Fostering Security Providing Leadership: A Resource to Safeguard Against Employee Burnout

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Abstract - In work settings, different leadership styles significantly impact employee well-being, potentially leading to improved health or heightened stress levels. This research posits that leadership focused on providing security can serve as a crucial asset in mitigating employee job burnout. The study explores the correlation between employees' perceptions of their leaders' security-oriented leadership and their experience of job-related burnout. This research explores how security-providing leaders impact burnout, highlighting the mediating roles of organizational climate (psychological safety) and organizational dehumanization. The study surveyed 655 Spanish employees (53.7% women) through non-discriminative snowball sampling. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), results confirm a negative link between security-providing leadership and burnout. The study also finds that this relationship is influenced by psychological safety climate and organizational dehumanization. These findings support attachment-based leadership, indicating ways to create better organizational environments. Leaders focusing on security enhance employee well-being by promoting psychological safety and reducing organizational dehumanization, thus mitigating job burnout.

Key Words: leadership; attachment theory; security provider; organizational climate; organizational dehumanization, burnout.

1.INTRODUCTION

Leadership involves the skill of directing, motivating, and instilling inspiration in employees to achieve the objectives of an organization [1,2]. A true leader wields influence to instill a genuine desire in followers to embrace prescribed tasks and internalize the organization's objectives. This influence is far removed from coercive tactics or sheer power play. While these methods might shape behavior, they result in lackluster compliance under pressure, suboptimal outcomes, and swift disengagement. In stark contrast, effective leadership hinges on shaping others' inclinations such that they willingly and enthusiastically contribute to organizational triumph [3].

Historically, leadership analysis has centered on scrutinizing leaders' traits and conduct and their impact on employee performance and contentment. Emerging leadership paradigms don't nullify earlier models; instead, a multitude of models coexist. Consequently, current literature persists in exploring leadership's varying effects on worker wellbeing and health, with some models exhibiting protective benefits while others pose potential risks [4–6]. Studies reveal that adept leadership safeguards employees' health, curbing stress and burnout. Conversely, inept or neglectful leadership proves a substantial stressor, with numerous employees identifying their immediate supervisor as a prime source of job discontent [7].

This study seeks to examine how security-focused leadership influences employee job burnout. Drawing inspiration from the Job Demands-Resources (JD-R) theory [8] and positive leadership models like transformational leadership [9], we propose that security-oriented leadership, as an organizational resource, can mitigate burnout through two interconnected pathways. First, this type of leadership can cultivate an environment of psychological safety, offering valuable support to employees and protecting them from burnout. Second, security-providing leadership can reduce organizational dehumanization, a recognized contributor to burnout.

1.1. Job Burnout

Burnout materializes as a persistent response to prolonged emotional and interpersonal stressors within the work setting. This response encompasses three core facets: (a) emotional exhaustion, reflecting emotional and physical depletion; (b) cynicism, entailing negative workplace reactions often leading to depersonalization of clients or service recipients; and (c) feelings of professional inadequacy [10]. Elevated workplace stress stands as the primary catalyst for burnout, impacting both individuals – compromising their physical and mental well-being – and organizations, dampening employee drive and performance. Rooted in the JD-R theory, this occupational syndrome stems from heightened emotional and situational demands (like excessive workloads) coupled with inadequate job resources (such as insufficient social support) to effectively manage these demands [11].

Studies have shown that leaders have a crucial part in reducing employee burnout. Particularly, leaders who maintain consistent follower engagement can address individual requirements by offering personalized guidance and mentorship to alleviate work-related stress [11]. Additionally, Kaluza et al. [12] found a positive connection between leaders' awareness of health and their promotion of health-enhancing leadership behaviors, leading to lower emotional exhaustion among workers. This research seeks to evaluate how employees' view of their leader as a source of security forms a job-related asset that can lower levels of burnout.

1.2. Leadership that Provides Security.

The concept of a leader serving as a dependable foundation or a source of protection for their team members is rooted in an attachment-based interpretation of leadership. According to attachment theory [13–16], a leader providing security fulfills five essential roles: (1) serving as a safe platform, enabling individuals to pursue objectives within a protected environment; (2) acting as a refuge, offering consistent protection, comfort, support, and solace in times of

need; (3) being a point of contact when assistance is required; (4) nurturing an emotional connection, where individuals feel linked to someone genuinely concerned about them; and (5) triggering distress upon separation, provoking intense emotional reactions when faced with potential detachment from an attachment figure. A leader has the potential to embody all these functions. Effective leaders [17], for instance, tend to demonstrate availability, sensitivity, and responsiveness to followers' needs; offer guidance, emotional support, and practical resources; encourage followers' independence, creativity, and initiative; foster a sense of worth and competence among followers; and motivate them to embrace new challenges and acquire skills.

Built upon a solid theoretical framework, the attachment-focused approach to leadership has gained empirical validation. Molero et al. [18] devised a tool to gauge employees' perception of leaders as security-providing attachment figures. Their initial study revealed that security-providing leadership significantly influenced employee manager satisfaction and perceptions of manager effectiveness, surpassing the impact of transformational leadership. Subsequent research established positive connections between security-providing leadership, organizational identification, work engagement, and job satisfaction. Another study demonstrated the protective effect of this leadership style against job burnout. Specifically, employees viewing their leaders as sources of security experienced elevated positive emotions and reduced negatives, leading to decreased emotional exhaustion and cynicism while maintaining professional efficacy. Building on these findings, we propose the following hypothesis for replication:

Hypothesis 1 (H1): A negative relationship is expected between security-providing leadership and employees' experience of job burnout.

1.3. Climate of Psychological Safety.

A climate of psychological safety involves the official and unofficial protocols and methods within an organization that facilitate and cultivate open and trustworthy exchanges in the workplace [19]. As a result, a workplace that promotes psychological safety enables employees to openly express themselves without apprehension of punishment or criticism.

According to Newman et al. [20]'s proposal, nurturing job resources establish a climate of psychological safety, acting as a defense against resource depletion. This connection, in turn, associates with undesirable individual consequences such as stress and team disharmony. A significant job resource is represented by supportive leadership conduct. The concept is that when leaders offer their support to employees, they are inclined to reciprocate with their own supportive actions, thereby cultivating a psychologically secure environment for the team [21]. Furthermore, a climate of psychological safety relies on leadership's dedication to providing employees with the tools necessary for effective role performance and distress alleviation [22]. Consequently, the existence of a psychological safety climate depends on leadership's dual emphasis on both psychological well-being and organizational productivity goals [22]. In alignment with this rationale, the subsequent hypothesis is put forward:

Hypothesis 2 (H2): There is an anticipated positive relationship between security-providing leadership and the creation of an organizational environment marked by psychological safety.

In contrast, the absence of a climate of psychological safety serves as a signal to employees about potential work-related threats or risks, such as the possibility of failure or rejection. Specifically, when psychological safety is lacking, employees may be preoccupied with determining appropriate actions, resulting in heightened activation of their behavioral inhibition system (e.g., refraining from speaking up) [15]. For instance, employees might avoid reporting excessive workloads or feelings of fatigue. Furthermore, this deficiency in psychological safety could amplify the pressure to conceal emotions rather than openly express them. When an employee suppresses thoughts or concerns, it creates a state of emotional discord between their genuine beliefs (e.g., "I should discuss this matter with my team leader") and their behaviors (withholding input on the matter). This state of emotional discord has been strongly associated with burnout [23,24]. This leads to the subsequent forecast.

Hypothesis 3 (H3): A psychological safety climate will demonstrate a negative correlation with employees' levels of job burnout.

1.4. Dehumanization within the organization

Dehumanization constitutes a significant and detrimental facet of societal judgment. In workplace contexts, the concept of organizational dehumanization has been introduced, denoting employees' perception of being mechanistically objectified or depersonalized within their organization [25,26]. Within organizational settings, employees often experience the unsettling feeling of being treated as replaceable components, mere digits, or expendable resources [27]. Organizational dehumanization is intertwined with hierarchical dynamics within an organization, encompassing leadership roles [28] and power dynamics [29]. Research has revealed that individuals in positions of power demonstrate a decreased tendency to value diverse viewpoints, maintain increased interpersonal distance [30], and escalate mechanisms of dehumanization [31-34]. This leads us to formulate the subsequent hypothesis:

Hypothesis 4 (H4): Security providing leadership will exhibit a negative correlation with organizational dehumanization.

The effects of organizational dehumanization have far-reaching implications for employees' overall well-being, attitudes toward the organization, and work-related behaviours [35]. In alignment with self-determination theory [36], psychological well-being relies on the fulfilment of essential psychological needs such as autonomy, competence, and relatedness. However, organizational dehumanization undermines the satisfaction of these needs, resulting in adverse effects on employees' mental health, including conditions like depression, anxiety, and stress-related disorders [27]. Previous studies have shown a connection between organizational dehumanization and emotional exhaustion as well as psychosomatic strain experienced by employees [26,34,37]. To replicate and validate these findings, the subsequent hypothesis is presented:

Hypothesis 5 (H5): Organizational dehumanization will display a positive correlation with employees' levels of job burnout.

Our comprehensive framework is encapsulated in Figure 1, encompassing all direct hypotheses. Significantly, our focus centers on the mediation process. We suggest that the relationship between security-providing leadership and employees' job burnout is mediated by psychological safety climate and organizational dehumanization. The first pathway

(H2–H3) proposes that security-providing leadership contributes to the establishment and maintenance of a psychological safety climate, thereby reducing employees' job burnout. The second pathway (H4–H5) asserts that security-providing leadership diminishes organizational dehumanization, subsequently associating with increased job burnout among employees. This leads to the subsequent mediation hypothesis:

Hypothesis 6 (H6): Psychological safety climate and organizational dehumanization act as mediating factors in the relationship between security-providing leadership and employees' job burnout.

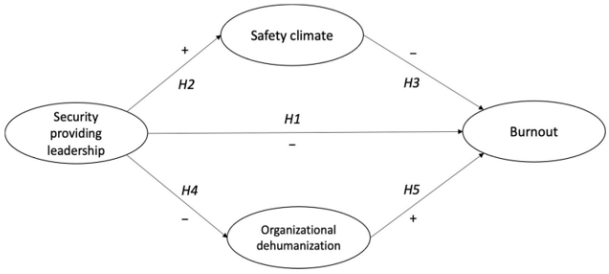

Figure 1. Theoretical model and hypotheses.

2. METHODOLOGY AND PROCEDURES

2.1. Participants

A final sample of 655 Spanish employees, comprising 53.7% women, exceeded the minimum requirement specified by G-power [38] for a regression model with a small effect size (one predictor, f2 = 0.02, α = 0.05, 95% power). The participants had an average age of 36.58 years (SD = 9.85) and an average organizational tenure of 6.09 years (SD = 6.68). A significant proportion held a college degree (56.8%) or vocational training degree (20.2%). Encompassing various sectors such as health (17.3%), education (14.1%), and administration (11.1%), participants were affiliated with 130 private (74.6%) and public (24.4%) organizations. The majority of organizations were categorized as large (43.1%) or medium-sized (29.8%). In most instances, the leader was male (62.7%).

2.2. Measures

After securing participants' consent, they completed a questionnaire evaluating the subsequent variables:

Security Providing Leadership:

Participants' assessments of their immediate manager or supervisor as a source of security were measured using the 15-item Leader as Security Provider Scale (LSPS) [18]. Respondents indicated their level of agreement with each statement on a 7-point scale, ranging from 0 (strongly disagree) to 6 (strongly agree). The overall score was calculated as the average of the responses to the 15 items. High reliability was confirmed for this scale by both Cronbach's alpha (α = 0.96) and McDonald's omega (ω = 0.96).

Psychological Safety Climate:

This assessment consisted of five items [19], each rated on a 7-point scale ranging from 0 (strongly disagree) to 6 (strongly agree). The reliability of this scale was established with a Cronbach's alpha of 0.71 and McDonald's omega of 0.72.

Organizational Dehumanization:

Participants expressed the degree to which their organization perceived them as expendable resources through a 10-item scale adapted from Caesens et al. [26]. The average of responses was computed to determine an overall score, utilizing a response range of 0 (strongly disagree) to 6 (strongly agree). High reliability was indicated by Cronbach's alpha (α = 0.94) and McDonald's omega (ω = 0.94) for this scale.

Burnout:

The MBI General Survey [40] in its Spanish version, as modified by Salanova et al. [41], was employed to evaluate burnout across three aspects: emotional exhaustion, cynicism, and professional efficacy. A 7-point frequency scale, spanning from 0 (never) to 6 (every day), was used for rating all 15 items. The dimension scores were averaged for analytical purposes, resulting in a Cronbach's alpha of 0.65 and McDonald's omega of 0.72.

Demographic Information:

Participants also provided demographic details such as age and gender. Moreover, data pertaining to institutional characteristics, including organization type and size, were gathered.

In summary, participants' perceptions and experiences were assessed through a comprehensive set of scales, while demographic and institutional information was also collected. This extensive approach allowed for a comprehensive examination of the relationships between security providing leadership, organizational dehumanization, psychological safety climate, and burnout.

2.3. Procedure

Participants were provided with a paper-and-pen questionnaire in Spanish, which included the previously mentioned scales, and concluded with a section collecting sociodemographic information. To initiate recruitment, we utilized an exponential non-discriminative snowball sampling approach, starting by involving Spanish university students who were currently enrolled in a master's program focusing on occupational risk prevention. To partake, students needed to satisfy two criteria: (1) belonging to a workgroup of a minimum of four members, regardless of their tasks or roles, and (2) being managed by the same leader. Subsequently, these participants encouraged their colleagues to join the study. The recruited workers received a packet comprising instructions, a guarantee of response anonymity and confidentiality, the questionnaire, and an envelope to return the completed questionnaire to the initiating coworker. The questionnaire could be completed within 15 to 20 minutes.

2.4. Data Analysis

Descriptive statistics, encompassing means, standard deviations, and correlations, were calculated using the SPSS software. To address potential common method bias, Structural Equation Modeling (SEM) was employed. The original data matrix underwent analysis through the IBM SPSS AMOS software utilizing the maximum likelihood procedure [42]. Key fit indices recommended by Kline [43] were reported, including the model chi-square goodness-of-fit index, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), and Standardized Root Mean Square Residual (SRMR). RMSEA and SRMR values below 0.08 indicated a favorable fit, while CFI values above 0.90 indicated good fit, and values exceeding 0.95 indicated excellent fit [44].

Furthermore, the data underwent analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM), a non-parametric technique suitable for intricate mediation models. PLS-SEM offers advantages in handling measurement errors and delivering accurate mediation effect estimates, similar to conventional SEM methods like AMOS. Additionally, PLS-SEM is well-suited for smaller sample sizes

and data distributions that are not necessarily normal [47]. The SmartPLS v3.0 software was employed [48], incorporating 5,000 samples for bootstrapping. Following Hair et al.'s [45] two-step procedure, the initial assessment focused on the reliability and validity of the outer measurement model before delving into the inner model hypotheses.

3. RESULTS

Mitigation strategies against common method bias (CMB) were diligently implemented through both procedural and statistical means. Initially, the questionnaire was structured to ensure respondent anonymity, reducing the influence of social desirability bias. To gauge CMB, Harman's single factor test [49] was applied, given that all data originated from a singular self-reported source - the questionnaire survey. The findings revealed that common method bias (CMB) had a minor impact on the data, with a single factor accounting for 38.86% of the total variance. Furthermore, the results indicated unsatisfactory fit for a one-factor model: Chi-square (495) = 6706.11, $p < 0.001$; RMSEA = 0.14; CFI = 0.58; SRMR = 0.15. To further corroborate these results, additional analyses were conducted following the approach outlined by Podsakoff et al. [49]. This involved integrating a first-order factor that encompassed all measures into the theoretical model. Despite an improvement in model fit, none of the path coefficients between the indicators and the general method factor reached statistical significance. In light of these thorough evaluations, the study's outcomes suggest that the influence of common method bias was not substantial.

3.1. External Measurement Structure

The external measurement structure aims to investigate the relationships between observable indicators and the latent variables proposed in the study. This analysis assesses the degree to which the identified measures accurately anticipate or build the latent variables. The envisaged external measurement model comprises four latent factors: LSPS, safety climate, organizational dehumanization, and burnout. The assessment of individual indicator reliability included scrutinizing their loadings or simple correlations with the corresponding latent constructs. All connections between the indicators and their respective constructs were statistically significant ($p < 0.001$).

For acceptability assessment, standardized outer loadings (λ) above 0.60, coupled with critical t-values surpassing 1.96 for $p < 0.05$, were considered desirable [50]. Overall, the loadings of the 33 indicators onto the four latent constructs demonstrated robustness ($\lambda > 0.60$). However, the third item of safety climate ("In our company, some employees are rejected for being different") and the professional efficacy dimension of burnout fell slightly short of the cutoff ($\lambda = 0.58$ and $\lambda = -0.42$, respectively). Consequently, they were excluded from the model. Although safety climate's reliability displayed minimal change ($\alpha = 0.70$, $\omega = 0.70$), the scale reliability of burnout improved to a Cronbach's α of 0.72 (McDonald's omega remained at 0.72). All Cronbach's α coefficients, detailed in the measures section, met or exceeded 0.70, which is typically indicative of satisfactory reliability.

The Average Variance Extracted (AVE) values surpassed the significant threshold of 0.50 (0.78 for burnout, 0.51 for safety climate, 0.64 for organizational dehumanization, and 0.64 for LSPS) [51], affirming that the variance of each construct is greater than that attributed to measurement error. These results provide support for both internal consistency and convergent validity.

To ensure discriminant validity, we examined the cross-loadings of indicators (each indicator's loadings on its corresponding construct exceeded any cross-loadings with other constructs). According to the Fornell and Larcker [52] criterion, we compared the square root of AVE values to the correlations among latent variables. It's important to note that the square root of AVE for each construct surpassed the correlations with other constructs. Additionally, in alignment with the recommendations of Henseler, Ringle, and Sarstedt [53], we assessed Heterotrait-Monotrait (HTMT) ratios, all of which remained below 0.85 (the highest being HTMT dehumanization-burnout = 0.65). Through the implementation of bootstrapping, we confirmed that none of the 95% bias-corrected and accelerated (BCa) confidence intervals included the value 1, providing further support for the validity of discrimination.

Furthermore, concerns regarding multicollinearity were alleviated as Variance Inflation Factors (VIF) remained below the recommended threshold of 5 [45].

In sum, comprehensive evaluation of the measurement model demonstrated robustness, internal consistency, convergent validity, and discriminant validity, while effectively minimizing common method bias.

Table 1. Means, standard deviations, correlations, and discriminant validity.

Constructs	Mean	SD	1	2	3	4	5	6
1. Leader's gender (1 = female)	0.36	0.38	-					
2. Tenure	6.05	5.53	−0.02	-				
3. Security providing leadership	3.17	1.53	0.1**	−0.02	0.70			
4. Safety climate	4.06	1.29	−0.01	0.15 **	0.20 **	0.62		
5. Organizational dehumanization	3.33	1.45	0.03	0.13 *	−0.22 **	−0.65 **	0.70	
6. Burnout	2.28	1.54	0.02	0.04	−0.52 **	−0.58 **	0.45 **	0.68

* $p < 0.05$, ** $p < 0.01$. AVE estimates for latent variables are presented on the diagonal (based on PLS measurement models).

3.2. Summary of Data Characteristics and Relationships between Variables.

In Table 1, we present a comprehensive overview of both the descriptive statistics and the correlation matrix, which provides initial support for the hypotheses. The

relationship between security-providing leadership and psychological safety climate is positively significant (r = 0.40, p < 0.01), while both of them show negative correlations with organizational dehumanization (r = -0.42, p < 0.01; r = -0.54, p < 0.01) and burnout (r = -0.32, p < 0.01; r = -0.48, p < 0.01). As expected, there is a positive connection between organizational dehumanization and burnout (r = 0.55, p < 0.01). It is worth noting that within the control variables, the gender of the leader (specifically being a woman) is significantly associated with security-providing leadership (r = 0.15, p < 0.01), while tenure is negatively related to safety climate (r = -0.17, p < 0.05) and positively linked to organizational dehumanization (r = 0.12, p < 0.01).

3.3. Hypotheses testing

Figure 2 illustrates the interrelationships among all variables in the model, encompassing the involvement of the two mediators. The results confirm significant associations: security-providing leadership is notably linked to psychological safety climate (ß = 0.51, p < 0.001) and organizational dehumanization (ß = -0.39, p < 0.001), thereby affirming the validity of H2 and H4. Similarly, both safety climate and organizational dehumanization are significantly connected to burnout (ß = -0.24, p < 0.001 and ß = 0.41, p < 0.001, respectively), providing support for H3 and H5. Moreover, the coefficients of determination for safety climate and dehumanization (R2 = 0.26 and R2 = 0.15, respectively) exceed the minimum threshold of 0.10, indicating satisfactory predictive validity of the model. In sum, this model sheds light on 35% of the variance observed in burnout.

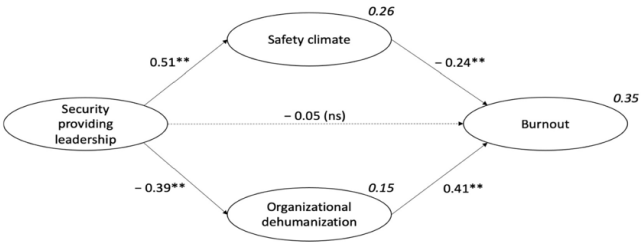

Figure 2. Standardized estimates for the complete model. ** indicates significance at p < 0.01. Non-significant paths are indicated by dotted lines.

The significance of direct and indirect effects is reported in Table 2, following the recommendations of Cepeda-Carrión et al. [46]. Both safety climate and organizational dehumanization act as mediators in the relationship between security-providing leadership and burnout. This entails complete mediation, evident from the absence of a significant direct link between leadership and burnout, alongside the significance of both indirect effects and the overall indirect effect. Notably, a substantial portion (84.9%) of the variance in the total effect is explained by the two mediating paths, confirming complete mediation as the total surpasses the 80% threshold. Statistical analysis indicates no significant distinction in contribution between the two mediators to the total effect, as evidenced by overlapping confidence intervals (bootstrap 95% CI [-0.03, 0.11], bias-corrected 95% CI [-0.03, 0.11]), demonstrating equivalence in their effects. The total effect of security-providing leadership on burnout is calculated at -0.33 (p < 0.001).

Table 2. Examination of Mediating Effects

	Coefficient	Bootstrap 90% CI			
Direct effects		Percentile	BC		f^2
H1: Leadership—Burnout	−0.05	[−0.11, 0.02]	[−0.12, 0.02]		0.00
H2: Leadership—Climate	0.51 sig	[0.46, 0.56]	[0.46, 0.56]		0.35
H4: Leadership—Dehumanization	−0.39 sig	[−0.45, −0.33]	[−0.45, −0.34]		0.18
H3: Climate—Burnout	−0.28 sig	[−0.30, −0.17]	[−0.31, −0.17]		0.05
H5: Dehumanization—Burnout	0.32 sig	[0.35, 0.47]	[0.35, 0.47]		0.21
Indirect effects	Point estimate	Percentile	BC	VAF	
H2 × H3	−0.14 sig	[−0.16, −0.09]	[−0.16, −0.09]	38.5%	
H4 × H5	−0.15 sig	[−0.20, −0.13]	[−0.20, −0.13]	47.4%	
Total indirect effects	−0.24 sig	[−0.33, −0.24]	[−0.33, −0.24]	85.9%	

To assess the predictive accuracy of the PLS path model, Stone-Geisser's predictive relevance was employed, as indicated by Q2 values [47]. The model's predictive relevance was established through a blindfolding procedure (D = 8) and cross-validated redundancy approach [45], revealing predictive relevance for burnout (Q2 = 0.27), safety climate (Q2 = 0.13), and dehumanization (Q2 = 0.10), with all values exceeding 0.

Effect sizes were evaluated for the final stage of structural model assessment (f2, Table 2, [47]). The impact of security-providing leadership was substantial on safety climate (f2 = 0.35) and moderate on dehumanization (f2 =

0.18). Notably, security-providing leadership had no discernible effect on burnout (f2 = 0.00), affirming the mediated relationship. In terms of burnout, effect sizes were moderate for dehumanization (f2 = 0.20) and small for climate (f2 = 0.06).

4. DISCUSSION

This study delved into the intricate interplay between organizational leadership, employee well-being, and burnout. While workplaces offer avenues for growth, they can also be breeding grounds for stress-induced burnout. In light of this, the concept of security providing leadership emerged as a potential buffer against burnout, acting as an organizational resource [9]. At the heart of this study's main proposition was the idea that security-providing leadership has the potential to mitigate job burnout by concurrently fostering a more supportive psychological safety climate and mitigating instances of organizational dehumanization.

As predicted, the results revealed a significant and inverse correlation between security-providing leadership and job burnout (H1), aligning with previous studies exploring different positive leadership models [4–6]. Furthermore, the investigation highlighted a positive connection between security-providing leadership and psychological safety climate (H2), concurrently uncovering a detrimental association with organizational dehumanization (H4). When employees perceive their leaders as sources of security, it fosters an environment where they can freely express themselves without fear, enabling a culture of open communication. Additionally, such leadership disintegrates the perception of being dehumanized within the organization, consequently equipping employees with resilience to confront workplace demands while nurturing emotional well-being.

Moreover, the research confirmed the inverse relationship between psychological safety climate and job burnout (H3), endorsing the idea that an absence of psychological safety compels workers to suppress emotions, ultimately fostering burnout. In alignment with this, the study demonstrated a positive connection between organizational dehumanization and job burnout (H5), underscoring how a mechanistic perception of employees within organizations can culminate in emotional exhaustion and psychosomatic stressors.

The practical implications of these findings are profound. Organizations can proactively combat burnout by cultivating security providing leadership, emphasizing leaders as safe havens for employees. This role entails sensitivity, responsiveness, guidance, and emotional support, mirroring the traits of security-enhancing attachment figures. This nurturing leadership approach engenders courage, hope, and dedication, creating an environment of optimism even amidst challenges [55].

Despite its contributions, the study acknowledges limitations. Self-report measures may introduce bias, and the absence of the efficacy subscale in burnout assessment warrants further exploration. Additionally, the cross-sectional design precludes definitive causal conclusions. Future research avenues include multilevel analyses to understand the impact of leader behaviors at both individual and group levels, and investigating outcomes beyond burnout, such as performance and workgroup effectiveness. Furthermore, contextual factors may modulate the impact of security providing leadership, warranting exploration in diverse organizational settings.

In essence, this study provides valuable insights into how security providing leadership can serve as a pivotal shield against burnout, transforming workplaces into nurturing havens where employee well-being flourishes, paving the way for enhanced performance and organizational success.

Conclusions

Managers and supervisors play a pivotal role in influencing the welfare of their team members. This study has emphasized a leadership style specially crafted to mitigate stress and job burnout, known as security-providing leadership. The developed model emphasizes how this leadership strategy can effectively counteract burnout by fortifying a psychological safety climate and mitigating instances of organizational dehumanization. Nevertheless, it is crucial for future research to employ more intricate designs to explore supplementary variables and organizational characteristics associated with security-providing leadership and its effects.

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