**Employee Burnouts at JJB, Inc., Organization**

**The Social, Theological and Psychological Interventions**

**LDR 815-22: Transforming People Problems (Spring 2023)**

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**100-Days: Essay Project**

Write an 8-10 page essay, not including the cover and works cited pages. The essay should demonstrate scholarly work, cover the subject sufficiently to communicate a solid understanding of applying foundational Christian worldviews and show proper APA 7 style documentation for the resources (works cited).

1. Select a people issue you are passionate about. Applying transformational leadership concepts, compose a research project for addressing this social issue while working in communities with people of diverse cultures and backgrounds. Include the following elements:

a. Analyze the nature of man from theological, sociological, and psychological perspectives as they relate to your chosen issue.

b. Analyze the behavioral motivation for the chosen people's problem issue and the

leader’s role in influencing a solution.

c. Examine methods of Communication to build trust in a Burnout situation.

d. Describe conflict resolution techniques that can be used.

2. Structure (Paper Evaluation includes the following structure below).

a. Download the “OGS APA Course Assignments Template 7th Ed 2021” template

from the General Helps folder in the AA-101 The Gathering Place Course on

DIAL. Using the template, create the following pages.

b. Title Page (not included in page count). c. Copy and paste the assignment instructions from the syllabus starting on a new page after the title page, adhering to APA 7th edition style (APA 7 Workshop, Formatting, and Style Guide, APA 7 Quick Guide).

d. Start the introduction on a new page after the copied assignment instructions.

3. Be sure to meet the following expectations.

a. Begin with an introductory paragraph that has a succinct thesis statement.

b. Address the topic of the paper with critical thought.

c. End with a conclusion that reaffirms your thesis.

d. Document all sources in APA style, 7th edition (APA 7 Reference Example, APA 7 Quick Guide)

e. Include a separate Works Cited page, formatted according to APA style, 7th edition (not included in page count).

f. Use at least fifteen scholarly research sources (three to four books and the remaining peer-reviewed journal articles).

4. Submit the completed paper to DIAL.

**Conflict Modes suitable for Conflict Resolution in a Burnout environment**

 **Fig 1**



*According to the Thomas-Kilmann conflict management theory or model, the five conflict-handling styles or modes. Image source: Author*

**Fig. 1,** the Conflict Mode by Thomas Kilmann is culled from Ascent Publication on “Conflict Management Strategies for Easing Workplace Tension” by Maricel Rivera | Updated Aug. 5, 2022 - First published on May 18, 2022:

**Highlights:**

**Factors of Conflict Resolution suitable for Conflict Resolution in a Burnout environment:**

* Competing
* Collaborating
* Compromising
* Avoiding
* Accommodating

**Intersectionality: Mediating Factors:**

* Assertiveness / Unassertiveness
* Cooperativeness / Uncooperativeness

**Thesis**

Employee burnout is increasingly becoming a health issue, drawing some intense observations at JJB, Inc. Initially, Burnout looks trifling and partly noticeable on the surface because not many people talk about it for fear of mental health stigmatization often associated with them. Burnout stems from visible and invisible exhaustion and built-up stresses over some time. Others include unending tensions in personality type and clashes due to overworking fatigue, lack of cultural diversity, and emotional and nervous breakdowns. “Now is the time to harness your people for a more significant impact. Let ideas flow, and failure happens. Learn from that failure, let your people take a bet on you, and gather those voices that believe in your cause more than you do (Qualls & Carpenter, 2015). Moreover, times are changing. Burnout has the propensity to be like an invisible tornado undercurrent underneath the seabed or the middle of the ocean, waiting to explode in the open, destroying anything in its path. This issue can adversely distort, stifle, or shatter staff morale for work and performance. This study critically examines JJB, Inc, a nonprofit, a Christian organization actively engaged in human services, Christian gospel outreaches, community development, and adult care. The administrator recently noticed the frequency of employee call-ins, hospital visits, low morale, and personality clashes and discovered that something else was happening as resentments gradually began to play out. Apart from management mentoring and coaching plans, suggestion boxes, and group training sessions, direct supervisors' and managers' engagement with the staff concerned are part of the management's routine plan to identify those involved. Paramount is to explore the causatives, mobilize personal intervention tactics, evaluate work and family environments, and employee group interconnected relationship building. Effective Communication and feedback are crucial in detecting and exercising proactive actions to prevent Burnout in the first place.

 **Employee Burnouts at JJB, Inc., Organization**

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**Introduction**

 JJB, Inc is a nonprofit organization. It has a hundred employees. It is a Christian-oriented organization charged with missional goals and services of community development. It provides care services and supports Christian crusades and gospel outreaches locally, nationally, and internationally. It also offers educational scholarships and supports food pantries for people experiencing homelessness and people experiencing poverty. Faced with physical and mental health burnout, this study will investigate why Burnout creates conflicts at JJB, Inc. Burnout creates conflicts over time when unheeded. “Conflict is inevitable in the workplace, so it is important to confront it when it arises before it worsens,” said Christy L. Foley during-a presentation at SHRM; -"Much time when conflict does pop up, people let it simmer. It simmers in their brains; - in their hearts, and eventually, you start to have much negative morale—and negative morale is contagious.” (Gurchiek, 2022).

This study is serialized in four parts. Part a) focuses on the analysis of the nature of man from theological, sociological, and psychological perspectives as they relate to employee burnout. Part b) critically examines the behavioral motivation for burnout issues and the leader's role in influencing a solution or resolution. Furthermore, part c) examines and assesses the methods of Communication to build trust among the employees, between employees, and the organization in this situation. The final part, d), describes conflict resolution techniques that can be used before or when Burnout arises.

1. **Analyze the nature of man from theological, sociological, and psychological**

 **perspectives as they relate to your chosen issue**

 The nature of man from a theological perspective: Theology's universality is apparent in Christianity, its Secular nature, and its prevailing environment. It often attracts different analysis among academics in their attempt to describe it through multiple lenses of conceptualized understanding, religious phenomenology, dogmatic rationalism, and philosophy. “The doctrine of creation and the knowledge of nature have become tension in modernity. Dogmatic statements about the world as God's creation are not about a description of nature and reality but about a reflexive account of Christian–religious Communication (Danz, 2021). Danz seems to miss the point in the epistemology of God’s expansive universality of nature. God's creation is not a reflexive-religious communication alone; there is the revelational truth about the nature of man, made after the image and likeness of God‘s divine knowledge and environmental characterization ushered in at God’s command: Go Yee and multiply and be fruitful and have dominion, Genesis 1:26. And yet, Burnout overcomes a man sometimes.

 Burnouts and man’s vulnerability: To the management of JJB, Inc, the concept of knowledgeable dominion unfolds the empathy for burnout employees and the ability to devise feasible tactics and strategies to address the burnout issues. The concept of dominion is a function of God’s omniscience, omnipotence, which informs the power of control of the situation through divine, medical, therapy, and counseling of the employees suffering from Burnout. However, the nature of man also comes with human flaws when there is a lack of work-life balance, wasted time and commitment, weakness, and pride in times of conflict and Burnout. Moreover, JJB management is proactive at getting employees engaged and updated to identify conflict areas and Burnout, engage in prayers and utilize commonsense preventive principles.

 The impact of work balance: “Professionals engaged in projects, both at managerial and team levels, are exposed to work–life balance resulting from work performance and personal life responsibilities. The empirical results revealed conflicts due to poor time management, adversely affecting personal and professional commitments” (Irfan et al., 2023). Adequate work balance is crucial to a healthy work process.

The nature of man from a sociological perspective**:**  In micro and macro sociological contexts, the nature of man is an embodiment of a socio-anthropological society in which he exercises dominion (control), works, and lives. To JJB, Inc, the micro-sociology of behavioral and human interaction, relationship building, and micro-break activities in its workplaces are primary resource functions to address employee burnout. Attesting to this are some contemporary, modern authors. “Human nature is seen as a set of drives and capacities, which play a key role in people’s actions in any social context (Leahy, 2012). Nevertheless, to Kim, S., Park, Y., & Niu, Q. (2017), four categories of micro-break activities—relaxation, nutrition -

intake, social, and cognitive activities—are possible recovery mechanisms in the workplace. Using effort recovery and conservation of resources theories, we hypothesized that micro-break activities attenuate the common stressor–strain relationship between work demands and negative affect"."

In contrast, Barboza et al. (2023) argue that “Using conservation of resource (COR) theory and

applied intersectionality, we systematically measure and model differential vulnerabilities to emotional exhaustion, depersonalization, and loss of personal accomplishment for individuals at the intersection of gender, racial, and generational identities.”

Therefore, JJB management recognizes and embraces that Leahy, Kim, Barboza-Wilkes,

and fellow authors offer logical facts about the intersectionality of cultural diversity and organizational and human behavioral patterns, which have causative and remedy effects on employee burnout.

 The nature of man from a psychological perspective: JJB, Inc devotes much attention and resources toward employee training to sensitize them and as proactive measures about the psychological causatives, effects, and strategies toward containing, curtailing, and preventing mental stress, depression, and emotional exhaustion that cause Burnout.

“Burnout is a critical problem in a range of occupational sectors -is a syndrome combining

 symptoms of chronic exhaustion with cynical attitudes regarding work (Demerouti et

 al., 2001; Maslach et al., 2001). Employees - no longer -willing to invest efforts in their

 work tasks.-Recent estimates suggest the prevalence of severe Burnout ranges from 2%

 to 13% in representative working populations (Ahola et al., 2017). These figures

 translate into substantial costs - linked with ill health (e.g., coronary heart disease,

 musculoskeletal pain, and depressive symptoms; (e.g., Ahola & Hakanen, 2014; Toker

 et al., 2012), sickness absence (e.g., Peterson et al., 2008), and lost productivity (e.g.,

 Bakker et al., 2008; Yates, 2020) (Bakker et al., 2023).

Bakker, Xanthopoulou, & Demerouti provide relevant data and information about Burnout's demographics, contingency, and cost factors. JJB, Inc management invites public health physicians, private psychiatrists, and psychologists to train the employees on individual, group, family, and clientele proactive preventive measures against Burnout due to extreme anxiety, depression, PTSD (post-traumatic syndrome disorder), etc. This is gradually yielding some fruits.

1. **Analyze the behavioral motivation for burnout issues and the leader's role in**

 **influencing a solution**

 JJB’s management is undertaking some socio-psychological analysis to determine the

magnitude of the negative, low behavioral motivation, role conflicts, and interactive justice that cause burnouts within and outside. Horst, J. (2023) claims that "Burnout is not the technically-

 the clinical term, but one that is used to describe a state of emotional, mental, and

 physical exhaustion that renders a person overwhelmed- energy level is lowest, there is

 little or no motivation, and there is a strong sense of hopelessness and depression."

Horst is right in the socio-psychological description of the causative effects of Burnout. The JJB working environment may look like a law enforcement center with busy schedules, but they are different in interactional justice and role conflicts. López-Cabarcos, M. Á., López-Carballeira, A., & Ferro-Soto, C. (2023) argue that the nature and characteristics of the current work

 environment of law enforcement- professionals point out role-conflict situations as one

 of the main reasons leading to -hostile behaviors and the worsening of employees’ well-

 being. -To mitigate the harmful effects of role-conflict situations- role conflict fully and

 positively mediates the relationships between laissez-faire leadership and hostile

 behaviors or emotional exhaustion.

Comparative Laissez-faire Leadership Concept: The seeming human brutality associated with some law enforcement is an indication that Laissez-faire leadership may not be well articulated and applied by them, even if it is suitable at JJB, Inc. López-Cabarcos, M. Á., López-Carballeira, and some studies find the Laissez-faire as mediating and facilitating factor. However, this study shows that the characteristic feature of freedom and allowing the cops to do what they like is not working to public and community interests due overwhelming dissatisfaction. Law enforcement in some US community engagements often makes unqualified decisions. Sometimes they are found in violent argumentative, grizzly violent situations, mostly with minorities. Laissez-faire leadership and the freedom to exercise moral, ethical, and respect for the dignity of the people are abused. These virtues do not seem wholly motivational to cops as the communities concerned would expect. The followings attest to this: i) the abuse of power associated with George Floyd 2022, ii) the Uvalve school Children Massacre, iii) regular arrests of minorities, 2023, etc.

The motivational roles of transformational and transactional Leadership in employee burnout: JJB management invests time, training, and resources to motivate employees to prevent or minimize job burnout through healthcare benefits and incentives. JJB moderates the tone of rewards and promotion not as absolutes but along a mix of transformational Leadership (teamwork, cultural, and efforts) and transactional Leadership (rational, ethical, discipline, and rewards). And not on extremely effective terms to avoid Burnout. This implies offering the employees equal opportunities to excel, thrive, and compete favorably. The employees also have individual access to counseling, psychiatric and psychotherapy appointments to assess and evaluate the individual and family members. Specialized training on identifying stress from work and home environments is available to employees. The training sensitization enables them to be proactive and open to private discussions about symptoms surrounding Burnout like stress, depression, and family pressures. Sometimes, the competitive working environment can create Burnout for some. In contrast, this spurs up positive, inspiring challenges with Type-A personalities. However, Type-B and Type-C personalities are easily suspicious of each other and susceptible to mental health and emotional breakdowns amid competitive pressures.

The theories of Conservation of Resources (COR) and Transformational Leadership (TFL): “Under the tenets of conservation of resources and role theories, this study draws up and tests a moderated-mediation model. The model postulates job burnout (JB) as a mediator between role stress (RS) and organizational commitment (OC), while transformational Leadership (TFL) is a moderator to such mediation (UI-Hassan, 2023). Similarly, Rittschof, K. R., & Fortunato, V. J. (2016) suggest that “child welfare organizations should hire and train transformational leaders to reduce job burnout and increase job attitudes among CPS case managers.” However, Dorta et al. (2023) argue that “the current work proposes high-performance work systems (HPWSs) as a solution to the difficulties mentioned above. HPWSs are unique interrelated HRM practices that act in concert to improve employee skills, motivation, and participation in organizations. HPWSs have caught the attention of scholars within the HRM literature in recent decades.

The concept of ethical Leadership: “relates well to positive employee psychology; Ethical Leadership enhances employees' mental health - facilitating them in achieving different organizational tasks (Li et al., 2014). - treats employees fairly. - it boosts their morale and mental health, -strongly focuses on ethics and morality- Precisely, -like roots, - when roots are solid, the stress and tension of employees will be short-lived (Ali, A. et al., 2022). Ethical Leadership is a primary function of JJB management, as it relates to the employees to prevent Burnout.

**c. Examine methods of Communication to build trust in a Burnout situation**

 Systems of Communication are critical and sensitive to the success of establishing employee trust, confidence, and solution in a burnout situation at JJB, Inc. Effective Communication requires an adequate flow of information (in vertical and horizontal styles) through the proper channels, verbal and written messages, and directives. Others include administrative and technological systems so that internal crises are promptly identified and dealt with before they manifest beyond control. Effective Communication tends to mediate between burnout situations and the styles of interaction and inter-connectivity in relationship building at JJB, Inc. There are feedback mechanisms in place whereby each employee is sensitized to freely interact and privately talk with a trusted friend or staff about the anxiety symptoms when they initially begin to build up. There are health exeat forms with contact addresses and phone numbers of counselors and therapists, which an employee can consult, call, and book appointments quickly for same-day assessment and evaluation, ensuring data and information are confidential and exchanged during the sessions.

Communicative mentoring & coaching effects: There are supportive management and communicative services at JJB, Inc, which offer in-house mentoring, coaching, and counseling, regular staff training, and group conversations about how to identify the symptoms of anxiety and depression, about causes of tension in the office, the emotionally hurts from individual family members or employees who are victims of domestic abuse, males, or females. When these traumatic situations are unheeded, mental health pressures gradually add up, causing anxiety and depression over some time, and post-traumatic syndrome disorder (PTSD) when such extremism rise to mental health levels and issues.

Internal crisis communication, listening, and mindfulness: “Internal crisis communication (ICC) has become a burgeoning area of research in crisis communication- ICC positively influences employees' perception of loyalty, job insecurity, and the organization's reputation. The results- highlight the moderation roles of emotional exhaustion (EE). Implementing effective internal Communication in corporate practices and processes makes an internal reputation and employee loyalty (EL) a reality. It allows organizations to remain productive despite crises (Adamu et al., 2023). JJB would take a critical look at mindfulness as it relates to loyalty.

**d) Describe conflict resolution techniques that can be used.**

 Conflict resolution can be defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute. Several common cognitive and emotional traps, many of them unconscious, can exacerbate conflict and contribute to the need for conflict resolution (Shonk, 2019). The two parties or more involved in the conflict may have been affected by emotional, mental, and physical exhaustion, but it manifests as hidden burnouts, causing employee conflicts. This study shows that unattended Burnout often creates conflicts and crises among individuals, family members, and organizations. Thereby causing some disruption in employee time management, irregular organizational work plans, and human and even low public relations with the community (on a macro-sociological level). Others include low productivity, distorted performances, resorting to great danger, crises, and conflicts of unimaginable proportions. The ripple effects can be catastrophic.

Concept of “issue-criticality," "informal power-influence," situational and contingency-leadership: Conflicts from burnouts differ in size and scope and also require situational Leadership (adapting to address the issues) or contingency leadership (preparing for the future) and management strategy approach to confronting crisis. But, on a micro level evaluation, the use of paid time off (PTOs) help employees to stay out of the office and be home or somewhere of choice to relax and regain the freshness for work after a few days.

Sun, R., Peng, S., & Liao, Y. (2023) argue that "research examines two contextual factors –

 issue-criticality and informal power influence the decision to use four strategies:

 avoiding, obliging, asserting, and integrating. Results from a survey experiment suggest

 that issue criticality is positively associated with the integrating approach and negatively

 related to the obliging approach. Moreover, the -manager's informal power encourages

 using the asserting style while suppressing the possibility of using the avoiding or the

 obliging modes.”

The application of strategy and elements of avoiding, obliging, asserting, and integrating differ with managers and employees, cultural, emotional, and mental health situations. Any of them is best applied where and when suitable with moderation.

 Concept of Multi-dimensionality in place of Uni-dimensionality: Adamu, Raza, & Mohamad (2023) suggest that, In the context of crisis, Leadership is generally responsible for

aggregating crisis management strategies and establishing employee motivation;

Knowledge management. -This provides the infrastructure necessary for -rapid decision-

making. - Learning is a prerequisite for the development; - serving as the organization's

“memory” – where lessons learned from previous crises suffice to guide future crisis

response. “The literature in crisis management - proposes a multidimensional

conceptualization of crisis management through combining three core elements,

including Leadership, learning, and knowledge management- an Integrated Crisis

Management Framework.

**Conclusion**

Given man's divine dominion, this study shows that he is still vulnerable to physical and mental health issues, primarily psychological, emotional, and nervous breakdowns resorting to Burnout. However, mere reactional remedy interventions sometimes do not address conflict or Burnout in an emergency. Instead, JJB, Inc adopts a proactive approach to tackling the root causes of conflicts associated with Burnout through counseling and psychological, medical, and social interventions. Critical in this study is the “Thomas-Kilmann’s conflict management modes: Competing; Collaborating; Compromising; Avoiding; and Accommodating” (shown in Fig. 1, on page 4). These conflict-handling styles or modes can address conflicts before they become Burnout (verse versa). It implies that in a conflict resolution, there is healthy competition, collaborating as a group, seeking compromise, being fair in the middle, avoiding laying blame, and accommodating the parties’ ideas and condition, geared toward conflict resolution. Moreover, this study shows that, Laissez-faire leadership allows the employees to make good decisions about personal healthcare, but there are checks and balances. Furthermore, ethical leadership offers good moral judgment and character and ensures safe and healthy working environments sustain office ergonomics. JJB management moderates the tone of rewards and promotion not as absolutes but along a mix of transformational Leadership (teamwork, cultural, change, and group efforts) and transactional leadership (rational, discipline, and rewards). This study acknowledges the potential of contingency leadership (style befitting the situation) and situational Leadership (adaptable and flexible), and they moderate and facilitate conflict resolution and burnout interventions. They are rationally applied to support teamwork, team efforts, time management, and work balance to prevent Burnout. Moreover, prompt training, sensitization, awareness, and management empathy toward the victims create a sense of employee support, care, and belonging. “Innovation is central to transformational Leadership” (Jun, & Lee, 2023). And JJB, in its “Nonprofit activity produces social benefits, - promotes a sense of community and belonging by instilling shared values and norms, resulting in community trust and support for the nonprofit.(Lim, Min, & Berman, 2023). Furthermore, JJB’s HR management encourages employees to utilize paid time off (PTOs), it ensures there is compulsory lunch or tea breaks for all employees without exception, including casual, and maternity leave. These are part of a functional policy approach designed to help refresh and strengthen employees mental and physical health to minimize and contain burnouts, for optimum performance and productivity.

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**Peter Abraham, excellent work on your essay for LDR 815-22! I can see how you based your topic and thesis on the most important parts of the course and how you used the paper to talk about your own professional goals and interests. You addressed the issue of conflict resolution well from multiple angles.**

**You did a good job including faith-learning integration elements at several points in your essay.**

**You used a sufficient number of scholarly sources to back up your argument (20), and you did a great job of putting everything together into a logical argument. You did a good job doing interdisciplinary integration: Social, Theological, and Psychological.**

**Your paper meets the required page length but needs work to conform to APA style.**

**See these tips:**

**Your structural outline should just be in titles, not in a Roman Numeral Outline format: Not a., b., c., etc.**

**Start a block quote on an indented line and do not use quotation marks.**

**In quotes, all you need to cite in the text is the author and date information, not the source title.**

**No titles in APA are underlined.**

**Works Cited APA Tips:**

**Use the MS Word Ruler to set up Hanging indents instead of paragraph returns and spaces!**

**Book titles are to be in italics and in sentence case.**

**You have entries missing source information: journal? url?**

**Keep up the excellent work, Peter Abraham! -- Prof. David Ward**

**Grade A- (for APA glitches).**