduced professional efficacy: Feelings of incompetence and lack of accomplishment.

Burnout has detrimental effects on employee well-being, including increased absenteeism, presenteeism, and turnover (Maslach & Leiter, 1996). It can also lead to decreased job performance, reduced productivity, and increased healthcare costs for organizations (Schaufeli et al., 2009).

Discrimination can significantly exacerbate workplace stress and increase the risk of burnout.

Job Demands-Resources (JD-R) Model

❖ **Core Concept:** The JD-R model proposes that job strain arises from an imbalance between job demands and job resources.

❖ **Job Demands:** These are the physical, emotional, and cognitive effort required to perform a job. Examples include:

- Workload: Amount of work to be done.
- Time pressure: Pressure to complete tasks quickly.
- Emotional demands: Dealing with difficult customers or emotional situations.
- Role ambiguity: Lack of clarity about job responsibilities.
- Job Resources: These are the physical, psychological, social, or organizational aspects of the job that help employees cope with demands and grow. Examples include:
 - Autonomy: Freedom to make decisions about one's work.
 - Social support: Support from colleagues, supervisors, and subordinates.
 - Feedback: Receiving constructive feedback on one's performance.
 - Opportunities for growth: Opportunities for learning and development.

❖ **Key Propositions:**

- Strain: High job demands lead to strain (e.g., exhaustion, burnout).
- Motivation: Job resources promote motivation, engagement, and performance.
- Buffering Effect: Job resources can buffer the negative effects of job demands on strain.
- Relevance to Discrimination: Discrimination can increase job demands (e.g., dealing with +microaggressions, lack of support) and limit access to job resources (e.g., opportunities for advancement, fair treatment).2007). This chronic stress can

deplete their emotional resources and increase their vulnerability to burnout. Moreover, discrimination can undermine employees' sense of belonging and control, further exacerbating stress and burnout (Chrobot-Mason et al., 2007).

Job Demands-Control-Support (JDCS) Model

❖ **Core Concept:** This demonstrate builds upon the JD-R model by emphasizing the significance of social bolster in moderating the negative impacts of work demand

❖ **Key Components:**

- Job Demands: Similar to the JD-R model.
- Job Control: Employee autonomy and decision-making power.
- Social Support: Support from colleagues, supervisors, and the organization.

❖ **Key Propositions:**

- Strain: High job demands with low job control and low social support increase the risk of strain and burnout.
- Buffering Effect: Social support can buffer the negative effects of high job demands, especially when job control is low.
- Relevance to Discrimination:
- Discrimination can weaken social bolster by making sentiments of confinement and avoidance.
- Social support from colleagues and bosses can be vital for people confronting segregation to manage with push and keep up their well-being.

Conclusion

Workplace discrimination, stress, and burnout are interconnected challenges that have significant consequences for individuals and organizations. By understanding the complex interplay of these factors, organizations can take proactive steps to create a more inclusive, supportive, and healthy workplace stress. Promoting diversity and inclusion, fostering supportive workplace stresss, and implementing effective stress management programs are crucial strategies for mitigating the negative impacts of these challenges and creating a thriving workplace for all employees. Both the JD-R and JDCS models highlight the importance of understanding the interplay between job

demands, job resources, and social support in determining employee well-being and performance. These models provide valuable frameworks for understanding how workplace factors, including discrimination, can contribute to stress and burnout. While existing research provides valuable insights, several gaps remain. Studies have primarily focused on specific forms of discrimination, such as racial or gender discrimination, with limited research examining the combined effects of multiple forms of discrimination. Furthermore, research on the moderating role of organizational support in the relationship between perceived discrimination and burnout is still evolving. This literature review provides a foundation for understanding the complex interplay between perceived discrimination, workplace stress, burnout, and organizational support. By examining these variables within an integrated framework, this study aims to contribute to a deeper understanding of the factors that contribute to employee well-being and organizational success.

METHODOLOGY

Perceived discrimination refers to individuals' perception of negative attitude, judgment, or unfair treatment due to their specific characteristics and it impacts on employee's wellbeing and it creates hurdles for employees towards achieving organizational objectives and goals. This research is primarily being conducted with a focus to study the impact of perceived discrimination on the employees workplace stress, burnout within the organizational excellence.

STUDY DESIGN

In order to conduct this research, Quantitative Research Methodology has been used. The research was deliberated having a study questionnaire which was designed to study each component thoroughly as dependent and independent variable. The independent variable in this research is perceived discrimination while the work place stress, burnout, organization is a dependent variable. This research is focused how perceived discrimination impacts on employee's workplace stress, burnout with organization support.

Preceding in view, we can easily interpret the significance of an impacts of perceived discrimination on employees' workplace stress burnout and organizational support

SAMPLE

The study is targeted towards the employees with respect to his / her feelings of perceived discrimination, therefore, the study sample is carefully being chosen to extract the data which is authentic and result oriented. The sample size for this research study is 60 employees from different designation. Employees working on the different position for various types of teams including traditional intact teams, project teams, cross functional and virtual teams are part of the study sample. Employees have an experience of minimum 3 years of in the different field and they belong to both public and private sector organizations.

Purposive methodology is used for collecting data these sampling allow me to intentionally select individuals who have specific experiences with discrimination. This ensures that the data collected is relevant to the research question and provides in-depth insights into the lived experiences of marginalized groups. Perceived discrimination is inherently subjective. Purposive sampling helps me to understand the individual's unique experiences and interpretations of discriminatory events, which may be collected through quantitative method. The data collection, as samples were in employee's roles having a professional qualification in the field of their expertise and seasoning educational background in the different field.

RESEARCH INSTRUMENTS

The research on perceived discrimination with its impact on the employee's works place stress burnout and organizational support is being carried out through a questionnaire, which is designed on the basis of two scales. Further, it includes a Consent Form and Demographic Detail Form. Following two scales are being used for this research to gauge the perceived discrimination, and Organizational Effectiveness and employee welling

INTERPERSONAL COMMUNICATION COMPETENCE – SELF ASSESSMENT SCALE

Perceived discrimination will be gauged though a 4-item perceived discrimination – Self Assessment Scale. The scale has been developed by David R. Williams in (1997).The scale is scored from 1 to 5 on a 5-point Likert scale with 1 being strongly disagreeable and 5 being strongly agreeable. This 4-item scale has 4 basic components which include, perceived discrimination, work place stress, and burnout organizational support. The scale is **reliable** with a Cronbach's α value to be 0.863 for the overall scale.

RESTATEMENT OF PROBLEM

The study on perceived discrimination is designed with a motive to analyze the individual's behaviors specifically with respect to their employee's wellbeing in its two major facets including work place stress and burnout. Since this study examines impacts of perceived discrimination on employee's wellbeing. 'Conclusive' Research Design is used to carry out the research and examine the relationship between independent and dependent variables of the study. The data is gathered through a structured methodology of questionnaire which is a quantitative research technique having formal and organized survey designed to generate responses of a large sample chunk from the population. The research is 'Causal' in nature with a clearly defined purpose and structured research hypotheses determining the cause and effect relationship between the variables.

'Probabilistic' Sampling Technique is chosen to carry out this study having a sample size of 60 employees who are on different positions and lead roles on different types of teams including traditional work teams, project groups, virtual and cross-functional teams. These managers are selected through 'purposive' sampling method representing various departments of different industries including, Manufacturing, Services and Consultation.

DATA COLLECTION

While this research is carried out in a conclusive research design, the data

collected for the study is from sources more than one. The main reason for collecting data from diverse sources is to have an insight about the topic of study and to explore the latest trends of employee's practice being carried out in the organizations. The data is collected simultaneously through primary and secondary data sources.

The primary data sources include structured questionnaire developed on the basis of four instruments to gauge preserved discrimination and work place stress, burnout within the organizational support respectively. Correspondingly, secondary data source holding an equal significance is used to collect the data. Secondary sources of data include articles from journals, research studies, reports, book sections, electronic data sources like websites, published interviews of world-renowned consultants and researchers, expert views and research reviews.

Following the collection process, the data is further analyzed in accordance with the nature of research about the impact of perceived discrimination upon work place stress, burnout and organizational support effectiveness. Studying the subject by using diverse and assorted data sources has enabled and equipped the researcher to analyze different perspectives of the study in

a way that recommendations and conclusions can be drawn about the future implications and extent of applicability of the research, into multi-dimensional facets including analysis, implication, further research and development and most importantly result orientation by altering the management trends and work methodologies in specific organizational settings.

RESULTS

This chapter interprets the results extracted out of the primary data collection. Results were investigated using Statistical Package for Social Sciences (SPSS, V 17.0).

A total of 100 questionnaires were distributed among employees of Public and Private Organizations in different industries including, Manufacturing, Banking, Service and Education. Out of the total number, 60 questionnaires were received back making it a total of 60% response rate out of which 100 survey forms were filled in completely constituting about 100% of the data. The questionnaire was divided into 5 parts as participant's consent, demographics, perceived discrimination, workplace stress, burnout and organizations support. The data was gathered using 5-point Likert scale for all the 4 variables respectively.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Perceived Discrimination	60	10.00	50.00	36.7333	1.79498	13.90387	-.809	.309	-.847	.608
Workplace Stress	60	10.00	50.00	40.9167	1.72654	13.37376	-1.334	.309	.492	.608
Burnout	60	9.00	45.00	35.8833	1.63457	12.66129	-1.038	.309	-.352	.608
Organizational Support	60	11.00	55.00	47.1333	1.58140	12.24948	-1.522	.309	1.381	.608
Valid N	60									

Table 2: T-Test - One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Perceived Discrimination	60	36.7333	13.90387	1.79498
Workplace Stress	60	40.9167	13.37376	1.72654
Burnout	60	35.8833	12.66129	1.63457

		3		
Organizational Support	60	47.133	12.24948	1.58140
		3		

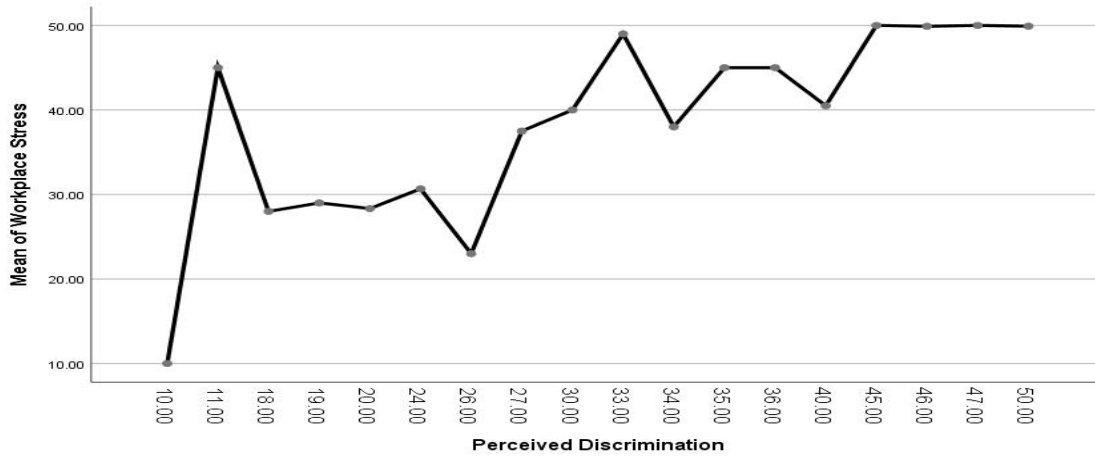
Table 3: One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Perceived Discrimination	20.464	59	.000	36.73333	33.1416	40.3251
Workplace Stress	23.699	59	.000	40.91667	37.4619	44.3715
Burnout	21.953	59	.000	35.88333	32.6126	39.1541
Organizational Support	29.805	59	.000	47.13333	43.9690	50.2977

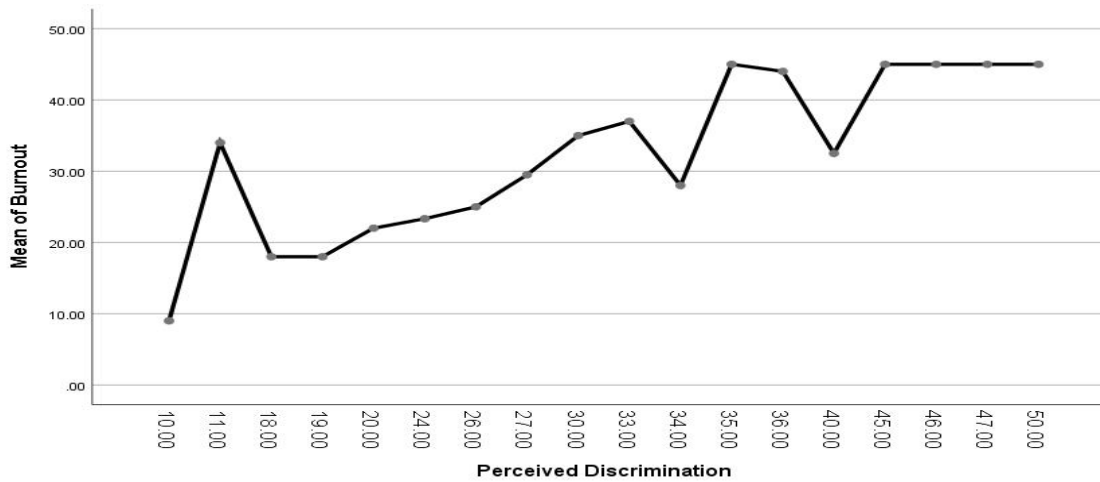
Table 4: ANOVA

		Sum of Squares	d f	Mean Square	F	Sig.
Workplace Stress	Between Groups	10375.55 1	1 7	610.32 7	144.79 7	.00 0
	Within Groups	177.032	4 2	4.215		
	Total	10552.58 3	5 9			
Burnout	Between Groups	9410.517	1 7	553.56 0	487.75 2	.00 0
	Within Groups	47.667	4 2	1.135		
	Total	9458.183	5 9			
Organization al Support	Between Groups	6592.012	1 7	387.76 5	7.203	.00 0
	Within Groups	2260.921	4 2	53.831		
	Total	8852.933	5 9			

Graph 1
Mean of Perceived Discrimination and Workplace Stress



Graph 2
Mean of Perceived Discrimination and Burnout



Graph 3
Mean of Perceived Discrimination and Organizational Support

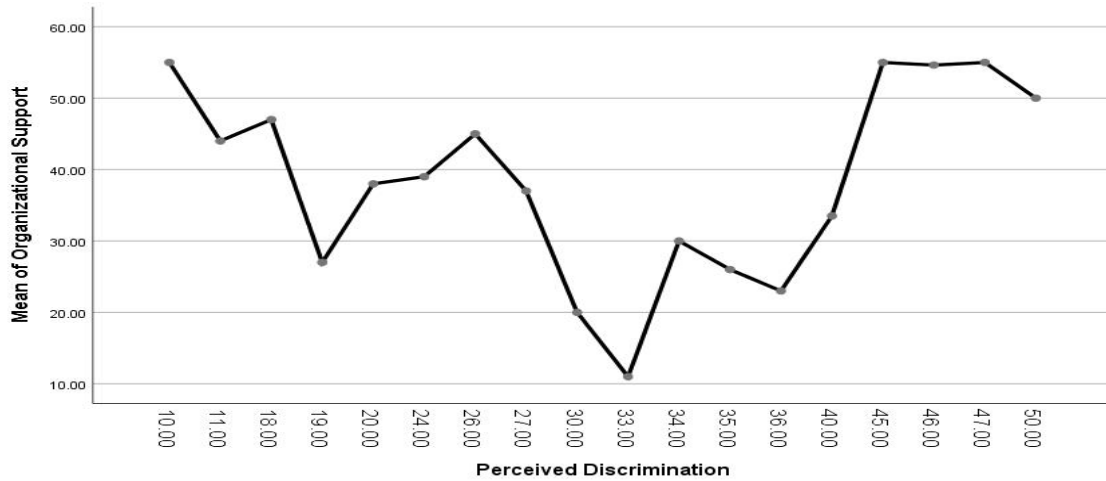


Table 5: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.836	4

Table 6: Inter-Item Correlation Matrix

	Perceived Discrimination	Workplace Stress	Burn out	Organizational Support
Perceived Discrimination	1.000	.912	.945	.255
Workplace Stress	.912	1.000	.969	.104
Burnout	.945	.969	1.000	.172
Organizational Support	.255	.104	.172	1.000

Table 6: Scale Statistics

Mean	Variance	Std. Deviation	N of Items
160.6667	1856.734	43.08984	4

Table 7: ANOVA

		Sum of Squares	df	Mean Square	F	Sig
Between People		27386.833	59	464.184		
Within People	Between Items	4753.900	3	1584.633	21.772	.000
	Residual	12882.600	177	72.783		
	Total	17636.500	180	97.981		
Total		45023.333	239	188.382		

Grand Mean = 40.1667

Table 8: Correlations

	Perceived	Workplace
--	-----------	-----------

		Discrimination	Stress
Perceived Discrimination	Pearson Correlation	1	.912**
	Sig. (2-tailed)		.000
	N	60	60
Workplace Stress	Pearson Correlation	.912**	1
	Sig. (2-tailed)	.000	
	N	60	60

**** Correlation is significant at the 0.01 level (2-tailed).**

Table 9: Correlations

	Perceived Discrimination	Burnout
Perceived Discrimination	Pearson Correlation 1	.945**
	Sig. (2-tailed) .000	
	N 60	60
Burnout	Pearson Correlation .945**	1
	Sig. (2-tailed) .000	
	N 60	60

** Correlation is significant at the 0.01 level (2-tailed).

Table 10 : Correlations

		Perceived Discrimination	Organizational Support
Perceived Discrimination	Pearson Correlation	1	.255*
	Sig. (2-tailed)		.049
	N	60	60
Organizational Support	Pearson Correlation	.255*	1
	Sig. (2-tailed)	.049	
	N	60	60

*** Correlation is significant at the 0.05 level (2-tailed).**

Table 11: Correlations

		Workplace Stress	Burnout
Workplace Stress	Pearson Correlation	1	.969**
	Sig. (2-tailed)		.000
	N	60	60
Burnout	Pearson Correlation	.969**	1
	Sig. (2-tailed)	.000	
	N	60	60

**** Correlation is significant at the 0.01 level (2-tailed).**

Table 12: Correlations

	Workplace Stress	Organizational Support
Workplace Stress	Pearson Correlation 1	.104
	Sig. (2-tailed) .430	
	N 60	60
Organizational Support	Pearson Correlation .104	1
	Sig. (2-tailed) .430	
	N 60	60

Table 13: Correlations

		Burnout	Organizational Support
Burnout	Pearson Correlation	1	.172
	Sig. (2-tailed)		.189
	N	60	60
Organizational Support	Pearson Correlation	.172	1
	Sig. (2-tailed)	.189	
	N	60	60

Table 14: Regression - Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.912 ^a	.831	.828	5.54588	.831	285.098	1	58	.000	1.461

a. Predictors: (Constant), Perceived Discrimination

b. Dependent Variable: Workplace Stress

Table 15: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8768.689	1	8768.689	285.098	.000 ^b
	Residual	1783.894	58	30.757		
	Total	10552.583	59			

a. Dependent Variable: Workplace Stress
 b. Predictors: (Constant), Perceived Discrimination

Table 16: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	8.708	2.037		4.274	.000	4.630	12.786
	Perceived Discrimination	.877	.052	.912	16.885	.000	.773	.981

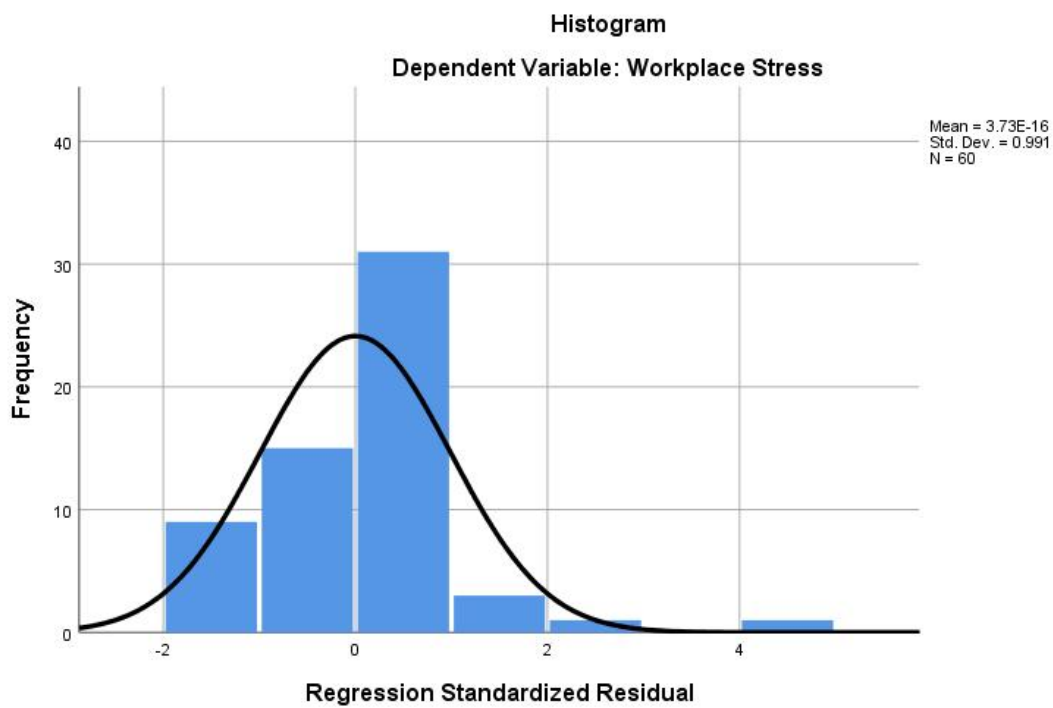
a. Dependent Variable: Workplace Stress

Table 17: Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	17.4766	52.5490	40.9167	12.19106	60
Residual	-10.50557	26.64659	.00000	5.49868	60
Std. Predicted Value	-1.923	.954	.000	1.000	60
Std. Residual	-1.894	4.805	.000	.991	60

a. Dependent Variable: Workplace Stress

Graph 4



Graph 5

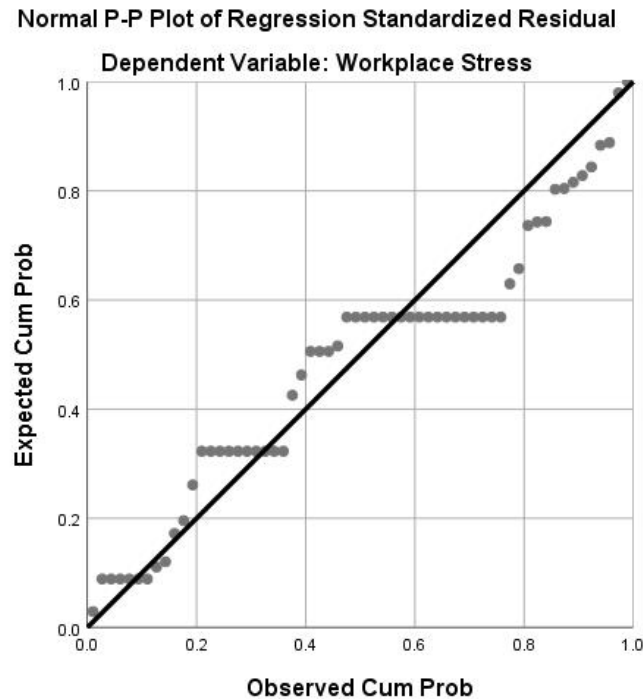


Table 18; Model Summary ^b

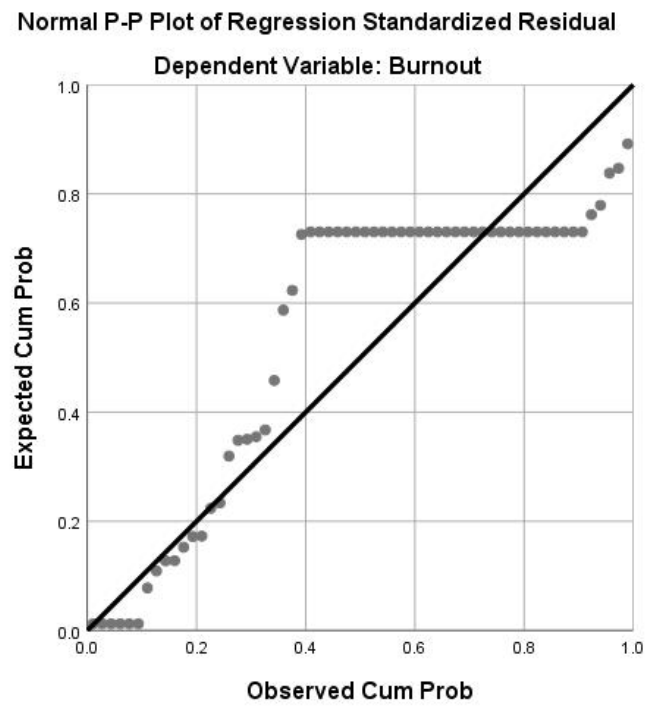
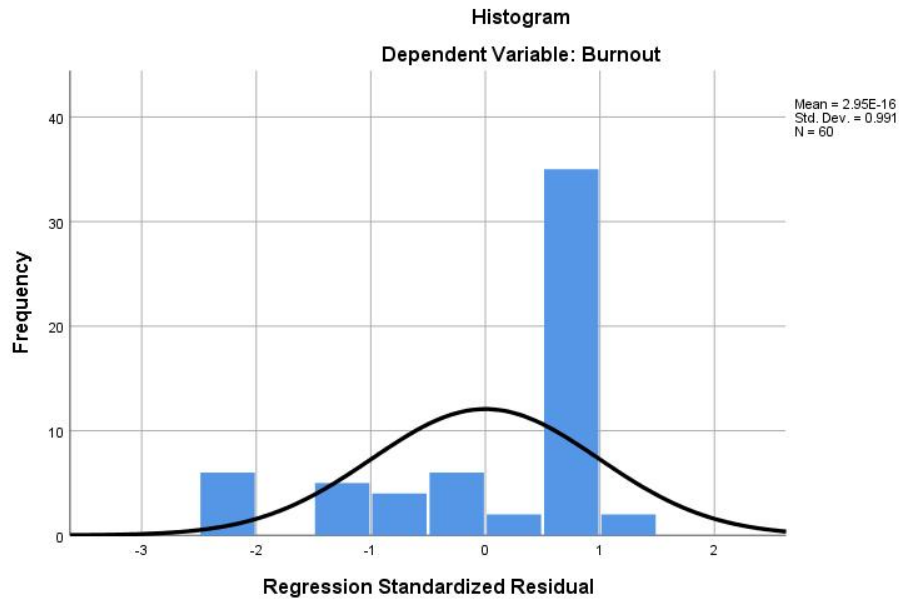
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.172 ^a	.030	.013	12.57941	.030	1.771	1	58	.189	.709
a. Predictors: (Constant), Organizational Support										
b. Dependent Variable: Burnout										

Table 19: ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	280.180	1	280.180	1.771	.189 ^b
	Residual	9178.003	58	158.241		
	Total	9458.183	59			
a. Dependent Variable: Burnout						
b. Predictors: (Constant), Organizational Support						

Table 20; Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	27.498	6.507		4.226	.000	14.472	40.524
	Organizational Support	.178	.134	.172	1.331	.189	-.090	.444
a. Dependent Variable: Burnout								



RESULTS AND DISCUSSION

Table 21: Descriptive Statistics (N=60)

Variable	N	Minimum	Maximum	Mean	Std. Error	Std. Deviation	Skewness	Std. Error (Skewness)	Kurtosis	Std. Error (Kurtosis)
Perceived Discrimination	60	10.00	50.00	36.7333	1.79498	13.90387	-0.809	0.309	-0.847	0.608
Workplace Stress	60	10.00	50.00	40.9167	1.72654	13.37376	-1.334	0.309	0.492	0.608
Burnout	60	9.00	45.00	35.8833	1.63457	12.66129	-1.038	0.309	-0.352	0.608

Organizational Support	60	11.00	55.00	47.1333	1.58140	12.24948	-1.522	0.309	1.381	0.608
------------------------	----	-------	-------	---------	---------	----------	--------	-------	-------	-------

Interpretation

1. Perceived Discrimination:

○ **Mean:** The average score for perceived discrimination is 36.73, indicating a moderate level of perceived discrimination among the participants.

○ **Skewness:** The skewness value of -0.809 suggests a slight left (negative) skew in the distribution of perceived discrimination scores, meaning that there are fewer low scores and more high scores.

○ **Kurtosis:** The kurtosis value of -0.847 indicates a platykurtic distribution, meaning the data is more spread out with flatter tails than a normal distribution.

2. Workplace Stress:

○ **Mean:** The average score for workplace stress is 40.92, suggesting that participants experience a relatively high level of stress at work.

○ **Skewness:** The skewness value of -1.334 indicates a stronger left (negative) skew, with more participants reporting higher levels of stress.

○ **Kurtosis:** The kurtosis value of 0.492 suggests a distribution that is close to normal but slightly leptokurtic, meaning it has more peakedness and fatter tails.

3. Burnout:

○ **Mean:** The average burnout score is 35.88, indicating moderate levels of burnout among the participants.

○ **Skewness:** The skewness value of -1.038 suggests a left (negative) skew, with more participants experiencing higher levels of burnout.

○ **Kurtosis:** The kurtosis value of -0.352 indicates a relatively normal distribution but with slightly flatter tails.

4. Organizational Support:

○ **Mean:** The average score for organizational support is 47.13, suggesting participants generally perceive a high level of support from their organization.

○ **Skewness:** The skewness value of -1.522 indicates a significant left (negative) skew, with most participants reporting high levels of organizational support.

○ **Kurtosis:** The kurtosis value of 1.381 suggests a leptokurtic distribution, meaning the data is more peaked and has fatter tails than a normal distribution.

Overall, the descriptive statistics indicate varying levels of perceived discrimination, workplace stress, burnout, and organizational support among the participants, with noticeable skewness and kurtosis in the data distributions.

Table 22: One-Sample T-Test Results

Variable	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
Perceived Discrimination	20.464	59	.000	36.73333	33.1416 to 40.3251
Workplace Stress	23.699	59	.000	40.91667	37.4619 to 44.3715
Burnout	21.953	59	.000	35.88333	32.6126 to 39.1541
Organizational Support	29.805	59	.000	47.13333	43.9690 to 50.2977

Interpretation

The one-sample t-test results indicate the following:

1. Perceived Discrimination:

○ **t(59) = 20.464, p < .001:** The mean score for perceived discrimination (36.73) is significantly different from the test value of 0. The confidence interval [33.1416, 40.3251] does not include zero, indicating

that the mean score is significantly higher than zero.

○

2. Workplace Stress:

○ $t(59) = 23.699, p < .001$: The mean score for workplace stress (40.92) is significantly different from the test value of 0. The confidence interval [37.4619, 44.3715] does not include zero, indicating that the mean score is significantly higher than zero.

3. Burnout:

○ $t(59) = 21.953, p < .001$: The mean score for burnout (35.88) is significantly different from the test value of 0. The confidence interval [32.6126, 39.1541] does not include zero, indicating that the mean score is significantly higher than zero.

4. Organizational Support:

○ $t(59) = 29.805, p < .001$: The mean score for organizational support (47.13) is significantly different from the test value of 0. The confidence interval [43.9690, 50.2977] does not include zero, indicating that the mean score is significantly higher than zero.

Overall, the results show that the mean scores for perceived discrimination, workplace stress, burnout, and organizational support are all significantly higher than zero, suggesting that participants experience considerable levels of these factors.

Table 23: ANOVA Results

Variable	Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Workplace Stress	Between Groups	10375.551	1	610.32	144.79	.000
	Within Groups	177.032	4	4.215		
	Total	10552.583	5			
	Total		9			
Burnout	Between Groups	9410.517	1	553.56	487.75	.000
	Within Groups	47.667	4	1.135		
	Total	9458.183	5			
	Total		9			
Organizational Support	Between Groups	6592.012	1	387.76	7.203	.000
	Within Groups	2260.921	4	53.831		
	Total	8852.933	5			
	Total		9			

Interpretation

1. Workplace Stress:

○ $F(17, 42) = 144.797, p < .001$: The ANOVA results indicate that there is a statistically significant difference in workplace stress levels between the different groups. The large F-value suggests substantial differences among the group means.

○

2. Burnout:

○ $F(17, 42) = 487.752, p < .001$: The results show a statistically

significant difference in burnout levels between the different groups. The very high F-value indicates significant variation among the groups, suggesting that different factors contribute markedly to burnout.

3. Organizational Support:

○ $F(17, 42) = 7.203, p < .001$: The ANOVA results reveal a statistically significant difference in perceived organizational support among the groups. Although the F-value is lower compared to the other variables, it still indicates

meaningful differences between the group means.

Overall, the ANOVA results suggest that there are significant differences in workplace stress, burnout, and organizational support across the different

groups studied. These findings highlight the importance of examining specific factors that may contribute to variations in these areas.

Table 24: Reliability Statistics

Statistic	Value
Cronbach's Alpha	.843
Cronbach's Alpha Based on Standardized Items	.836
N of Items	4

Interpretation

Cronbach's Alpha: The Cronbach's Alpha coefficient is a measure of internal consistency, or how closely related a set of items are as a group. It is considered to be a measure of scale reliability.

- **Value of .843:** A Cronbach's Alpha value of .843 suggests that the set of items has good internal consistency. In general, a Cronbach's Alpha value above .70 is considered acceptable, above .80 is considered good, and above .90 is considered excellent. Therefore, a value of .843 indicates that the items on the scale are reliably measuring the same underlying construct.

- **Standardized Items Alpha of .836:**

This value, which is very close to the raw Cronbach's Alpha value, indicates that standardizing the items does not significantly change the internal consistency of the scale.

- **Number of Items (N = 4):** The reliability analysis was conducted on a scale consisting of 4 items. Given the relatively small number of items, achieving a Cronbach's Alpha of .843 is quite strong, indicating that these items are well-correlated and together provide a reliable measure of the construct.

Overall, the results suggest that the scale used in the study is reliable and that the items are consistent in measuring the construct of interest.

Table 25: Correlation Matrix

Variable	Perceived Discrimination	Workplace Stress
Perceived Discrimination	1	.912** (.000)
Workplace Stress	.912** (.000)	1
N	60	60

Note: Correlation is significant at the 0.01 level (2-tailed).

Interpretation

1. Perceived Discrimination and Workplace Stress:

○ The Pearson correlation coefficient (r) between perceived discrimination and workplace stress is .912, indicating a very strong positive correlation between these two variables.

○ The significance value (Sig. 2-tailed) is .000, which is less than .01. This indicates that the correlation is statistically significant

at the 0.01 level, meaning that there is a less than 1% chance that this correlation is due to random variation in the sample.

○ A positive correlation of .912 suggests that as perceived discrimination increases, workplace stress also tends to increase significantly.

The results indicate that there is a strong and significant relationship between perceived discrimination and workplace stress among the participants. This implies that efforts to reduce perceived discrimination in the

workplace could have a substantial impact on lowering workplace stress levels.

Table 26
Correlation Matrix

Variable	Perceived Discrimination	Organizational Support
Perceived Discrimination	1	.255* (.049)
Organizational Support	.255* (.049)	1
N	60	60

Note: *Correlation is significant at the 0.05 level (2-tailed).

Interpretation

1. Perceived Discrimination and Organizational Support:

- The Pearson correlation coefficient (r) between perceived discrimination and organizational support is **.255**, indicating a small positive correlation between these two variables.
- The significance value (Sig. 2-tailed) is **.049**, which is less than .05. This indicates that the correlation is statistically significant at the 0.05 level, meaning there is a less than 5% chance that this correlation is due to random variation in the sample.

- A positive correlation of .255 suggests that as perceived discrimination increases, perceived organizational support also tends to increase slightly, which may seem counterintuitive and warrants further investigation to understand the underlying reasons.

The results indicate a small but statistically significant relationship between perceived discrimination and organizational support among the participants. This implies that changes in perceived discrimination levels might have a minor impact on how organizational support is perceived.

Table 27
Correlation Matrix

Variable	Perceived Discrimination	Burnout
Perceived Discrimination	1	.945** (.000)
Burnout	.945** (.000)	1
N	60	60

Note: Correlation is significant at the 0.01 level (2-tailed).

Interpretation

1. Perceived Discrimination and Burnout:

- The Pearson correlation coefficient (r) between perceived discrimination and burnout is **.945**, indicating a very strong positive correlation between these two variables.
- The significance value (Sig. 2-tailed) is **.000**, which is less than .01. This indicates that the correlation is statistically significant at the 0.01 level, meaning there is a less than

1% chance that this correlation is due to random variation in the sample.

- A positive correlation of .945 suggests that as perceived discrimination increases, burnout also tends to increase significantly. The results show a strong and significant relationship between perceived discrimination and burnout among the participants. This implies that higher levels of perceived discrimination are associated with higher levels of burnout, highlighting the critical need to address perceived discrimination in the workplace to mitigate burnout among employees.

Table 28
Correlation Matrix

Variable	Workplace Stress	Burnout
Workplace Stress	1	.969**
		(.000)
Burnout	.969**	1
	(.000)	
N	60	60

Note: Correlation is significant at the 0.01 level (2-tailed).

Interpretation

1. Workplace Stress and Burnout:

○ The Pearson correlation coefficient (r) between workplace stress and burnout is **.969**, indicating an extremely strong positive correlation between these two variables.

○ The significance value (Sig. 2-tailed) is **.000**, which is less than .01. This indicates that the correlation is statistically significant at the 0.01 level, meaning there is a less than

1% chance that this correlation is due to random variation in the sample.

○ A positive correlation of .969 suggests that as workplace stress increases, burnout also tends to increase significantly.

The results show a very strong and significant relationship between workplace stress and burnout among the participants. This implies that higher levels of workplace stress are closely associated with higher levels of burnout, highlighting the critical need for interventions to reduce stress in the workplace to mitigate burnout among employees.

Table 29: Correlation Matrix

Variable	Workplace Stress	Organizational Support
Workplace Stress	1	.104
		(.430)
Organizational Support	.104	1
	(.430)	
N	60	60

Interpretation

1. Workplace Stress and Organizational Support:

○ The Pearson correlation coefficient (r) between workplace stress and organizational support is **.104**, indicating a very weak positive correlation between these two variables.

○ The significance value (Sig. 2-tailed) is **.430**, which is greater than .05. This indicates that the correlation is not statistically significant, meaning there is no strong evidence to suggest a relationship

between workplace stress and organizational support in this sample.

○ The lack of significant correlation ($p > .05$) suggests that changes in perceived organizational support are not related to changes in workplace stress among the participants in this study.

Overall, the results suggest that workplace stress and organizational support are not significantly correlated in this sample, implying that organizational support does not have a notable impact on workplace stress levels for the participants.

Table 30

Correlation Matrix

Variable	Burnout	Organizational Support
Burnout	1	.172
		(.189)
Organizational Support	.172	1
	(.189)	
N	60	60

Note: Correlation is not significant at the 0.05 level (2-tailed).

Interpretation

1. Burnout and Organizational Support:

○ The Pearson correlation coefficient (r) between burnout and organizational support is **.172**, indicating a very weak positive correlation between these two variables.

- The significance value (Sig. 2-tailed) is **.189**, which is greater than **.05**. This indicates that the correlation is not statistically significant, meaning there is no strong evidence to suggest a relationship between burnout and organizational support in this sample.
- The lack of significant correlation ($p > .05$) suggests that changes in perceived

Table 31

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	F	Durbin-Watson
1	.912a	.831	.828	5.54588	.831	285.098	1	58	.000		1.461

Note: a. Predictors: (Constant), Perceived Discrimination b. Dependent Variable: Workplace Stress

Interpretation

1. Correlation Coefficient (R):

- The R value of **.912** indicates a very strong positive correlation between perceived discrimination and workplace stress. This means that as perceived discrimination increases, workplace stress also increases significantly.

2. R Square:

- The R Square value of **.831** indicates that 83.1% of the variance in workplace stress can be explained by perceived discrimination. This is a very high proportion, suggesting that perceived discrimination is a major contributing factor to workplace stress.

3. Adjusted R Square:

- The Adjusted R Square value of **.828** accounts for the number of predictors in the model and provides a more accurate measure of the explained variance. It is very close to the R Square value, further validating the strong relationship between the variables.

4. Standard Error of the Estimate:

- The standard error of **5.54588** provides an estimate of the average distance that the

organizational support are not strongly related to changes in burnout levels among the participants in this study.

Overall, the results suggest that burnout and organizational support are not significantly correlated in this sample, implying that organizational support does not have a notable impact on burnout levels for the participants.

observed values fall from the regression line. A lower value generally indicates a better fit of the model to the data.

5. R Square Change:

- The R Square Change value of **.831** shows that the addition of perceived discrimination to the model explains an additional 83.1% of the variance in workplace stress, which is highly significant.

6. F Change:

- The F Change value of **285.098** with a significance level of **.000** indicates that the model is statistically significant. This means that the relationship between perceived discrimination and workplace stress is not due to random chance.

7. Durbin-Watson:

- The Durbin-Watson statistic of **1.461** tests for autocorrelation in the residuals. A value close to 2 indicates no autocorrelation, while values significantly different from 2 suggest positive or negative autocorrelation. In this case, 1.461 suggests some level of positive autocorrelation, though not excessively high.

In summary, the model demonstrates a very strong and significant relationship between perceived discrimination and workplace stress, explaining a substantial portion of the variance in workplace stress.

Table 32

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	F	Durbin-Watson
1	.172a	.030	.013	12.57941	.030	1.771	1	58	.189		.709

Note: a. Predictors: (Constant), Organizational Support b. Dependent Variable: Burnout

organizational support and burnout is likely due to random chance rather than a meaningful relationship.

Interpretation

1. Correlation Coefficient (R):

○ The R value of **.172** indicates a weak positive correlation between organizational support and burnout. This means that there is a slight, but not strong, relationship between these two variables.

2. R Square:

○ The R Square value of **.030** indicates that only 3.0% of the variance in burnout can be explained by organizational support. This is a very low proportion, suggesting that organizational support alone does not significantly account for variations in burnout levels.

3. Adjusted R Square:

○ The Adjusted R Square value of **.013** accounts for the number of predictors in the model and provides a more accurate measure of the explained variance. It is also very low, confirming the weak explanatory power of the model.

4. Standard Error of the Estimate:

○ The standard error of **12.57941** provides an estimate of the average distance that the observed values fall from the regression line. A higher value generally indicates a poorer fit of the model to the data.

5. R Square Change:

○ The R Square Change value of **.030** shows that the addition of organizational support to the model explains an additional 3.0% of the variance in burnout, which is not significant.

6. F Change:

○ The F Change value of **1.771** with a significance level of **.189** indicates that the model is not statistically significant. This means that the relationship between

7. Durbin-Watson:

○ The Durbin-Watson statistic of **.709** tests for autocorrelation in the residuals. A value significantly different from 2 suggests positive or negative autocorrelation. In this case, **.709** suggests a substantial level of positive autocorrelation.

In summary, the model shows a weak and non-significant relationship between organizational support and burnout, indicating that organizational support does not significantly predict burnout levels in this sample.

HYPOTHESES

1. **Hypothesis 1:** Perceived discrimination is positively associated with workplace stress, such that higher levels of perceived discrimination led to higher levels of workplace stress.

2. **Hypothesis 2:** Perceived discrimination is positively associated with burnout, such that higher levels of perceived discrimination led to higher levels of burnout.

3. **Hypothesis 3:** Workplace stress mediates the relationship between perceived discrimination and burnout, such that perceived discrimination leads to increased workplace stress, which in turn leads to higher levels of burnout.

4. **Hypothesis 4:** Organizational support moderates the relationship between perceived discrimination and burnout, such that the negative impact of perceived discrimination on burnout is weaker for employees who perceive higher levels of organizational support.

5. **Hypothesis 5:** Organizational support moderates the relationship between workplace stress and burnout, such that the positive association between workplace stress and burnout is weaker for employees who perceive higher levels of organizational support.

Discussion of Hypothesis 1

The hypothesis posits that **perceived discrimination is positively associated with workplace stress**, suggesting that higher levels of perceived discrimination lead to higher levels of workplace stress. This relationship is supported by research indicating that discrimination in the workplace can significantly impact employees' stress levels (O'Brien et al., 2016). For instance, O'Brien et al. (2016) found that perceived interpersonal discrimination was linked to increased stress, which in turn negatively affected physical health and performance outcomes.

Moreover, workplace discrimination has been shown to influence employees' attitudes, job satisfaction, and overall well-being (Xu & Chopik, 2020). Xu and Chopik (2020) highlighted that discrimination can lead to significant stress, which may result in adverse health effects and decreased job satisfaction. This aligns with the hypothesis, suggesting that perceived discrimination is a critical factor contributing to workplace stress.

In summary, the hypothesis is grounded in empirical evidence demonstrating that perceived discrimination is a significant predictor of workplace stress, emphasizing the need for organizations to address discrimination to mitigate its impact on employee stress levels.

Discussion of Hypothesis 2

The hypothesis posits that **perceived discrimination is positively associated with burnout**, suggesting that higher levels of perceived discrimination lead to higher levels of burnout. This relationship is supported by research indicating that discrimination in the workplace can significantly impact employees' mental health and well-being (Teshome et al., 2022). For instance, Teshome et al. (2022) found that marginalized identities and experiences of discrimination were linked to higher levels of burnout among medical students, highlighting the detrimental effects of discrimination on burnout.

Moreover, the stress and strain caused by discrimination can lead to emotional exhaustion and disengagement, which are key components of burnout (Teshome et al., 2022). This aligns with the hypothesis, suggesting that perceived discrimination is a

critical factor contributing to burnout among employees.

In summary, the hypothesis is grounded in empirical evidence demonstrating that perceived discrimination is a significant predictor of burnout, emphasizing the need for organizations to address discrimination to mitigate its impact on employee well-being.

Discussion of Hypothesis 3

The hypothesis posits that **workplace stress mediates the relationship between perceived discrimination and burnout**, suggesting that perceived discrimination leads to increased workplace stress, which in turn leads to higher levels of burnout. This mediation hypothesis is supported by research indicating that discrimination can significantly impact employees' stress levels, which then contributes to burnout (O'Brien et al., 2016).

For instance, O'Brien et al. (2016) found that perceived interpersonal discrimination was linked to increased stress, which in turn negatively affected physical health and performance outcomes. This aligns with the hypothesis, suggesting that workplace stress acts as a mediator in the relationship between perceived discrimination and burnout.

Moreover, the stress and strain caused by discrimination can lead to emotional exhaustion and disengagement, which are key components of burnout (O'Brien et al., 2016). This further supports the hypothesis, indicating that addressing workplace stress could help mitigate the negative effects of perceived discrimination on burnout.

In summary, the hypothesis is grounded in empirical evidence demonstrating that workplace stress mediates the relationship between perceived discrimination and burnout, emphasizing the need for interventions to reduce workplace stress to mitigate its impact on employee well-being.

Discussion of Hypothesis 4

The hypothesis posits that **organizational support moderates the relationship between perceived discrimination and burnout**, suggesting that the negative impact of perceived discrimination on burnout is weaker for employees who perceive higher levels of organizational

support. This hypothesis is supported by research indicating that perceived organizational support can act as a buffer against the negative effects of workplace stressors (Xu & Yang, 2021).

For instance, Xu and Yang (2021) found that perceived organizational support (POS) moderated the relationship between job stress and burnout among teachers, indicating that higher levels of POS weakened the impact of job stress on burnout. Similarly, Yanbei et al. (2023) found that perceived organizational support moderated the relationship between work frustration and burnout among ICU nurses, suggesting that higher levels of POS reduced the negative effects of work frustration on burnout.

In summary, the hypothesis is grounded in empirical evidence demonstrating that organizational support can mitigate the negative impact of perceived discrimination on burnout, emphasizing the importance of fostering a supportive workplace stress to enhance employee well-being.

Discussion of Hypothesis 5

The hypothesis posits that **organizational support moderates the relationship between workplace stress and burnout**, suggesting that the positive association between workplace stress and burnout is weaker for employees who perceive higher levels of organizational support. This hypothesis is supported by research indicating that perceived organizational support can act as a buffer against the negative effects of workplace stressors (Xu & Yang, 2021).

For instance, Xu and Yang (2021) found that perceived organizational support (POS) moderated the relationship between job stress and burnout among teachers, indicating that higher levels of POS weakened the impact of job stress on burnout. Similarly, Yanbei et al. (2023) found that perceived organizational support moderated the relationship between work frustration and burnout among ICU nurses, suggesting that higher levels of POS reduced the negative effects of work frustration on burnout.

In summary, the hypothesis is grounded in empirical evidence demonstrating that organizational support can mitigate the

negative impact of workplace stress on burnout, emphasizing the importance of fostering a supportive workplace stress to enhance employee well-being.

LIMITATIONS OF THE STUDY

This Study Has Several Limitations That Should Be Considered When Interpreting The Findings.

❖ **Cross-Sectional Design:** The Cross-Sectional Design Of This Study Precludes The Establishment Of Causal Relationships Between The Variables. It Is Possible That Reverse Causality Exists, Or That Other Unmeasured Variables May Be Influencing The Observed Relationships.

❖ **Self-Report Measures:** The Reliance On Self-Report Measures For All Variables Introduces The Potential For Common Method Bias And Social Desirability Bias. Participants May Be Inclined To Present Themselves In A More Favorable Light, Potentially Leading To Underreporting Of Discrimination Or Overreporting Of Organizational Support.

❖ **Sample Characteristics:** The Study Sample May Not Be Representative Of The General Population, Potentially Limiting The Generalizability Of The Findings.

❖ **Focus On Perceived Discrimination:** The Study Focuses On Perceived Discrimination, Which May Not Always Accurately Reflect Actual Discriminatory Experiences.

Limited scope of organizational support: The study may not have captured the full range of organizational support mechanisms, potentially overlooking important aspects of the organizational context.

REFERENCES

- Di Marco, D., López-Cabrera, R., Arenas, A., Giorgi, G., & Mucci, N. (2016). Approaching the Discriminatory Work Environment as Stressor: The Protective Role of Job Satisfaction on Health. *Frontiers in Psychology*, 7, 1313. <https://doi.org/10.3389/fpsyg.2016.01313>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500.

- Karasek, R. A., & Theorell, T. (1990). *Healthy work: Stress, productivity, and the reconstruction of working life*. Basic Books.
- O'Brien, K. R., McAbee, S. T., Hebl, M. R., & Rodgers, J. R. (2016). The impact of interpersonal discrimination and stress on health and performance for early career STEM academicians. *Frontiers in Psychology*, 7, 615. <https://doi.org/10.3389/fpsyg.2016.00615>
- Major, B. (1997). *The psychology of discrimination*. Guilford Press.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422.
- O'Brien, K. R., McAbee, S. T., Hebl, M. R., & Rodgers, J. R. (2016). The impact of interpersonal discrimination and stress on health and performance for early career STEM academicians. *Frontiers in Psychology*, 7, 615. <https://doi.org/10.3389/fpsyg.2016.00615>
- Pascoe, E. A., & Richman, L. A. (2009). Perceived discrimination and health: A meta-analytic review. *American journal of public health*, 99(1), S231-S240.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support and employee withdrawal: A meta-analysis. *Journal of applied psychology*, 87(2), 699.
- Schaufeli, W. B., Maslach, C., & Leiter, M. P. (2001). Job burnout: Recent developments in theory and research. In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and organizational psychology* (pp. 463-502). John Wiley & Sons.
- Sue, S. (2010). *Overcoming multiculturalism: Asian Americans in the twenty-first century*. Guilford Press.
- Teshome, B. G., Desai, M. M., Gross, C. P., Hill, K. A., Li, F., Samuels, E. A., Wong, A. H., & Boatright, D. H. (2022). Marginalized identities, mistreatment, discrimination, and burnout among US medical students: Cross-sectional survey and retrospective cohort study. *BMJ*, 376, e065984. <https://doi.org/10.1136/bmj-2021-065984>
- Williams, D. R., & Neighbors, H. W. (2001). Racial discrimination and health: Findings from community studies. *American journal of public health*, 91(12), 2004-2007.
- Xu, Y. E., & Chopik, W. J. (2020). Identifying moderators in the link between workplace discrimination and health/well-being. *Frontiers in Psychology*, 11, 458. <https://doi.org/10.3389/fpsyg.2020.00458>
- Xu, Z., & Yang, F. (2021). The impact of perceived organizational support on the relationship between job stress and burnout: A mediating or moderating role? *Current Psychology*, 40(3), 402-413. <https://doi.org/10.1007/s12144-018-9941-4>
- Yanbei, R., Dongdong, M., Yun, L., Ning, W., & Qin, F. (2023). Does perceived organization support moderate the relationships between work frustration and burnout among intensive care unit nurses? A cross-sectional survey. *BMC Nursing*, 22(1), 22. <https://doi.org/10.1186/s12912-023-01180-5>