

The Role of Coping Skills Strategy in Managing Employee Burnout in Private Universities Malaysia

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ABSTRACT

The phenomenon of burnout is increasingly concerning among staff at institutions of higher learning, particularly in private universities operating within high-pressure and competitive work environments. Burnout refers to emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from chronic and prolonged work-related stress. This article provides a comprehensive examination of coping strategies as psychosocial mechanisms for managing and preventing burnout symptoms. Grounded in the coping theory by Lazarus and Folkman (1984), the discussion centers on three primary dimensions of coping strategies: psychological, communicative, and spiritual aspects. Supported by empirical findings, the article highlights how problem-focused strategies, open and empathetic communication, and the application of positive spiritual practices can enhance psychological resilience, emotional well-being, and social support among employees. Furthermore, the article proposes a holistic and systematic approach to workplace burnout management that emphasizes both individual agency and organizational responsibility. This study aims to serve as a foundation for the development of intervention modules and future research across various professional sectors to strengthen mental resilience in the post-pandemic era.

Keywords: burnout, coping strategies, psychology, communication, spirituality

INTRODUCTION

Effort fatigue or burnout among higher education institution staff, particularly in private universities, is becoming an increasing concern in the competitive modern education era. Coping refers to the cognitive revolution or the diversity of thinking (cognition) and behaviour used when facing internal and external stress (The Oxford Handbook of Stress, Health, and Coping, 2010).

The term commonly used to describe the state of tension in the workplace was introduced in 1974 by psychologist Herbert Freudenberger, before being recognised by the World Health Organisation (WHO) as a clinical syndrome in 2019. The symptom of fatigue from this effort is not interpreted as an illness but is included in the category of factors influencing a person's health status in the 11th Revision of the International Classification of Diseases (ICD-11).

High work pressure, constant administrative demands, lack of support from colleagues, and work-life imbalance are among the main factors contributing to emotional exhaustion, depersonalisation, and reduced self-achievement among academic and administrative staff (Leiter & Maslach, 2011). This phenomenon not only affects individual well-being but also has a negative impact on overall organisational productivity (Salas-Vallina, López-Cabrales, & Alegre, 2021).

In this context, coping strategies play an important role as a psychological mechanism in helping individuals manage work stress and cope with burnout symptoms. Lazarus and Folkman (1984) define coping strategies as the cognitive and behavioural efforts individuals use to manage stress and emotional tension. The effectiveness of this strategy depends on the type of coping used, whether problem-focused or emotion-focused, each of which has a different impact on an employee's level of fatigue and psychological well-being (Carver, Scheier, & Weintraub, 1989).

In the environment of private universities, which are often exposed to financial pressure, performance competition, and high expectations from management, understanding the role of coping strategies is becoming increasingly important. Therefore, this article aims to explore the role of coping strategies in addressing the issue of employee burnout in private universities, and to propose effective psychosocial approaches for strengthening mental resilience among higher education institution staff.

Problem Statement

The wide-ranging research conducted on the private university had shown that mental health issues among educators are crucial to understand the risk factors and develop a supportive environment. Despite growing awareness of burnout, limited research has examined how lecturers in private universities manage stress through coping strategies. Many existing studies focus on educators in public institutions or on general occupational burnout, leaving a gap in understanding the coping mechanisms relevant to the private higher education context (Ng, 2019). This knowledge gap is problematic because ineffective coping strategies may exacerbate burnout symptoms, impair teaching quality, and decrease organizational commitment (Shin et al., 2014).

Burnout among lecturers has emerged as a significant occupational health concern in higher education settings, particularly within private universities where academic staff face mounting pressures related to teaching loads, administrative duties, and research expectations (Gonzalez et al., 2021). Unlike their counterparts in public universities, lecturers in private institutions often experience job insecurity, limited research funding, and performance-based evaluations that intensify work-related stress (Ismail et al., 2020). Persistent exposure to such stressors can lead to emotional exhaustion, cynicism, and diminished professional efficacy hallmarks of burnout as described by Maslach and Leiter (2016).

Therefore, there is a pressing need to explore coping skill strategies as a protective factor against burnout among lecturers in private universities. Understanding which coping strategies are most effective problem-focused, emotion-focused, or meaning focused can provide valuable insights for designing institutional interventions and promoting psychological well-being in academic environments.

Coping Skill Strategies

Coping is an individual's mental and behavioural response when faced with stressful situations, aimed at overcoming emerging problems or conflicts, whether internal or external (Maryam & Siti, 2017). Coping skills, according to Salhah Abdullah et al. (2012), also refer to various ways of thinking and behaving used in stressful situations, both internal and external. This concept has been widely discussed since the 1980s by Folkman and Lazarus (Walsh et al., 2010).

Coping strategies according to Lazarus (1993) are efforts taken by individuals to reduce stress by changing their emotional state or eliminating the sources of stress and fatigue. The strategy adopted is a combination of a person's cognitive and behavioural responses to solve problems and manage stress (Lazarus & Folkman, 1984). Meanwhile, Idris (2019) defines resilience as efforts to solve a problem using appropriate thinking and behaviour.

Therefore, coping strategies can be summarised as the skills, actions, or methods used when an individual is faced with stress. This coping skill is essential as a solution to stressful situations. Cognitive or behavioural approaches are often used in efforts to control or reduce this stress problem (Ferlis et al., 2015). In this concept paper, the coping strategies emphasised are from three aspects: psychological, communication, and spiritual.

Coping Skill Strategies from A Psychological Perspective

Each individual has their own way of dealing with stress or conflict they face. Individual efforts in coping with stress are known as coping strategies (Ferlis et al., 2015). From a psychological perspective, coping strategies are often associated with positive emotions that shape behaviour and are usually self-generated by the individual (Philippe, Lecours, & Beaulieu-Pelletier, 2009).

Coping strategies from a psychological perspective can be divided into several types, namely problem-focused coping strategies and emotion-focused coping strategies (Lazarus & Folkman, 2020). Skinner, Zimmer-Gembeck & Connell (2022) also added a third type of coping strategy: avoidance-based coping strategies. Problem-focused coping strategies involve direct action to solve the problems causing stress. Examples include planning, seeking information, and changing stressful situations. A study by Lazarus and Folkman (2020) showed that this strategy is effective in situations where individuals have control over the problem.

Emotion-focused coping strategies aim to manage the emotions caused by stress, rather than the problem itself. This includes techniques such as meditation, relaxation, and seeking emotional support. According to a study by Aldao et al. (2021), this strategy is important when individuals cannot change the circumstances causing stress, such as in a pandemic situation. Meanwhile, avoidance-based coping strategies are efforts to avoid problems or situations that cause stress. Although sometimes helpful for reducing short-term stress, a study by Skinner et al. (2022) shows that long-term avoidance can lead to increased stress and mental health problems.

According to Lazarus (1994), problem-focused coping strategies and emotion-focused coping strategies are not independent of each other, but rather, both strategies work together to overcome and manage stress. The effectiveness of problem-focused coping strategies depends on the effectiveness of emotion-focused coping strategies. Prabhat (2014) has suggested emphasising coping skills in every stress management program. The resulting module needs to focus on problem-focused strategies rather than emotion-focused strategies, as suggested in the Stress Theory (Lazarus and Folkman, 1984).

Gurjot Kaur (2017) also agrees and states that if an individual uses fewer problem-focused coping strategies in conflict resolution, they are more likely to experience stress easily. Nadia & Faridah (2021) in their study of teachers found that teachers' resilience was high and they tended to use problem-focused coping strategies when faced with stressors. This choice of coping strategies is seen as being able to help, change, eliminate, and resolve problems from the sources of stress directly faced by teachers.

Coping Skill Strategies from A Communication Perspective

Effective coping strategies also consider the role of communication in addressing burnout. The skill of using communication to plan strategies towards managing burnout is the best step for an individual. Effective communication is key to building and maintaining positive relationships, both in personal and professional settings. In the context of resilience strategies, the power of communication lies in one's ability to influence perceptions, shape opinions, and motivate action in overcoming a lack of effort.

Research by Moore, Drey, and Ayers (2019) shows that effective action strategies are one aspect of effective communication, where the message can be delivered clearly and understood by the target audience. Daslan Simanjuntak et al. (2020) in their study found that communication has a positive and significant impact on job satisfaction. The findings of this study indicate that communication plays a role in building work well-being when it is applied effectively. Communication is an essential element in managing effort fatigue. Therefore, communication has an influence on determining coping strategies for managing effortful emotional exhaustion.

Action strategies in the context of communication require methods that combine psychological, organisational, and interpersonal interaction approaches. Effective action can help reduce the negative effects of effort fatigue and improve employee well-being. Several strategies can be implemented to overcome effort fatigue through communication, based on several suggestions put forth by scholars. By practicing effective communication such as open and transparent communication, empathetic communication, clear workload management, constructive feedback, recognition, and a collaborative work culture, organisations can reduce stress among employees and improve their well-being Maslach and Leiter (1997).

Organisational management, including employees, needs to practice an open and transparent communication style to reduce the rate of burnout symptoms among employees. This was also discussed by Chernis (1980) in Sufiean et.al (2015), stating that practicing social interaction between colleagues and employers can prevent misunderstandings between colleagues and avoid work stress that can lead to symptoms of burnout. Besides

practicing open and transparent communication, workers facing pressure also need emotional support and empathetic communication to overcome the symptoms of burnout they are experiencing.

Empathy in communication is important for understanding and responding to workers' feelings. Managers who communicate with empathy can help reduce stress by showing support and understanding of the problems faced by employees. According to a study by Koerner and Fitzpatrick (2002) in their article, empathetic communication can help individuals cope with stress more effectively.

Additionally, action can be taken against a decline in effort through the supervision and leadership processes demonstrated by management. Sufiean et al. (2005) suggested that management needs to re-coordinate the organisational environment to provide a conducive atmosphere for employees. Management needs to improve the management pattern in a more tolerant way and intervene with the work environment. Therefore, employees will be able to enjoy a harmonious work environment that includes healthy interactions between staff, support, empathy, and positive encouragement from employers, which can reduce their work stress (Paine, 1992).

Coping Skill Strategies from A Spiritual Perspective

Spiritual aspects are increasingly recognised as one of the important components in coping strategies, especially among individuals working in high-pressure environments such as private higher education institutions. Coping strategies from a spiritual perspective refer to an individual's approach to dealing with stress and life challenges based on religious values, belief in God, and a deep sense of life's meaning. Spiritual coping not only serves as a buffer against psychological stress but also shapes an individual's ability to accept trials, forgive, and view suffering as an opportunity for personal growth (Pargament, 1997).

Pargament et al. (2000) introduced the concept of religious coping, which is the use of religious beliefs and practices in managing stress. These spiritual coping strategies can be divided into two main forms: positive strategies (e.g., surrendering to God, finding spiritual meaning in life's trials, or seeking support from the religious community) and negative strategies (e.g., feeling punished by God, losing spiritual faith, or blaming God). Studies have found that the use of positive spiritual coping strategies is closely related to higher levels of life satisfaction, reduced emotional stress, and increased psychological resilience among workers. Meanwhile, negative spiritual coping strategies can further exacerbate psychological stress (Ano & Vasconcelles, 2005).

In the context of work, spiritual resilience helps staff overcome work fatigue and stress by strengthening their relationship with God and finding meaning in their daily responsibilities. A study by Ano and Vasconcelles (2005) found that spiritual coping strategies have a positive relationship with psychological adjustment, such as reduced anxiety, depression, and increased emotional well-being.

In the context of Malaysia, where the majority of the population adheres to religious teachings, spiritual resilience, particularly from an Islamic perspective such as the concepts of tawakkal (trust in God), patience, and contentment, often serves as a primary source of mental strength among employees. For example, a study by Alias et al. (2022) found that spiritual practices among academic staff in higher education institutions can reduce stress symptoms and increase work engagement. Therefore, spiritual coping strategies should be recognised and utilised more systematically as a form of psychosocial intervention that has the potential to contribute to the overall well-being of private university staff.

The Role Of Coping Skill Strategy In Managing Burnout

The phenomenon of effortful languishing is gaining increasing attention among researchers, psychology practitioners, and organisational management, particularly in high-intensity and competitive work environments. Burnout typically refers to a state of emotional exhaustion, reduced personal accomplishment, and cynicism towards work that arises from chronic and prolonged work stress (Maslach, Schaufeli, & Leiter, 2001). This issue not only affects individuals' mental and physical health but also impacts productivity, service quality, and the overall well-being of the organisation (Maslach & Leiter, 2016). If not addressed systematically, individuals experiencing effortful exhaustion are at high risk of feeling lost, experiencing role conflict, and losing interest in their work tasks and responsibilities (Schaufeli, Leiter, & Maslach, 2009).

In this context, resilience serves as a crucial element in managing stress and preventing the negative effects of effort fatigue. Lazarus and Folkman (1984) define coping as the cognitive and behavioural efforts used by individuals to overcome internal or external demands that are perceived as challenging or exceeding their own capabilities. Effective coping strategies serve as an early prevention mechanism that can help workers adapt to stress and manage symptoms of burnout more effectively. The application of positive coping strategies allows employees to maintain emotional stability, strengthen intrinsic motivation, and cultivate an optimistic attitude even when facing challenging work pressures. Studies show that employees with high coping skills tend to perform better at work and experience fewer symptoms of stress and fatigue (Folkman & Moskowitz, 2004).

In this regard, effective effort management requires a holistic approach that encompasses three main dimensions: psychological, communication, and spiritual. These three elements not only build individual inner strength but also contribute to creating a healthier, more supportive, and sustainable work environment. Therefore, the subsequent discussion will delve into the detailed role of coping strategies in these three dimensions as a strong foundation for addressing burnout in organisations.

The Role Of Psychological Aspects In Managing Burnout

From a psychological perspective, "work" refers to structured, goal-oriented activities that require effort often in conflict with an individual's comfort or original environmental routines (Schaufeli, Leiter, & Maslach, 2008). Continuous focus on work can cause discomfort for employees and lead to fatigue. Therefore, in an effort to address this issue comprehensively, several psychological elements need special attention.

One of the main elements is the feeling of being stressed, which is a normal reaction to frustration, loss, or short-term pressure. This element differs from clinical depression, which is a psychiatric disorder. Prolonged psychological stress can lead to unpleasant emotional reactions and increased sensitivity to negative stimuli, thereby disrupting productivity and daily activities (Schaufeli et al., 2020). Therefore, it is important to identify and manage early mood disturbances to prevent them from developing into chronic fatigue.

The second element is through Cognitive Behavioural Therapy (CBT), which has been proven effective in changing negative thought patterns into more constructive coping strategies. Studies have found that interventions such as Mindfulness-Based Stress Reduction (MBSR) can reduce burnout symptoms and improve workers' psychological well-being (Korunka et al., 2021). The C.A.R.E (Communication, Accommodation, Recognition of Loss, Emotional Support) model-based approach is also recommended as an effective psychosocial support framework for managing work stress and providing a supportive work environment (Pfefferbaum et al., 2012).

Social support is identified as an important element in reducing work stress. This support includes emotional, informational, and instrumental assistance provided by colleagues, supervisors, or family members. However, insincere or manipulative forms of support can have the opposite effect. Studies show that when employees receive sufficient and consistent social support, they feel more valued and less emotionally burdened. This increases positive coping, reduces mental fatigue, and contributes to job satisfaction and overall well-being (House, 1981; Cohen & Wills, 1985). A study by Nielsen et al. (2020) showed that negative or unhelpful social support can increase work stress, lower job satisfaction, undermine self-esteem, and lead to various physical symptoms such as headaches, fatigue, and nausea.

Conflict between work and family demands is also identified as a trigger for psychological stress and a decline in mental well-being. Spousal support plays a crucial role in helping individuals achieve a balance between career responsibilities and personal life. A study by Pinar et al. (2020) found that couples who are emotionally and practically supportive can reduce the impact of work stress and help employees maintain performance and psychological well-being.

Overall, psychological aspects play a crucial role in the prevention, early detection, and treatment intervention for symptoms of burnout. A holistic approach involving individual and organisational interventions, including emotion management, social support, and work-family balance, is key to building employee resilience and well-being in the long term.

The Role of Communication In Managing Coping Skill

Communication plays a crucial role as a coping strategy in managing burnout among employees, particularly in private higher education institutions (PHEIs). Burnout, characterised by emotional exhaustion, depersonalisation, and reduced personal accomplishment (Maslach & Leiter, 2016), can be mitigated through several strategic communication approaches.

Communication, especially interpersonal communication, serves primarily as a channel for emotional release, allowing employees to express stress, anxiety, and emotional fatigue to trusted individuals such as colleagues, supervisors, or counselors. This mechanism aligns with emotion-focused and problem-focused coping approaches as described by Lazarus and Folkman (1984), where individuals adapt to stress through emotional support and practical solutions to the problems they face. Chen et al. (2024) also reported that employees with open and empathetic communication channels showed lower levels of work stress and higher psychological resilience compared to those who were emotionally isolated.

Communication also serves as an effective form of social support in helping individuals reduce the impact of work stress. This role aligns with the Stress-Buffering Model proposed by Cohen and Wills (1985). The model states that social support can reduce the negative impact of stress on psychological well-being. The effectiveness of interpersonal communication as a coping mechanism is also supported by recent empirical studies conducted among medical students and higher education institution staff, which show that healthy social interaction can increase emotional resilience and reduce symptoms of work stress (Hasanah et al., 2021).

Effective communication plays a crucial role in resolving organisational conflicts and clarifying job roles and responsibilities. Role clarity through open communication can reduce the uncertainty and confusion that often cause stress among workers. A study by De Dreu and Weingart (2003) showed that proactive communication can mitigate conflict between individuals and departments, thereby increasing harmony and reducing tension in the workplace.

Next, the practice of two-way communication between management and staff, particularly regarding workload issues, allows for a fairer, more open, and realistic space for negotiation. When employees have the opportunity to voice their needs and constraints, organisations can make more balanced work adjustments. This directly contributes to a decrease in burnout levels, as evidenced by the study by Salmela-Aro et al. (2022), which showed that two-way communication plays a role in reducing work fatigue and improving emotional well-being among higher education employees.

Finally, positive communication plays an important role in building resilience among employees. This aligns with Fredrickson's (2001) Broaden-and-Build Theory, which states that positive emotional experiences through constructive social interactions can expand a person's cognitive, emotional, and social capacity. Consistent positive interactions in the workplace not only improve emotional well-being but also help reduce the risk of burnout in the long term (Garcés-Prettel et al., 2024). Therefore, it is clear that communication is not merely a tool for expression, but also a crucial coping strategy in preventing and managing burnout in the work environment.

The Role of Spiritual Aspects In Managing Coping Skill

Spiritual aspects play an important role in helping individuals cope with discouragement by being a source of inner peace and psychological resilience. Individuals with strong spiritual beliefs tend to have a higher capacity to cope with life stressors, including prolonged work stress. According to Pargament et al. (2011), spiritual practices such as prayer, meditation, and self-reflection have been proven to reduce stress and increase emotional tranquility and psychological stability. Belief in something higher than oneself gives meaning and purpose to life, which is an important component in dealing with emotional exhaustion and declining work motivation caused by burnout.

Additionally, spirituality also plays a role in helping individuals rediscover meaning in their work. Lethargy often occurs when individuals feel that their daily tasks no longer hold significant meaning or purpose. In a study

by Koenig (2020), it was found that spiritual values help employees interpret work challenges as part of a test or an opportunity for personal growth, which ultimately increases motivation, gratitude, and commitment to their tasks even in challenging environments.

Additionally, spiritual communities such as religious communities or spiritual support groups serve as an important source of social support. A study by Ellison and Fan (2008) showed that individuals actively involved in spiritual communities experienced lower levels of loneliness and higher emotional well-being. This social support serves as a bulwark against the negative effects of work stress because it provides space for emotional sharing, non-judgmental acceptance, and moral and spiritual support.

Finally, reflective and meditative practices such as mindfulness meditation, prayer, and yoga contribute to more balanced emotional management and mental health. According to Greeson et al. (2014), consistent mindfulness meditation practice can reduce symptoms of effortful fatigue by increasing self-awareness, emotional acceptance, and the ability to objectively assess stress. This practice strengthens an individual's focus and ability to remain calm even in stressful work situations.

RESEARCH METHODOLOGY

This study used a descriptive survey research design to generate information. The design was adopted due to it being widely used for the collection of behavioural data and relates to psychological studies (Fraenkel, Wallen & Hyun 1993). This research design used to proper for the study entails the use of a questionnaire as an instrument for data collection (Oso & Onen, 2009). Survey widely used in psychological and social research as its results describe and explore human behaviour (Ponto, 2015). This statement is also supported by Kerlinger (1973) who refers to survey research as social scientific research and focuses on people, the critical facts of people, their belief, experience, attitudes, behaviour and motivation.

This study was conducted at Malacca and the participant of the study is among employees from private universities. The population of the study consists of 750 employees and the sample is 250 employees in determining sample size for research activities according to Krejcie & Morgan (1970). Participants from University Islam of Malacca (UNIMEL), Malacca International of Science and Technology (MiCoST) and Multimedia University (MMU) were used to represent employees at privates' university. A sample random sampling method was used in this study where each of the samples has equal chance to be selected in the study. In addition to that, samples which were selected using probability sampling methods are more representative of the target population (Nagida, 2017).

In this study, the researcher used four inventories namely the Oldenburg Burnout Inventory (OLBI), The Brief Resilient Coping Scale (BRCS), Daily Spiritual Experience Scale (DSES) and Interpersonal Communication Competence Scale (ICCS). The research was conducted from 3 to 4 weeks. An informed consent form concerning the confidentiality of the research was given to the participants before answering the instrument. Then, a questionnaire was distributed to the participants. All the data collected were analyzed using the statistical package for social sciences (SPSS) version 25 to explain the correlation and regression among the variables.

Objective Of The Study

This study will contribute to our understanding of the relationship between burnout and coping strategies among private university employees.

- 1 To identify the level of burnout among employees in private universities
- 2 To identify the traits of coping strategies among private university employees
- 3 To discover the major role of coping strategies in managing employee burnout in private university
- 4 To discover the relationship between coping strategies and burnout among private university employees
- 5 To discover the effect between coping strategies on burnout among private university employees

Research Question

The study seeks to answer the following research questions:

- 1 What are the levels of burnout among employees in private universities?
- 2 What are the traits of coping strategies among employees in private universities?
- 3 What are the major roles of coping strategies in managing employee burnout in private universities?
- 4 To what extent are the relationships between coping strategies and burnout among private university employees?
- 5 To what extent are the effects of coping strategies on burnout among employees in private universities?

RECOMMENDATIONS

Based on the findings of this study, there are several suggestions that can be put forward to strengthen the understanding and implementation of coping strategies in addressing burnout, particularly in the organisational and individual context. This study can be recommended to professionals, i.e., working individuals, to deepen their understanding of resilience in coping with burnout. This is especially necessary when it occurs among workers in an organisation.

Additionally, this study also addresses issues related to managing fatigue, which employers or organisational management must address. This study is expected to contribute ideas related to managing fatigue among workers so that they can cope with difficult situations within the organisation during certain periods. Additionally, workers also gained knowledge related to managing fatigue and were able to handle various challenging situations within the organisation. This will make them more prepared to face challenging situations. In addition, it can provide support to colleagues based on coping strategies for overcoming fatigue.

Additionally, organisations can arrange suitable programs for managing burnout among staff from lower to higher levels. This will help staff avoid experiencing extreme fatigue, which can affect their reputation in performing their daily duties within the organisation. Organisations also need to monitor health issues among their staff because fatigue can affect their performance in daily tasks. This will help employees better manage burnout symptoms and receive appropriate services from the organization's counselling department.

The next suggestion is to expand this study into various fields within the industry, including the healthcare, education, and corporate sectors, to examine the effectiveness of coping strategies in different work environments. Each field may have unique challenges of burnout as well as different coping approaches. Therefore, this will contribute to a more efficient and beneficial coping strategy for everyone without limitations on use. In addition, it also allows certain parties to develop responsive instruments based on the local context for use in accordance with the values and cultural suitability of Malaysian society.

CONCLUSION

Overall, effort fatigue is a form of emotional and physical exhaustion that significantly impacts an individual's responsiveness and quality of work life. The impact of effortful fatigue can be either negative or positive depending on how individuals apply coping strategies in dealing with the stress and challenges they face. In this context, effective coping strategies play a crucial role in helping employees adapt to challenging work demands, thereby reducing stress and building psychological resilience (Lazarus & Folkman, 1984; Maslach & Leiter, 2016).

Coping Skill strategies developed through psychological, communication, and spiritual approaches have been proven to improve problem-solving abilities, strengthen social support, manage emotional stress, and enhance overall psychological well-being and job satisfaction (Pargament et al., 2011; Salmela-Aro et al., 2022). Furthermore, this strategy can also contribute to increased organisational productivity and the creation of a more positive and sustainable work environment.

The results of discussions based on empirical studies from previous researchers indicate that accurate and comprehensive coping strategies not only serve as a tool for managing stress but also as an important mechanism for maintaining the mental well-being of higher education institution staff, particularly in private universities, and supporting organisational work performance and competitiveness in the long run.

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