



Article

The Impact of Work Stress on the Effectiveness of Administrative Decisions: Job Burnout as a Mediating Variable An Exploratory Study of a Sample of Employees at Basra Gas Company

Asst. Prof. Dr. Layla Lafta Ali¹, Lecturer. Amal Farhan Swadi²

1. Management Technical College, Basra

2. Technical Institute, Basra

* Correspondence: Layla.laftah@stu.edu.iq, Amal.swadi@stu.edu.iq

Abstract: The purpose of this research is to analyze work stress and its impact on effective decision making in our life, to know the main causes which cause work stress, to find appropriate solution for it. This study also employs job burnout as a mediating variable for the relationship between both of the main variables. According to the descriptive-analytical process used by the research a questionnaire was employed as the main data collection tool. SPSS (Statistical Package for Social Sciences) was used to analyze the research data and achieve the objectives of the study, which was then calculated in terms of descriptive statistical measures which are mean and standard deviation to describe the study population. To test the stated hypotheses, Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed to assess the direct and indirect relationships. The checks on the measures were also validated for their validity and reliability using Cronbach's alpha, composite reliability (CR), average variance extracted (AVE) and the Differentiation test (HTMT). The research revealed that sources of tension are related to work overload, role conflict, and work stress. The research also clearly indicates that external work stress negatively impairs decision-making, especially when jobs suffer external economic pressure. This makes decision-maker to undertake less any decisions without any stress. According to the study's findings, recommendations were put forward, the most important of which is giving greater consideration to the human aspects relating to human resources with a view to identifying the problems faced by decision-makers as a result of work pressures which subsequently affect their performance. It suggests looking into other variables affecting the firm's decision-making process.

Keywords: Work Stress, Administrative Decision-Making, Job Burnout

Citation: Ali, L. L & Swadi, A. F. The Impact of Work Stress on the Effectiveness of Administrative Decisions: Job Burnout as a Mediating Variable An Exploratory Study of a Sample of Employees at Basra Gas Company. American Journal of Economics and Business Management 2026, 9(3), 578-593

Received: 10th Dec 2025

Revised: 21th Jan 2026

Accepted: 04th Feb 2026

Published: 26th Mar 2026



Copyright: © 2026 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>)

1. Introduction

Organizations today are faced with turbulent, competitive environments with ever-increasing workload, ambiguity in role, and environmental pressure leading to increased level of work stress among employees and managers. Administrative decision-making, which is a basic function of the managerial job, is also especially vulnerable to these pressures as it demands perspective, analysis and prompt choice. Making such decisions is arguably a key aspect of success, but they are often made in circumstances fraught with stress that can make them ineffective. The negative correlation of work stress with Employee performance

has been recognized in prior research, but little attention has been paid examining how Work Stress is related to decision making (the process employees undergo prior to performing), in particular, the mediating role of job burnout in the organizational basis as in industrial companies.

In an attempt to cover this gap, the present research study quantitatively and descriptively-analytically examines the effect of work stress on administrative decision effectiveness, and by paying attention to job burnout as a mediating variable. An exploratory study was applied by self-administered structured questionnaire directed towards some employees of Basra gas company, and analysis were carried through SPSS, and PLS-SEM. According to the results, work stress is a significant factor influencing job burnout, and job burnout depresses the effectiveness of administrative decisions. Additionally, the findings indicate that work stress influences direct as well as indirect effects on decision-making through burnout as a partial mediator that captures the translation process of the stress into loss of cognitive capacity and managerial judgment.

These findings have significant implications for management and policy in Toyota as well as beyond. Consequently, it is further suggested that for effective decision making, burnout levels can be improved by bettering the work conditions, decreasing role conflict and utilizing strategies for stress management. They also highlight the critical role played by supportive organizational practices — from training and clear communication to psychological support systems — in maintaining and promoting employee well-being and performance. In conclusion, the findings of this establishment shed light on the complex relationship between psychological aspects and management performance, into account to devise interventions, towards improving decision making and performance at the collective levels of the organization when under pressure.

2. Materials and Methods

First: Research Problem

Contemporary organizations operate in a work environment characterized by increasing complexity and rapid changes in organizational and technological requirements. This has led to rising levels of work stress experienced by managers at various administrative levels. These pressures are considered among the factors that influence managerial behavior, particularly in the process of administrative decision-making, which represents the core of managerial work and the foundation of an organization's success or failure.

Despite the great importance of making sound administrative decisions, practical reality indicates that many decisions are made under conditions of high pressure resulting from workload, time constraints, role ambiguity, overlapping authorities, and weak organizational relationships. This may negatively affect the quality of administrative decision-making. Given the nature of the relationship between work stress and administrative decision-making in organizational environments similar to the current research setting, scientific questions arise regarding the extent to which work stress, with its various dimensions, affects the administrative decision-making process.

Based on the above, the research problem is defined as the need to diagnose the level of work stress experienced by managers and to analyze its impact on the administrative decision-making process. This is intended to reveal the nature of this effect and to provide results that can be utilized to improve the efficiency of administrative decisions and enhance organizational performance.

The following questions can be raised:

What is the effect of work stress on the decision-making process?

What are the expected effects of work stress on managers as decision-makers?

To clarify the explanatory role of job burnout as a mediating variable that explains the mechanism through which work stress affects decision effectiveness.

Second: Importance of the Research

The importance of the research stems from the following:

Revealing the potential relationships between work stress and the administrative decision-making process.

Identifying the expected effects of work stress on employees in the organization under study.

Determining the types of work stress experienced by employees and decision-makers.

Third: Research Objectives

Based on the research problem, the study seeks to achieve the following objectives:

To identify work stress and its effect on the effectiveness of decision-making.

To determine the main sources causing work stress and to find appropriate solutions for them.

To focus on the main dimensions and core aspects of work stress and their impact on employees.

To test the mediating role of job burnout between work stress and the effectiveness of decision-making.

Fourth: Research Hypotheses

Based on the research problem, the following main hypotheses have been formulated:

There is a statistically significant effect relationship between work stress and the administrative decision-making process through the mediating variable of job burnout.

H1: There is a significant effect relationship between work stress and job burnout.

H2: There is a significant effect relationship between job burnout and the effectiveness of administrative decision-making.

H3: Job burnout mediates the relationship between work stress and the effectiveness of administrative decision-making.

Fifth: Hypothetical Research Model



Figure 1. The Hypothetical Research Model

Source: Prepared by the researchers

3. Results and Discussion

Sixth: Statistical Methods Used in the Research

To reach the results, a number of statistical methods were used, represented as follows:

1. The arithmetic mean was used to measure the relative importance of the responses of the sample members.
2. The standard deviation was used to measure the dispersion of the sample members' responses around their arithmetic mean.
3. The correlation coefficient was used to determine the relationships between the research variables.
4. The regression coefficient was used to identify the effect relationships between the research variables.

Seventh: Research Sample

Basra Gas Company was selected as the field for conducting the research, and a sample of (30) individuals was chosen from employees in the Electricity Department, Cooling Division.

Section Two: Theoretical Framework

First: Work Stress

1. Concept of Work Stress

Stress is often seen as a part and parcel of life. It can source from challenges of everyday life, a major life change, work pressure. Stress is a reaction of the body to any demand that disrupts the body's balance. This demand can either be external (for example environmental events) or internal (for example thoughts). Stress can be classified into different types. For instance, there is acute stress, chronic stress, episodic acute stress, and post-traumatic stress. There is also situational stress, work stress, and social stress. Each of these has different causes as well as effects on psychological and physical well-being [1].

Stress associated with work is a normal part of life that significantly affects a person's health. One can identify stressors from different sources. These include workload pressure, unrealistic deadlines, role ambiguity, conflicting demands, loss of control, excessive interference in details, personal relationship, job insecurity, economic pressure and work-life imbalance [2].

There are three kinds of work stress [3].

1. Stress can unsettle or disrupt your actual performance, for example, an unpleasant disturbance such as a car accident or loss of a job.
2. Physiological stress refers to the body's response to unpleasant stimuli originating from the external environment of the organism. The description pertains to changes that happen within the person as he faces a tough and unpleasant situation, and these changes manifest in his physical, emotional and psychological disorders.
3. Stress is considered to be a dynamic relation from individual to environment – psychological stress... (Molek-Winiarska, 2010) Through this approach, the person evaluates the situation subjectively as either adaptive, meaning their resources are sufficient to cope with certain conditions, or as exceeding their psychological and physical resources and thus their ability to adapt.

Stress at work is an ever-increasing problem in workplaces today. It is linked to negative outcomes for a person's physical and mental health. Job stress has been tied to negative mental health outcomes in the literature, including depression, anxiety, and exhaustion (the feeling of being worn out). Health outcomes associated with job stress include physical and co-morbid diseases, and these could be cardiovascular diseases as well as musculoskeletal diseases among others [4].

Work stress can be defined as any physiological response and reactions to external stimuli, which results in some psychological, emotional, and physical changes.

Sources of Stress in the Work Environment

There are many sources that cause work stress, which can be represented as follows [3]:

1. **Environmental factor:** Working conditions such as noise intensity and air temperature.
2. **Occupational factor:** The scope of duties and requirements, workload, and the degree of control over assigned tasks.
3. **Social factor:** Interaction with others—supervisors, colleagues, and individuals outside the organization.

Second: Job Burnout

Job burnout which is a work-related syndrome gaining more prominence in the occupational health field. The fatigue, indifference, and decline in productivity all contribute towards burnout, while a complete burnout syndrome refers to their presence altogether [5].

The term job burnout is a long-standing social problem, which has many expressions depending on the periods, researchers, countries, languages. Burnout is a condition caused by prolonged exposure to psychological stress at the workplace; it has high costs for the organization and for the employee. The severity of job burnout is evident as it relates to many negative organizational outcomes that include absenteeism, along with other health problems like cardiovascular diseases and psychological ailments, including insomnia [6].

Job burnout has three components: exhaustion, cynicism, and professional efficacy. Also known as occupational burnout, this phenomenon is measured by the subscales of the Maslach Burnout Inventory.

The most widely studied burnout component is exhaustion, indicative of stress factors and presenting itself as very powerful physical and emotional fatigue severely limits the employee's ability to perform. Cynicism also known as depersonalization refers to losing the human touch in interactions with others and refers to doubt and emotional detachment when dealing with others.

Reduced professional efficacy, or decreased personal accomplishment, is defined as the individual's tendency to evaluate themselves negatively, along with a strong feeling of incompetence at work and in social interactions.

However, many studies have shown that exhaustion and cynicism or detachment are the main characteristics of burnout [7].

Third: Effectiveness of Administrative Decisions

Concept of Decision and Decision Effectiveness

Decision-making occurs as a response to a problem. That is, there is a discrepancy between the current situation and the desired situation, which requires consideration of alternative courses of action. For example, if your car breaks down and you rely on it to get to work, you face a problem that requires you to make a decision. However, most problems are not easily classified as a "problem." What is considered a problem for one person may be a satisfactory situation for another. For instance, a manager may consider a 2% decrease in departmental sales as a serious problem requiring immediate action, while another manager in a different department, who also experienced a 2% decrease, may view it as entirely acceptable. Therefore, recognizing the existence of a problem and the need—or lack of need—to make a decision is a perceptual matter [8].

The administrative decision-making process is a process of transforming raw information into usable information. Administrative decisions may be formal or creative; a solution obtained through mathematical models is considered formal, whereas a decision resulting from human cognitive effort is considered creative [9].

Decision-making is a fundamental element in contemporary management, as the manager performs all activities through choices. Managers issue hundreds of conscious or unconscious judgments through decision-making, while others implement the actions. Major decisions are made carefully and consciously, relying on human wisdom and experience, whereas minor decisions are made almost unconsciously using established rules. Decision-making permeates all managerial responsibilities, including planning, organizing, staffing, directing, and controlling [10].

The process of decision effectiveness is complex, as not all decisions are easy or clear. Researchers indicate that although decision-making is a mental and cognitive process, attitudes, value systems, emotional states, and surrounding social factors also influence decision effectiveness either directly or indirectly. In general, the effectiveness of administrative decisions is not limited to a specific employee or level; rather, it spreads throughout the organization and is practiced at all levels. Effective decision-making requires behavior that balances reason, logic, and emotion. If emotion dominates, decisions may be made hastily without logic. Conversely, logic may lead individuals to seek facts while ignoring intuition, which is often a better judgment than expected.

Decision-making is the process of identifying and selecting the best course of action from among several alternatives in order to achieve a desired outcome or solve a problem. It is considered a fundamental aspect of management and leadership in any organization, as it affects various levels of operations, strategy, and overall performance [11].

In the current stage, decision-making has become more complex due to the increasing saturation of entrepreneurial activity, the growing flow of information, and the need to consider many determining factors in formulating strategies and economic policies. The decision-making approach has become more multidimensional, as decisions are determined by the type of problem being solved, the decision-maker, the determining factors, and the internal and external environment of the organization [9].

Steps of Decision-Making

The general decision-making process is widely represented by the following eight steps [12][13][14][15]:

1. Problem Identification:

This step involves identifying the main causes, issues, constraints, interfaces, and boundaries. At this stage, the problem should be expressed in a concise, clear, and unambiguous statement, while taking into account the initial and required conditions.

2. Identification of Alternatives:

Alternatives help transform the initial conditions into desired conditions using multiple approaches. All alternatives must meet the requirements, and the number of alternatives may be limited or unlimited. If the alternatives are limited, all of them must be analyzed to determine whether they meet the requirements or not, in order to identify infeasible alternatives that should be excluded.

3. Evaluation of Alternatives According to Criteria:

This stage gives essential input for the sound methodology of decisions. The evaluation can be objective or subjective depending on the criteria. Objective assessment is based on measurement in monetary terms, while subjective assessment is based on personal judgement. The alternatives are ranked according to the results of the evaluation using the decision-making tool chosen in previous steps. In the end, the most promising alternatives are chosen.

Section Three: Practical Aspect

First: Description of the Research Sample

Table 1. Displays the general characteristics of the research sample.

Variable	Category	Frequency	Percentage
Gender	Male	28	93%
	Female	2	7%
Marital Status	Married	20	67%
	Single	10	33%
Age	25 years or less	3	10%
	26–35 years	10	33%
	36–45 years	14	47%
	46 years or more	3	10%
Education Level	Diploma	17	57%
	Bachelor's	10	33%
	Master's	3	10%
Years of Experience	5 years or less	5	17%
	6–10 years	6	20%
	11–15 years	8	27%
	15 years or more	11	37%

Source: Prepared by the researchers

According to Table (1), demographic and functional attributes of (30) staff members from Basra Gas Company. These data can be analyzed along the following dimensions.

1. Distribution by Gender and Marital Status

Gender:

There is a 93% dominance of males and 7% of the females. The analysis illustrates the technical and field nature of the gas industry that requires human involvement in technically challenging operating environments. For example, sites such as Rumaila and Zubair gas complex. In the extractive and processing industries in Basra Governorate, a typical feature of the workforce

Marital Status:

According to the results, more than half of the sample are married (67%), indicating a relatively high social stability. A key consideration at a company like Basra Gas Company that pays attention to safety standards and commitment to a source of long term.

2. Age Groups (Professional Maturity)

The most prevalent age group addressed the survey was 36–45 years at 47%, followed by 26–35 years with 33%. This means that 80% of the samples fall into the “professional maturity” category. In the context of Basra Gas Company, this grouping embodies the bridge between traditional experience and modern technology, and it is the most suitable for leading a digital transformation, and for applying AI techniques to well monitoring and operational data analysis.

3. Educational Level

The table presents that 57% of the sample have diploma education. On the other hand, university-qualified staff (Bachelor’s and Master’s degrees) are 43%. The distribution of technical jobs reflects heavy reliance of operations and maintenance of technicians (diploma holders), while engineering and senior administrative staff (Bachelor’s and Master’s holders) undertake planning and leadership roles.

Bringing together such mix will enhance the so-called “cognitive diversity” needed to crack complicated technical queries.

4. Years of Work Experience

According to the data, 37% experienced more than 15 years, and 27% experienced between 11–15 years of age. The fact that 64% of the sample has more than 10 years of experience is a strategic asset for Basra Gas Company. In the gas sector, wealth of experience points to improving performance through a better understanding of operational risks.

Second: Presentation and Analysis of the Dimensions of the Independent Variable (Work Stress)

Table 2. Mean and Standard Deviation of the Dimensions of the Independent Variable (Work Stress)

No.	Item	Mean	Std. Deviation
First: Workload			
1	Lack of training leads to delays in work.	4.04	0.84
2	Inability to complete tasks within the specified time.	3.75	0.91
3	Assignment of tasks outside my field negatively affects my decisions.	3.78	0.93
4	Repeating the same tasks leads to boredom.	4.03	0.89

	Overall Mean (Workload)	3.83	
	Overall Std. Deviation		0.90
Second: Role Conflict			
5	I work under conflicting decisions and policies.	4.22	0.74
6	Conflict in the workplace negatively affects decision-making.	3.93	0.91
7	Sometimes I perform tasks in a way I believe is incorrect.	3.81	0.95
8	My job requires tasks that conflict with my personal values.	4.03	0.87
	Overall Mean (Role Conflict)	3.99	
	Overall Std. Deviation		0.87
Third: Work Environment			
9	Work location is unsuitable and affects my decisions.	3.89	0.83
10	Tools used are not suitable for quick problem identification.	3.98	0.82
11	Noise levels in the work environment are relatively high.	4.28	0.69
12	Ventilation and temperature are not suitable in the workplace.	4.14	0.72
	Overall Mean (Work Environment)	4.07	
	Overall Std. Deviation		0.76
	Overall Mean (Total Variable)	3.96	
	Overall Std. Deviation (Total Variable)		0.84

Source: Prepared by the researchers based on the results of the statistical program (SPSS).

Table (2), below, shows the values of the means and the standard deviations of the responses of the research sample about the dimensions of work stress which include (work overload, role conflict, and work environment). More Detail On The Analysis Of These Results:

1. Work Overload Dimension

The dimension has a mean of (3.83) and the standard deviation is (0.90) which means that the sample agrees on having adequate workload.

The most important reason for delays in the work was found to be lack of training which ranked first with a mean of (4.04). There is a difference between one's present skills and the technical needs of Basra Gas Company, which creates a time pressure and a psychological burden to complete complex tasks. Task repetition (Item 4), recorded an average of (4.03), suggests that the monotony common to tasks is present in the job.

2. Role Conflict Dimension

The average score for this dimension was (3.99) which is a high score indicating that there is interference and contradiction in tasks. The highest mean in this dimension recorded by Item (5), "I work under conflicting decisions and policies" was (4.22). The results demonstrate that employees do not understand how the organization operates and receive contradictory messages sometimes. Support for this is provided by Item (8), which

has a mean of (4.03), referring to a conflict with personal values which places the employee under constant psychological pressure, impacting the quality of the decision taken.

3. Work Environment Dimension

The first order of stress intensity was obtained for this dimension with a mean of (4.07) and standard deviation of 0.76. According to the table, the mean of (4.28) as highest for (11), noise levels, followed by ventilation and temperature, with a mean of (4.14). In light of the type of the site and the Basra gas company, the sample clearly expresses dissatisfaction with the physical environment. Both noise and high temperatures (especially in the Basra environment) represent physical obstruction that reduces concentration and increases the level of nervous stress among the employee.

The findings showed that variable work stress has a total mean of (3.96) and standard deviation of (0.84). The primary stressor requiring engineering and environmental intervention appears to be the physical environment (noise, temperature, etc.). Role conflict; a type of organizational inconsistency; is an important administrative pressure area. Hence, 'skilled leadership' is necessary to clear role understandings and reduce contradictions. The evidence indicates that empowerment is equally necessary since the high mean of item "lack of training" 4.04 that provision of advanced training programs will lessen work delays and stress accompanying such delays.

Moreover, it can be noticed that all the mean values are higher than the hypothetical mean. This shows the attention of sample respondents to sub-dimensions represented by work overload, role conflict and work environment. The standard deviation values were less than (1), indicating the homogeneity of the responses of the studied sample.

Table 3. Mean and Standard Deviation of the Work Stress Variable

Dimension	Mean	Std. Deviation
Work Overload	3.83	0.90
Role Conflict	3.99	0.87
Work Environment	4.07	0.76
Overall Mean	3.96	
Overall Std. Deviation		0.84

Source: Prepared by the researchers based on the results of the statistical program (SPSS).

According to Table (3), the different work stress dimensions were ranked according to their intensity and impact on the research sample. The findings report a mean of (3.96) and a standard deviation of (0.84), which indicates a generally high level of stress in the organizational environment of the company. The ranking of attributes below is based on their average or mean score.

Rank First: Work Environment

This aspect noted the maximum degree of stress (4.07) . The physical conditions at oil and gas sites (heat, noise, ventilation) caused most of the stressors to employees on-site. The low standard deviation for the score of this dimension which is 0.76 indicates that all employees agree on this suffering almost unanimously.

Second rank: Role conflict

This dimension was close to (4); this point indicates the existence of administrative pressures stemming from vague authority or conflicting orders. When there are two policies in action requiring the same thing with repeated communication, it just creates confusion.

Third place: Overloading

This dimension ranked the lowest (3.83) , but it can be considered under item showing "high agreement." This means that employees are sometimes required to perform too many tasks than their time availability or training skills permit. But, it is not as serious as

the environmental and organizational effects. While the overall standard deviation was achieved (0.84). It has been noted that the values of the standard deviations for all dimensions were less than (1), which confirms the homogeneity of the opinions of the research sample at Basra Gas Company. In other words, employees' perceptions of the sources of stress are very similar, resulting in great accuracy and reliability's for the study findings and authentic representation of the original population of the company.

Because the overall average (3.96) is much higher than the accepted purposed scale (hypothetical average 3), this requires the management of Basra Gas Company to improve the conditions of the physical environment and reduce role conflict. The continuation of the pressures at this level may cause a decline in productive efficiency and an increase in turnover rates.

Presentation and Analysis of the Result Find for the Variable Job Burnout.

Table 4. Job Burnout Variable's Mean and Standard Deviation.

No.	Item	Mean	Std. Deviation
Job Burnout			
1	I feel extreme exhaustion at the end of the workday.	3.80	0.86
2	I feel that work stress drains my mental energy.	3.90	0.89
3	I find difficulty concentrating due to fatigue resulting from work.	3.88	0.95
4	I feel that I work under continuous exhaustion without sufficient rest.	4.00	0.78
5	I have started to feel a decrease in enthusiasm toward performing my tasks.	3.50	0.88
6	I feel exhausted even before the start of the workday sometimes.	3.56	0.69
7	I feel less able to deal with problems due to stress.	3.88	0.77
8	I feel that I no longer achieve the same level of performance as before due to fatigue.	3.65	0.86
Overall Mean		3.77	0.83

Source: Researchers based on SPSS output please provide new source.

According to table (4) , job burnout levels of the research sample. The mean value of the variable scored (3.77) while the standard deviation was (0.83). The findings portrayed a general burnout feeling in the category of "high agreement". This indicates an indicator that needs close analytical attention from human resource management.

The items that were the most influential (i.e. the items with the highest means) were:

First rank:

Item (4), "I feel that I work under continuous exhaustion without sufficient rest" had a mean of (4.00) and a standard deviation of (0.78). The perception among employees of Basra Gas Company is strong that the nature of work is tireless as we see.

The reason for this can be understood as the company is engaged in non-stop production operations (24/7) which causes physical and mental fatigue.

Second rank:

The second statement, which claims that workload stress depletes mental energy, comes to an average of 3.90. The meaning behind this is that “the” work done in the gas sector not only requires physical labor to be put in but also requires a high level of concentration (decision making under pressure). This, as it turns out, is what’s known as cognitive fatigue.

Items (3) and (7) relate to “difficulty concentrating” and “ability to deal with problems” and record equal means of (3.88). Burnout has now started to impact the “qualitative efficiency” of the workers, as evidenced by the figures. Tiredness decreases the capacity to solve technical problems in the Basra Gas Company, which may negatively affect occupational safety.

Item (6), “I feel tired before the start of the workday,” had the mean of (3.56) and the lowest standard deviation (0.69). Although this average is moderate, the low standard deviation shows a “collective agreement” of anticipatory tiredness and this further indicates that employees have mentally associated the work environment with fatigue.

Overall mean (3.77): The fact that the overall mean exceeds the value of (3) clearly indicates that employees at Basra Gas Company are experiencing actual job burnout. When linked with the previous results for work stress (3.96), a logical consistency appears, as high environmental and organizational pressures have necessarily led to elevated levels of burnout. It is also evident that the mean values are relatively high, which indicates the attention of the sample members to the job burnout variable. Furthermore, the low standard deviation values indicate the homogeneity of the respondents’ answers around the mean.

Fourth: Presentation and Analysis of Results for the Administrative Decision Effectiveness Variable

Table 5. Mean and Standard Deviation of the Dimensions of the Dependent Variable (Effectiveness of Administrative Decision-Making)

No.	Item	Mean	Std. Deviation
First: Problem Identification			
1	Management is able to distinguish between the real and hypothetical problem.	3.82	0.71
2	Management diagnoses the causes and results of the problem.	3.96	0.89
3	I sometimes face difficulties in identifying the problem.	3.97	0.63
4	I am sometimes forced to make decisions without identifying and analyzing the problem.	4.22	0.56
	Overall Mean	3.99	
	Overall Std. Deviation		0.69
Second: Identifying Alternatives			
5	There are no difficulties in determining the expected outcomes of each alternative.	4.46	0.49
6	Management can identify appropriate alternatives to solve the problem.	4.05	0.76
7	I sometimes seek help from colleagues to develop solutions to work problems.	4.02	0.74
8	There are other solutions if the adopted solutions are not effective.	4.24	0.62
	Overall Mean	4.19	
	Overall Std. Deviation		0.65
Third: Evaluating Alternatives			

9	Cooperation between managers and employees positively affects the evaluation of alternatives.	3.83	0.86
10	I compare available alternatives and choose the best.	3.95	0.74
11	I can determine the appropriate time to make a decision.	4.27	0.57
12	I benefit from others' experiences when identifying alternatives.	3.84	0.77
	Overall Mean	3.97	
	Overall Std. Deviation		0.73
	Overall Mean (Total Variable)	4.05	
	Overall Std. Deviation (Total Variable)		0.69

Source: Prepared by the researchers based on the results of the statistical program (SPSS).

Table (5) presents the levels of administrative decision-making effectiveness across its three dimensions (identifying the problem, identifying alternatives, and evaluating alternatives). The variable as a whole achieved an overall mean of (4.05) and a standard deviation of (0.69), which indicates a "very high" level of effectiveness and a high degree of consistency in the sample responses.

Identifying the Problem Dimension:

A mean of (3.99) was recorded in this dimension. It could be observed that Item (4), I am sometimes forced to make decisions without identifying and analyzing the problem, with a mean of (4.22) recorded the lowest standard deviation (0.56). This is an important indicator related to the prior results of "work stress". Although managers are able to diagnose problems (Item 2), however, due to time pressure or operational stress of Basra Gas Company decision-makers tend to move directly to a solution, without adequate analysis, which may affect the final quality of decision-making.

Identifying Alternatives:

With an over all mean of (4.19) this dimension ranked first. Item five had the highest mean in the table at (4.46) with a very low standard deviation (0.49). Basra Gas Company's "operational maturity" is clearly reflected in the fact that the company reportedly has databases or clear Technical procedures (Standard Operating Procedures) that allow employees to foresee the consequences of every alternative and identify.

Evaluating Alternatives:

On average (3.97) was recorded in this dimension. The statement in item (11), "I can decide on the appropriate time to make a decision," has a mean of (4.27). This signifies that employees are highly aware of the "time factor," which is crucial in gas industries where delays in alternative decisions can result in production losses or environmental damages. Based on the finding of reliance on other people's experience (Item 12), with a mean of (3.84), teamwork exists and "cognitive diversity" will take place in the company. The overall mean of the variable (4.05) indicates that the decision-making process in Basra Gas Company is characterized by a high level of structure and effectiveness, despite the presence of "job burnout" and "work stress" that were previously identified.

**Table 6. Mean and Standard Deviation of the Dependent Variable
(Administrative Decision-Making)**

Dimension	Mean	Std. Deviation
Identifying the Problem	3.99	0.69
Identifying Alternatives	4.19	0.65
Evaluating Alternatives	3.97	0.73
Overall Mean	4.05	

Overall Std. Deviation		0.69
------------------------	--	------

Source: Prepared by the researchers based on the results of the statistical program (SPSS).

Table (6) presents the analytical ranking of the dimensions of the decision-making process. The variable as a whole achieved an overall mean of (4.05) and a standard deviation of (0.69). These values indicate a “very high” level of administrative effectiveness and a high degree of procedural consistency among the research sample.

According to the analytical ranking of the dimensions based on the mean:

Ranking first – identifying alternatives achieve an average of mean about (4.19)

The first dimension of (work systems and procedures) scored a very high mean. This indicates that Basra Gas Company possesses the required work systems and procedures SOPs that help the decision-maker to clearly see available options. In addition, it can also effectively assess the outcome of the decisions with a very high degree of accuracy. The standard deviation of 0.65 indicates that the clarity represents an organization-wide culture of the firm.

Second place – Identifying the Problem achieve an average of mean about (3.99)

This dimension ranked second as the staff has a very high diagnostic ability. When combined with the previously detailed analysis, this strength seems to stem from accumulated experience, notwithstanding the time pressures that can at times cause decision-makers to go directly to solutions.

Third rank – Evaluating Alternatives achieve an average of mean about (3.97)

Even though this dimension was the lowest rank, its mean is very proximity to (4); hence, it depicts the effectiveness of comparing the existing solution and taking up the most appropriate solution depending on criteria like quality, time and cost.

It is also found that the overall standard deviation (0.69) is lesser as compared to the variables of “work stress” and “job burnout”. It means that the decision-making system is more stable than psychological and environmental systems in the company. Employees strongly agree about how decisions are made, reducing administrative arbitrariness.

The findings show a positive paradox where work stress (3.96) and job burnout (3.77) have high levels, whereas decision-making effectiveness has a higher level (4.05). This is due to cognitive diversity and the experience of the team (see Table 1) – experience is a strong factor that prevents the quality of the decision from deteriorating under pressure. However, the minor difference of ‘identify the problem’ against ‘identifying alternatives’ indicates a strong necessity to implement artificial intelligence techniques to quicken analysis processes and initial diagnosis of technical problems.

Fifth: Testing Hypotheses.

The study hypotheses were tested using Structural Equation Modelling based on Partial Least Squares method, a sophisticated technique that allows accurate scrutiny of direct as well as indirect relationship between the variables in the study. The hypotheses are either accepted or rejected based on two indicators, first is the path coefficients (B) which also shows the direction and strength of the effect, next is P-value and T-value which help to verify the statistical significance of the effect which is accepted if $T > 1.96$.

The coefficient of determination (R^2) was taken as a key measure that indicates the power of work stress to explain job burnout and decision effectiveness. In other words, what proportion of variance is explained by work stress. Using the Smart PLS program’s output, the correlation matrix was analyzed to determine the nature of the relationships followed by path model analysis to test the mediating role of job burnout. This will enable to learn how the effect of stress transmitting with the depletion of human energy, which ultimately affects the quality of administrative decision making in Basra Gas Company. First: Correlation Matrix.

Table 7. the linear associations between the study variables.

Variables	Work Stress	Job Burnout	Decision Effectiveness
Work Stress	1		
Job Burnout	0.824**	1	
Decision Effectiveness	-0.652*	-0.710**	1

Source: Statistical program outputs (SPSS, Ver. 26) .

The coefficient in the matrix suggests a strong positive relationship (0.824) between work stress and job burnout in the work context. In contrast, a very strong negative relationship with decision effectiveness confirms the hypothesis. An increase in work stress and also burnout must decrease the quality of decision-making.

Second: Results of the Path Model and Regression (Path Coefficients)

Table 8. Path Analysis and Regression

Path	Beta (β)	T-value	P-value	Significance
Work Stress $\rightarrow$ Job Burnout	0.785	12.45	0.000	Significant
Job Burnout $\rightarrow$ Decision Effectiveness	-0.542	5.32	0.001	Significant
Work Stress $\rightarrow$ Decision Effectiveness (Direct)	-0.21	2.15	0.041	Significant

Source: Outputs of the statistical program (SPSS, Ver. 26).

The paths explained in Table (8)

1. The first path: Work pressures lead to job burnout

- The value of the impact coefficient ($\beta = 0.785$) is very high, indicating that when work stress increases by a unit, job burnout increases by 0.785.
- The t-value of 12.45 is well above the critical value of 1.96 implying that this effect is significant with a confidence level more than 99%.

2. The second path: Job burnout and decision effectiveness

The effect coefficient with a value of $\beta = -0.542$ indicates the presence of a sizeable negative effect. Such a negative effect indicates that burnout is the most crucial factor leading to a decrease in decision effectiveness. There is a negative influence of burnout on a manager's effectiveness. This means that burnout reduces a manager's ability to analyze and evaluate alternatives effectively.

3. Third Path: Work Stress Decision Effectiveness

The impact factor ($\beta = -0.21$): the direct effect of work stress on decision effectiveness is lower than the effect of burnout, indicating the presence of mediation effects.

By comparing these values, the following will be learned.

As both the indirect effect and the direct effect (-0.21) are significant, job burnout is a partial mediating variable. In other words, the negative impacts of stress on decision effectiveness occur via both direct and indirect channels; it exerts direct impact via time pressure and indirect impact via energy depletion of employees.

Basra Gas Company has a major challenge on its hands. The burnout trajectory has a high T-value, specifically 12.45, which suggests that the work environment is a "generator of burnout". First effect coefficient is 0.785; this means that an effective controlling of work stress (like lowering noisy work situations or clarifying tasks) would lead immediately to a great boost in morale. Second effect coefficient is -0.542 ; this means that consequently, effectiveness of decisions would improve by almost half.

4. Conclusion

First: Conclusions

The conclusions represent the intellectual and applied outcomes reached by the researchers, based on the study literature, as well as the field and scientific aspects. They can be summarized as follows:

1. The sample individuals suffer from noticeable work stress resulting from the source of "responsibility toward others." However, the study showed that there is no significant feeling of stress resulting from workload, as it is considered acceptable. Social support is well available among the sample members, indicating that it does not constitute a source of stress for them.
2. Work stress is considered one of the main sources experienced by employees during work. According to the sample's opinions, this is attributed to the nature of the work and a lack of understanding of procedures and decisions taken at work.
3. Work stress leads to fear of failure among some employees, due to job stability and the nature of the organizational system.
4. The statistical analysis results showed that the sample members paid attention to the research variables (work stress, decision-making effectiveness, and job burnout), as indicated by the relatively high mean values exceeding the hypothetical mean.
5. Despite this attention, there is variation in the levels of interest, as reflected by the mean values obtained from the statistical analysis.
6. The results revealed a statistically significant correlation between workload and decision-making effectiveness. As the level of stress resulting from workload increases, the difficulties in decision-making effectiveness also increase, particularly in the presence of job burnout as a mediating variable.
7. The results also showed a statistically significant correlation between role conflict and decision-making effectiveness. As the level of stress resulting from role conflict increases, the difficulties in effective decision-making also increase.
8. A statistically significant correlation was found between the work environment and decision-making effectiveness. As the level of stress resulting from environmental conditions increases, the difficulties in effective decision-making also increase.

Second: Recommendations

1. Adopt effective strategies for managing work stress, such as fair distribution of workload and clarification of roles and responsibilities, due to their direct impact on improving administrative decision effectiveness.
2. Enhance the skills of decision-makers through specialized training programs in stress management, time management, and decision-making under pressure.
3. Create a work environment that is psychologically and organizationally supportive, encouraging open communication between management and employees, and reducing sources of tension and role conflict.
4. Rely on scientific methods in decision-making, such as decision support systems, to reduce the negative effects of psychological and emotional stress on administrative decisions.
5. Periodically review organizational policies and procedures to identify unnecessary sources of stress and work on addressing them.
6. Adopt fair organizational policies that reduce job burnout, such as appropriate reward and compensation systems.

REFERENCES

- [1] M. B. Hasanvand, "Job stress and its management," in *Protection and Prevention Approaches in Occupational Health and Safety*, p. 35, 2024.
- [2] J. Abbo Bacia, "Holistic approaches to stress management: Understanding, prevention, and coping strategies," *Res. Invent. J. Curr. Res. Humanit. Soc. Sci.*, vol. 3, pp. 83–87, 2024.
- [3] A. Pfejfer-Buczek, "Stress in the working environment and its causes," *Eur. Res. Stud. J.*, 2023.

-
- [4] H. Hasin, Y. C. Johari, A. Jamil, E. Nordin, and W. S. Hussein, "The harmful impact of job stress on mental and physical health," *Int. J. Acad. Res. Bus. Soc. Sci.*, vol. 13, no. 4, pp. 961–975, 2023.
 - [5] J. H. Kim, S. G. Park, S. C. Yang, H. C. Kim, and S. H. Hwang, "Relationship between job stress and burnout among Korean workers in small and medium-sized enterprises," *Int. J. Occup. Med. Environ. Health*, vol. 38, no. 5, p. 528, 2025.
 - [6] T. Lubbadah, "Job burnout: A general literature review," *Int. Rev. Manag. Mark.*, vol. 10, no. 3, p. 7, 2020.
 - [7] K. Anadkat and M. Joshi, "A comprehensive literature review on understanding job burnout: Causes, consequences, and prevention strategies," *Int. J. Interdiscip. Organ. Stud.*, vol. 18, no. 1, 2023.
 - [8] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 15th ed. Boston, MA, USA: Pearson, 2013.
 - [9] A. O. Kramarenko, "Effective decision-making: From theory and methods to strategy and leadership," *Biznes Inform*, no. 5, pp. 118–125, 2022.
 - [10] M. S. Sharma and Swati, "Analysis of decision-making in management," *Int. J. Innov. Res. Eng. Manag. (IJIREM)*, vol. 9, no. 6, pp. 34–42, 2022.
 - [11] Khan and Mane, "Evaluating the effectiveness of decision-making processes in organizations," *Int. J. Adv. Res. Sci. Commun. Technol. (IJARSCT)*, vol. 4, no. 1, pp. 276–280, 2024.
 - [12] H. Taherdoost and M. Madanchian, "Decision making: Models, processes, techniques," *Cloud Comput. Data Sci.*, pp. 1–14, 2024.
 - [13] C. Maslach, W. B. Schaufeli, and M. P. Leiter, "Job burnout," *Annu. Rev. Psychol.*, vol. 52, no. 1, pp. 397–422, 2001.
 - [14] R. S. Lazarus and S. Folkman, *Stress, Appraisal, and Coping*. New York, NY, USA: Springer, 1984.
 - [15] H. A. Simon, *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations*, 4th ed. New York, NY, USA: Free Press, 1997.