



## The Impact of Supportive Leadership on Work Stress: An Empirical Research in the Ministry of Iraqi Interior

Hussein Adil Ibrahim al-Gburi \*

Department of Public Administration  
College of Administration and Economics  
University of Baghdad, Baghdad Iraq.  
[Hussein.adel2204d@coadec.uobaghdad.edu.iq](mailto:Hussein.adel2204d@coadec.uobaghdad.edu.iq)  
<http://orcid.org/0009-0000-7096-5068>

\*Corresponding author

Mohsin Rashed Musaheb

Department of Public Administration  
College of Administration and Economics,  
University of Baghdad Baghdad Iraq.  
[mohsen.rashed@coadec.uobaghdad.edu.iq](mailto:mohsen.rashed@coadec.uobaghdad.edu.iq)  
<http://orcid.org/000-0002-6664-9481>

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### Abstract:

**Purpose:** The purpose of this research is to discover the effect of supportive leadership on work stress in the Ministry of Iraqi Interior / Human Resources Management to achieve a happy life for its employees and hence achieve the desired level of performance.

**Theoretical Framework:** The current research deals with introducing the Ministry of Iraqi Interior / Human Resources Management to the latest developments in the administration field through supportive leadership style and work stress, as well as presenting the latest concepts, importance, and models that previous researchers have arrived at. It contributes to expanding the researched organization's awareness of adopting any of these models that are appropriate for their goals and future direction.

**Design/Methodology/Approach:** The research analyses administrative data within the Ministry of Iraqi Interior / Human Resources Management (2023-2024), using the dimensions of supportive leadership (empowering employees, fairness of treatment, and inspirational motivation) and the dimensions of work stress (role ambiguity, role conflict, workload, and work nature). It will determine the factors affecting them.

**Findings:** The findings of this current research have approved the key effect hypothesis (supportive leadership style and its dimensions have a significant and negative impact on work stress and its dimensions).

**Research Implications:** The results most leaders of human resources in the under-study organization practice the dimension of fair treatment more than other dimensions (empowering employees, and inspirational motivation).

**Originality/Value:** This research seeks to enhance awareness of the importance of the negative role of a supportive leadership style on work stress. This research has dropped the knowledge gap between them and uses a framework that is compatible and harmonious to save the lives of the employees and at the same time increase organizational performance.

**Keywords:** Supportive leadership, Work stress, Ministry of Iraqi Interior

**JEL Classification:** M10, M12, M15, M19.

**Authors' individual contribution:** Conceptualization — A.F.O.F.; Methodology — A.F.O.F.; Formal Analysis — A.F.O.F.; Investigation — A.F.O.F.; Data Curation — A.F.O.F.; Writing —

Original Draft — A.F.O.F.; Writing — Review & Editing — A.F.O.F.; Visualization — A.F.O.F.; Supervision — A.F.O.F.; Project Administration — A.F.O.F.

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## 1.0 Introduction

Work stress is one of the basic problems that face workers in security organizations. The main sources of work stress result from many reasons, the most important of which are the nature of the work, role conflict, role ambiguity, and workload. These reasons pose unique challenges that require continuous dedication and psychological and physical preparedness from employees. The psychological and physical preparations of workers lead to innovation and the ability to face the challenges and risks of work. These threats and risks make workers face great pressure every day while doing their work. Some studies have confirmed that work stress is one of the main reasons for the deterioration of workers' health (mental and physical), and therefore this will lead to reduced performance and failure to achieve goals (Babapour et al., 2022; Bolliger et al., 2022; Li et al., 2014)(Danook & Omar-F, 2024). Therefore, the balance between performance and employee well-being is considered a major and ongoing challenge facing most leaders in the work environment. Despite the urgent need to increase organizational effectiveness and achieve institutional goals, this comes at a cost that may be high on the health and well-being of employees, especially with the increasing psychological and mental pressures in everyday work environments. To address this issue, some studies pointed to the importance of practicing a supportive leadership style as an effective strategy to achieve a balance between achieving the set goals and caring for the well-being of employees (Danook et al., 2024)(Collie, 2021; Cooke et al., 2019; Kaluza et al., 2020). A supportive leader adopts a leadership approach that focuses on supporting and empowering employees and providing them with psychological and moral support to deal with challenges and pressures in the work environment. The main goal of this research is to shed light on the importance of adopting a supportive leadership style in the public organizational environment, and its role in improving the quality of life of employees, and thus achieving institutional goals effectively and sustainably.

Therefore, this research seeks to solve this problem by revealing the effect of the supportive leadership style and its dimensions (employee empowerment, fair treatment, and inspiring motivation) in alleviating work pressures, and highlighting how it affects the health and well-being of employees and thus their performance and productivity.

## 2. Literature Review And Hypothesis Development:

### 2.1 The studies of supportive leadership.

Shin, et al. (2016) discovered the style of supportive leadership and its effects on individual work in work teams by adopting dimensions of job satisfaction, teamwork, and organizational commitment. This research uses the descriptive method. The most significant result of this research was the positive correlation between individuals' perceptions of supportive leadership and their performance on subsequent tasks. Moreover, there is a positive relationship between supportive leadership style and organizational citizenship behavior through job satisfaction and teamwork commitment.

Farid, et al. (2021) looked at how supportive leadership affected workers' physical, social, and mental health during the Covid-19 pandemic. It also looked at how psychological capital mediated the relationship between the variables in the research. 214 nurses provided the information and data that were gathered. To test the hypothesis, the study employed linear regression analysis using the Hayes process for mediation. As postulated, the physical, social, and psychological well-being of employees was predicted by supportive leadership. Furthermore, the association between employees' physical, social, and psychological well-being and supportive leadership was mediated by psychological capital.

Kim et al. (2021) developed a conditional process model in which supportive leadership influences Team-Member Exchange (TMX) via a supportive climate, and the relationship between TMX and the individual employee's job performance was moderated by group-mean TMX. This research tested three studies. Study 1 was a scale validation study for supportive climate measures. Study 2 examined the effect of supportive leadership on TMX through a supportive climate and the moderating role of group-mean TMX for the TMX-job performance relationship. Study 3's repeated measure design investigates the causal ordering among the study variables.

Zaman, et al. (2022) investigated the relationship between critical success factors and the sustainable project success of renewable energy projects by a supportive leadership style in Pakistan. The study used a questionnaire survey to gather data by a quantitative research methodology. The project managers, project team leaders, and project employees made up the sample. The researchers employed partial least square structural equation modelling for data analysis. The results showed that supportive leadership has a major and positive impact on the success of sustainable projects and the relationship between organizational, team, and communication elements and long-term project success is positively and strongly mediated by supportive leadership.

## **2.2 The studies of job stress:**

Hatta and Abdullah (2020) discovered that among high school teachers employed by IM Education, a private organization, emotional intelligence played a moderating role in the link between work stress and job performance. 211 secondary school teachers from 30 IM Education branch schools in Malaysia were surveyed using a questionnaire. The targeted sampling method was used to choose sample research. In addition to their excellent work performance and high levels of emotional intelligence, the majority of teachers reported moderate levels of work-related stress. Additionally, emotional intelligence components have been effective in moderating the link between job performance and work stress.

Iskamto (2021) illustrated the impact of job stress on employee performance as the aim of this research. Quantitative methodologies are employed in the research. SPSS version 26 is used for data analysis and hypothesis testing. The test results demonstrate that employee performance is significantly and negatively impacted by work stress. The contribution of job stress to employee work performance, as measured by the coefficient of determination test ( $R^2$ ), is 0.783, or 78.3%; the remaining portion is explained by other variables not included in this study.

Pradoto et al. (2022) examined the effects of work stress and organizational environment on employee performance in micro, small, and medium-sized businesses (MSMEs) during the COVID-19 epidemic. Purposive sampling was used in this study, which included 95 workers in the fields of finance, business restructuring, and marketing. The findings showed that job stress is significantly and negatively impacted by the organizational environment. Additionally, employee performance was negatively impacted by job stress, but employee performance was positively and significantly impacted by the organizational atmosphere.

Issahaku and Ruhana (2023) undertook to establish the implications of job-related stress and its dimensions such as role ambiguity, nature of work, harassment, promotion, and ill-treatment on employees' job performance. The sample comprises all workers of the Ghana Revenue Authority (GRA). The sample of the research was all managers, and data was collected using both primary and secondary sources. The findings revealed that stress affects all people, hence, the need for management to formulate a good policy directed at reducing stress among workers and encouraging high performance among them. It is advised that supervisors match each employee's ability to the responsibilities assigned to prevent physical, psychological, and emotional strain on the workers.

### **2.3 There is a study that linked supportive leadership and work stress:**

Kossek, et al. (2023) defined work-life supportive leadership as a leadership quality when a leader (a) prioritizes taking proactive steps to support employees' needs and preferences for juggling work, family, and personal life roles; and (b) subordinates perceive the leader to be displaying these behaviors. This definition was based on a review of 127 studies. The study's findings showed the positive effect of work-life supportive leadership on subordinates' job performance and no work outcomes should be directed by academics studying leadership, and scholars studying work-life should expand their research to include leadership and the work domain as a whole.

#### **The research aims to validate the following hypotheses the main hypothesis:**

Since null hypotheses ensure impartiality and objectivity, the researchers used them (Nathoo and Masson, 2016). Because the region of rejection decreases with decreasing alpha levels, 0.05 was chosen as the alpha level (Reiter, 2017). This lessens the possibility of failing to reject the null hypothesis when it should have been rejected. It should be kept in mind that the majority of researchers attempt to prevent a Type I error, the more probable it is that a Type II error will occur. It is customary to set the alpha level around 5% since it strikes a decent balance between these two problems (Kelter, 2020).

Therefore, the key hypotheses of this research: There is no statistically significant effect of supportive leadership and its dimensions (empowering employees, fairness of treatment, incentive payment) as the independent variable on work stress, and its dimensions (role conflict, workload, and work nature) as the dependent variable, that measured by simple Linear Regression Coefficient.

### **3. Methodology:**

The study methodology is crucial when they first begin their research (Al-Mahdi, 2021). The choice of research philosophy is influenced by critical elements, like the study's goals, research questions, and hypotheses (McNabb, 2015). Furthermore, selecting the underlying philosophy for a study is an important research decision since it allows researchers to defend their decisions by critically analyzing the tactics and procedures of earlier studies (Mohammed, 2018). Therefore, this research adopted the descriptive approach because is more suitable to achieve its objectives and hypotheses. Furthermore, Sundler et al. (2019) indicated this method makes it simpler to handle and resolve the issue by facilitating a realistic analysis of the phenomenon, fact-finding through information and data collection, and concluding, and identifying the elements impacting the occurrence.

#### **3.1 Research Instruments:**

The primary instrument utilized by the researchers to gather data and information about the practical element of the study was a questionnaire survey, with a five-point Likert scale. One of the most used approaches and scales in the administration area is the five-point Likert scale (Yamashita, 2022).

The researchers employed the descriptive strategy, which is frequently utilized by researchers to comprehend the truth of the problem in all social phenomena, to confirm the impact of a supportive leadership style on work stress through the Ministry of Interior (Thompson et al. (2021). To solve and address that issue, the researchers additionally used statistical software (SPSS, V.26) to extract the data and determine the variables influencing the phenomenon. Descriptive and inferential statistics are two essential statistical kinds that were used in this approach (Al-Mahdi, 2021). To assess the stability of the questionnaire, the descriptive statistic comprises the coefficient of variation, arithmetic mean, standard deviation, central tendency, and Cranach's alpha. The second one is inferential statistics, which uses the basic linear regression equation and the Pearson correlation coefficient to assess the study hypotheses.

### **3.2 The Research Population and Sample:**

The researchers chose the human resources management in the Iraqi Ministry of Interior as a place to implement the research. The research population included all employees of this directorate, with a total number of 394 officers and employees at different organizational levels. The researchers used a random sampling method to draw a research sample of 195 participants of both types. This means that the research sample is approximately 50% of the research population. This percentage is considered very good and significant according to humanitarian and social studies (Andrade, 2020; and Stratton, 2021). According to the department's records, the number of officers was 284, which represents 72% of the population, while the number of employees was 110, which represents 28% of the population. For more information about the research sample of officers and employees, the number of officers in the sample constitutes 140 participants, which is approximately equal to 50%, and the number of employees is 55 participants, which is also approximately equal to 50%. This means that the sample of research consists of 50% officers and 50% employees who are working in Human Resources Management at the Iraqi Ministry of Interior.

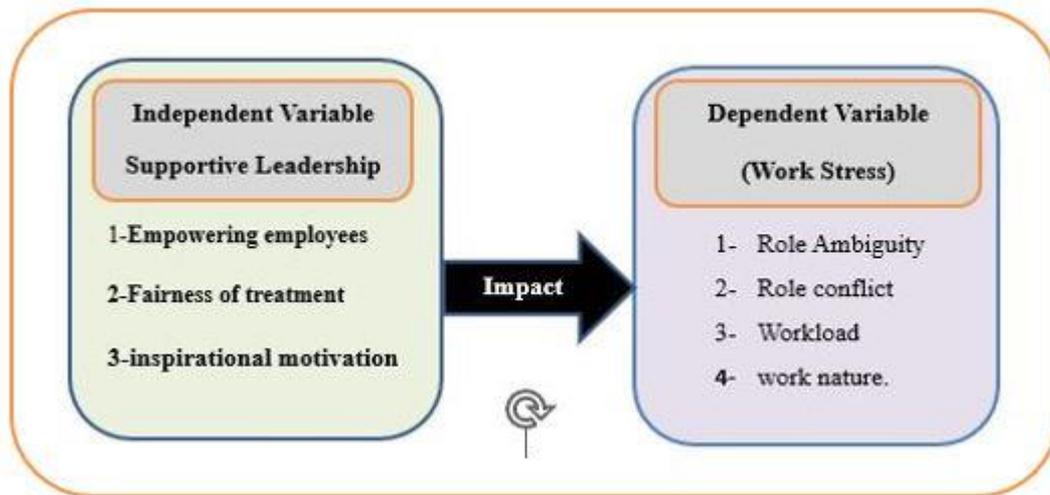
### **3.3 Testing the validity and reliability of the questionnaire :**

We are going to test the validity of the questionnaire the reliability coefficient (Alpha Crew Nobakh) determine the stability of the questionnaire and its consistency, and test the degree of confidence with which it is far from error and obtaining the same results when repeated again and for different periods and with the same degree of confidence (Abbas, 2021), as it was the results are as follows:

- Supportive leadership: It was measured across three main dimensions (employee empowerment, inspirational motivation, and fair treatment), in addition to 15 items, to obtain a reliability coefficient of 0.704, so that the axis is valid for measurement and gives the same results, especially since the validity coefficient of the variable (0.839).
- Work stress: It was measured through (role ambiguity, role conflict, workload, and the nature of work), in addition to 20 items, to obtain a reliability coefficient (0.832), especially since the validity coefficient is 0.912.

### **3.4 The research model :**

To translate the problem and objective of the current research into its practical framework to analyze and interpret the results. It was done by relying on previous literature in the field of organizational behavior by developing a hypothetical plan for the research that shows the nature of the relationship and influence between the variables of the research. Thus, supportive leadership is considered an independent variable, and its dimensions are represented by three dimensions (empowering employees, fairness of treatment, and inspirational motivation) on the work stress as the dependent variable and its dimensions, which are role conflict, workload, and work nature as shown in Figure 1 below.



**Figure 1:** The research model

**Source:** Prepared by the researchers based on previous literature and scientific efforts.

### 3.5 The Theoretical Framework :

This section presents the theoretical aspect of the research that includes both the independent variable (supportive leadership) and its dimensions and the dependent variable (work stress) and its dimensions, as follows:

#### 3.5.1 Supportive Leadership and its Dimensions:

Supportive leadership has emerged as a leadership style because of the rapid and major transformation in the management environment (Coleman, 2018). This style has become necessary to follow because it mimics the major developments faced by both public and private organizations (Fries et al., 2021). The first appearance and scientific test of the supportive leadership style was Robert House in 1971, who graduated from Ohio University (Bans-Akutey, 2021). This theory states that the behaviour of leaders is conditional on the level of satisfaction, motivation, and performance of their subordinates (Fabac et al., 2022). This scientist proposed the supportive leadership style as one of the four leadership styles, which are the directive, participatory, achievement-oriented, and supportive leadership style, which is through the Path-goal theory of leadership (Saleem et al., 2021). This theory focuses on concerns related to the needs and well-being of followers (Priowidodo, 2021). Moreover, this style is concerned with creating a desirable climate for interaction with followers (Sousa and Rocha, 2019). Therefore, it can be considered that the first presentation of supportive leadership was through this theory. (Al-Mahdi, 2021) considered that the success of organizations requires the presence of leaders who can influence and manage employees to achieve the required performance. This means that the behaviours and actions of some leaders can be considered supportive of this leadership style. However, some leaders behave poorly with their followers during work (Mackey et al., 2019). On the other hand, this supportive leadership style possesses a set of traits or characteristics that distinguish supportive leaders from others (Guzmán et al., 2020).

One of the most important of these characteristics is that supportive leaders contribute effectively to improving employee performance in the long term (Deshwal and Ali, 2020). In addition, these leaders train their followers on how to solve the problems they face while working (Specchia et al., 2021). Moreover, they prefer to delegate some tasks and powers to their subordinates to enhance their confidence in completing their work (Decuyper and Schaufeli, 2020).

Therefore, this style will improve and develop employees' skills and talents and at the same time enhance their self-confidence. Farther, supportive leadership provides a friendly work environment and cares about the overall well-being of employees (Oberer and Erkollar, 2018). This well-being includes meeting the physical and psychological needs of employees, and thus this will create a happy and satisfying work environment for employees (Rasool et al., 2021). Also, this leadership style positively affects employee satisfaction. Some previous studies have proven that the supportive leadership style has an important and significant impact on increasing the performance of employees and thus increasing the overall performance of the organization (Para-González et al., 2018). Some studies have also confirmed that the supportive leadership style is very similar to the individual considerations dimension of transformational leadership (Mahmood et al., 2019; Ohunakin et al., 2019; Vashdi et al., 2019). One of the most important areas of similarity between them is providing advice and guidance to followers regarding charting their career paths, monitoring their performance, providing assistance when needed, and allowing learning from mistakes and thus developing good plans to improve work (Al Amiri et al., 2020). Finally, supportive leaders create an encouraging work environment because it depends on promoting respect, trust, cooperation, and emotional support between leaders and followers (Balconi et al., 2019).

In light of the above, the researchers relied in their study on three main dimensions of supportive leadership, as follows: first of all, the dimension of empowering employees. It represents the ongoing process that aims to provide employees with the ability, confidence, and resources necessary to achieve their full potential within the work environment. The second dimension is inspirational motivation. It represents the driving force that drives individuals towards achieving success and excellence, by providing appropriate incentives and rewards and encouraging personal and professional growth within the work environment. The final one is fair treatment. The principle forms an essential basis in building a balanced and fair work environment, where all individuals have a fair opportunity to realize their potential and develop their career path based on merit and entitlement.

### **3.5.2 Work Stress and its Dimensions:**

Work stress is the negative reactions of workers resulting from a set of excessive risks, demands, and internal (psychological) and external (workplace) stresses (Mitchell et al., 2019). In other words, it is the demands or situations that exceed the ability of workers to face them (Al-Mahdi, 2024; Drigas and Papoutsis, 2020). Psychologists indicate that work stress is a type of emotional disturbance or psychological imbalance (stress or mental and physical exhaustion) (Alonso et al., 2020). Besides, work stress is the result of negative interactions between workers and environmental factors (Cerrato and Cifre, 2018). This interaction can be a major cause of physiological or psychological stress through increased or decreased excitement (Chu et al., 2019). In addition, work stress can be considered as a negative factor that has a direct impact on the physical and psychological health of workers (Yu et al., 2021).

Three critical elements constitute work stress. First is the stimulus: This factor includes all the main stimuli resulting from the feeling of work pressure and its source is the environment, organization, or workers (Everly et al., 2019). This element is directly related to the factors of the external and internal environment of the organization, as well as factors related to the employees (Burman and Goswami, 2018). The second is the response: This factor is embodied in the physiological, biological, psychological, and behavioral reactions that employees display to deal with negative stimuli and situations (A. M. Robinson, 2018).

This means that actions are the result of feelings of frustration due to the presence of an obstacle between the behavior and the goal-directed to be achieved (Moors and Fischer, 2019). Likewise, the response element can be one of the types of anxiety and frustrated feelings due to a lack of readiness to confront stressful factors, while the interaction element refers to the interaction between stimuli (factors related to the external and internal environment of the organization) and responding factors (physiological factors related to the employees) (L. E. Robinson et al., 2023). As a result, this will create work stress that faces employees in their organizations.

According to the above, the researchers adopted a set of main dimensions that lead to work stress as a dependent variable in this research. The first dimension is role ambiguity, which refers to a state of lack of clarity or definition of the duties and responsibilities expected of workers to accomplish within the organization or group (Maden-Eyiusta, 2021). These conflicting or unclear directions can lead to a state of lack of confidence in the ability to perform the work effectively, hence increasing stress and dropping performance (Joy, 2020). The second dimension is role conflict, which refers to the state of psychological imbalance that faces workers due to work pressures (Dodanwala et al., 2021). As a result, this can lead to a state of psychological tension, confusion, and decreased job performance as well. The third dimension is the workload, which refers to the set of tasks, duties, skills, abilities, and behaviors required to be accomplished by workers by the organization's goals (Tentama et al., 2019). Increasing the workload can lead to increased levels of tension and stress, dropping off organizational performance, and reducing the level of job satisfaction (Nasrul et al., 2023). The final dimension is the nature of work, which refers to a set of main features and characteristics of the tasks and functions that workers perform in the work environment (Mo et al., 2020).

#### 4. Results :

This section contains two types of analytical statistics. The first one is the descriptive statistics method that includes mean (M), Standard Deviations (SD), and order importance of variable dimensions. The second one is the inferential statistics technique to test the research hypotheses (influence) by simple recreation coefficient, as follows:

##### 4.1. The analysis of the Dimensions of the Independent Variable (Supportive Leadership)

Table 1 displays the results of the statistical studies together with Mean (M), Standard Deviations (SD), and Relative Importance (RI) and then orders them according to the most important dimensions. There are three main dimensions of the independent variable (supportive leadership) empowering employees, inspirational motivation, and fair treatment, as follows:

**Table 1:** The analysis of the dimensions of the independent variable (supportive leadership)

No.	Dimension	M	SD	RI	Order
1	Fair treatment	3.94	0.93	78.82%	1
2	Empowering employees	3.86	1	77.17%	2
3	Inspirational motivation	3.66	1	73.26%	3
The independent variable (supportive leadership)		3.82	0.98	76.40%	

Table 1 shows an analysis of the dimensions of the independent variable (supportive leadership) according to the answers of the sample's research. This Table reports that the dimension of fair treatment had the highest percentage. Thus, it was the most highly ranked among dimensions of supportive leadership based on mean (3.94), standard deviation (0.93), and relative importance (78.32%). This indicates that human resources leaders in the Iraqi Ministry of Interior fairly appreciate the efforts and performance of their subordinates. Similarly, the empowering employees' dimension was also high, as indicated by mean (3.86), standard deviation (1), and relative importance (77.17%). Therefore, it was ranked second. This confirms that leaders of the human resources department encourage interaction among their employees to better perform their duties and tasks. Finally, the inspirational motivation dimension also had a high proportion and a close percentage based on mean (3.66), standard deviation (1), and relative importance

(73.26%). That is why it was rated third. This illustrates that those working in the human resources department feel that their leaders are a source of inspiration and motivation for them. In short, Figure 2 displays an analysis of the dimensions of the independent variable (supportive leadership) which are fair treatment, empowering employees, and Inspirational motivation based on relative importance and according to the answers of the sample's research.

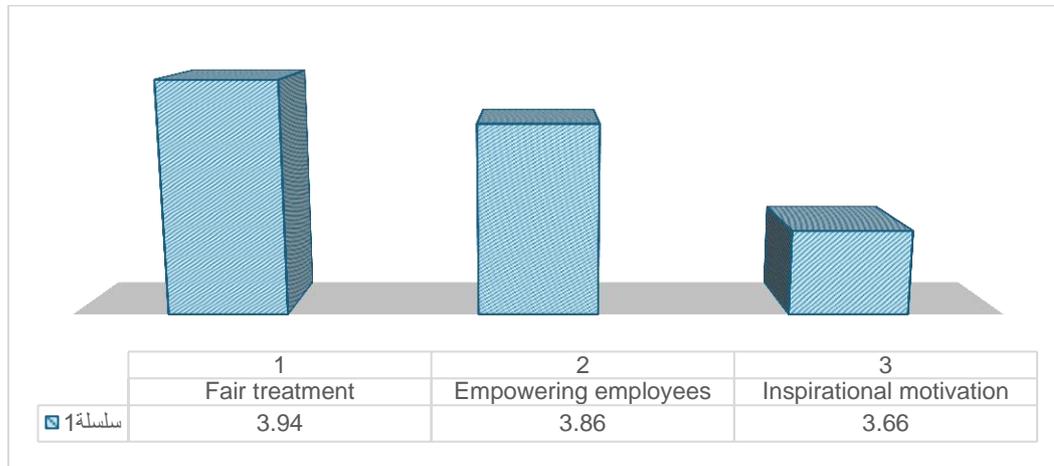


Figure 2: An analysis of the dimensions of supportive leadership based on the relative importance

#### 4.2. Analysis of the Dimensions of the Work Stress:

Table 2 reports means (M), standard deviations (SD), and relative importance (RI) and then illustrates the statistical analysis. Additionally, as the dependent variable, the following is the order based on methods to the four key dimensions of work stress which are role Ambiguity, role conflict, workload, and work nature, as follows:

**Table 2:** The analysis of the dimensions of the dependent variable (work stress)

No	Dimension	M	SD	RI	Order
1	work nature	2.52	0.90	27.16%	1
2	Role conflict	2.37	0.91	26.76%	2
3	Workload	2.28	0.97	23.67%	3
4	Role Ambiguity	2.20	1	22.57%	4
The dependent variable (work stress)		2.34	0.95	26 %	

Table 2 reports an analysis of the dimensions of the dependent variable (work stress) according to the answers of the sample's research. This table shows that the dimension of work nature had the highest percentage. Therefore, it was the most highly ranked among dimensions of work stress based on mean (2.52), standard deviation (0.90), and relative importance (27.16%). However, the percentage of arithmetic mean of this dimension was low. This confirms that employees of the human resources department suffer from the work environment due to noise and many service seekers throughout the official working hours. Similarly, the role conflict dimension was also low, as indicated mean (2.37), standard deviation (0.91), and relative importance (26.76%). Thus, it was ranked second. This illustrates that employees of the human resources department do not have enough time to complete the required tasks due to high work stress. Regarding workload dimension also had a low proportion based on mean (2.28), standard deviation (0.97), and relative importance (23.67%). That is why it was rated third. This indicates that employees feel, there are strict restrictions on work procedures related to job responsibilities, abilities, and skills. Lastly, the role ambiguity dimension had the lowest percentage among dimensions of the work stress variable. This dimension had the lowest mean (2.20), standard deviation (1), and relative importance (22.57%). This confirms that employees

of the human resources department have many duties and tasks without clarity on how they can do them without clear instructions.

Therefore, Figure 3 shows an analysis of the dimensions of the dependent variable (work stress) which are work nature, role conflict, workload, and role ambiguity based on relative importance and according to the answers of the sample's research.

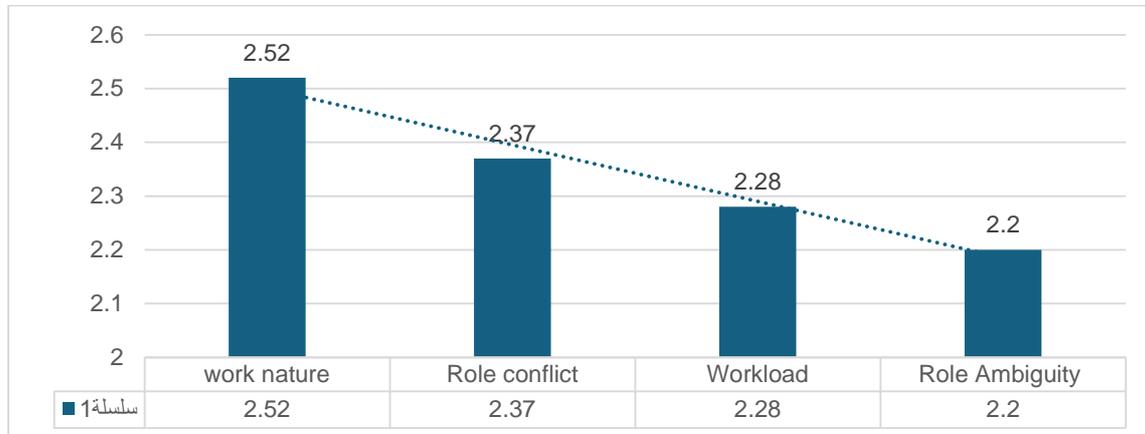


Figure 3: The analysis of the dimensions of work stress based on the relative importance.

#### 4.3. The analysis of research variables (supportive leadership and work stress):

Table 3 presents the statistical analysis using RI, SD, and M. Similarly, the following is the order determined using the overall research factors (supportive leadership and work stress).

**Table 3:** The analysis of research variables analysis (supportive leadership and work stress)

No	Dimension	M	SD	RI	Order
1	Supportive leadership (independent variable)	3.82	0.98	76.40%	1
2	Work stress (the dependent variable)	2.34	0.95	26 %	2

Table 3 demonstrates that the independent variable (supportive leadership) had a higher percentage of the mean (3.82; 2.34), in contrast to the dependent variable of the research (work stress). Furthermore, the standard deviation and relative importance were lower (0.95; 26%) in comparison to the supportive leadership variable, where the standard deviation and relative importance were larger than the work stress variable (0.98, 76.40%). Consequently, the work stress variable came in second, while the supportive leadership variable came in first. The Ministry of the Iraqi Interior's (the Department of Human Resources Management) research sample's findings indicated the critical role that the supportive leadership variable has in reducing work stress.

#### 4.4. Testing the research hypothesis (influence) by inferential statistics:

The aim of testing the hypotheses of impact between the research variables supportive leadership and work stress is to determine the possibility of judging the hypotheses by acceptance or rejection, as shown in Table 4.

**Table 4:** Testing the impact of supportive leadership on work stress

The research variables	$\alpha$	$\beta$	Test t ( $\beta$ )	Sig t ( $\beta$ )	R2	F	Sig
supportive leadership and work stress	0.83	0.61	19.02	0.000	0.75	361.183	0.000

The effect hypothesis:

The main hypotheses of this research: There is no supportive leadership effect of security strategic orientation as the independent variable on work stress as the dependent variable.

Examining Table 4, it is evident that the constant event value ( $\alpha = 0.83$ ) denotes the lowest value that may be achieved for the job stress variable. Moreover, the marginal slope value ( $\beta = 0.61$ ) shows that the supportive leadership variable has a significant impact on work stress. With a coefficient of determination of  $R^2 = 0.75$ , it is also evident that supportive leadership accounts for 76.5% of the variance in the job stress variable, with other variables beyond the purview of the study accounting for 23.5% of the variance. Here is the regression equation:

Work stress is equal to  $0.83 + 0.61 * \text{supportive leadership}$ .

The test's value ( $F = 361.183$ ) indicates that the supportive leadership variable has a statistically significant impact on work stress. The test significance value (0.000) was attained, which is below the customary statistical significance level of 0.05. As a result, the primary hypothesis is disproved. With the alternative hypothesis that supportive leadership significantly affects work stress as the dependent variable, Table (5) is based on the statistical software (SPSS). Consequently, the first primary hypothesis is rejected, and the alternate hypothesis is accepted.

### 5. Discussion Of The Results:

The results of the research showed here high percentage of participants affirm that the decisions leaders of human resources in the Ministry of Interior are based on a fair understanding of situations and not on hearsay or personal biases through practicing the dimension of fair treatment that one of the most important dimensions of supportive leadership.

The results of the research showed here high percentage of the research sample confirmed that the leaders of the human resources department provide good support to their employees to enable them to overcome work and task challenges. This result agrees with the findings research of (Zaman et al., 2022).

It was found here high percentage demonstrates how employees in the human resources division view their leaders as a source of motivation and inspiration. Thus, this result agreed with the research of (Farid, 2021) that looked at how supportive leadership affected workers' physical, social, and mental health during the Covid-19 pandemic.

The current study's findings demonstrated that the dimension of work nature had a low proportion mean. This demonstrates that the noise and large number of service seekers during regular business hours negatively impact the working environment for human resources department staff.

The results of the research showed here also a low percentage of arithmetic mean regarding to dimension of role conflict. This demonstrates how high work stress prevents human resources staff from having enough time to finish the necessary responsibilities.

According to the mean, the workload dimension likewise had a low share. It was ranked third because of this. This suggests that workers perceive stringent limitations on work practices concerning job duties, competencies, and proficiencies.

It is clear that of the dimensions of the work stress variable, the role ambiguity component had the lowest percentage. This demonstrates that human resources staff members have a wide range of responsibilities and activities for which there are unclear guidelines or instructions.

Finally, the key hypothesis was satisfied since it is evident that supportive leadership has a significant and negative impact on the employees of human resources management in the Ministry of Interior's work stress.

## 6. Conclusion:

Most leaders of human resources in the Ministry of Iraqi Interior practice a supportive leadership style and its dimensions which are fair treatment, empowering employees, and inspirational motivation. Besides, most leaders of human resources in the under-study organization practice the dimension of fair treatment more than other dimensions (empowering employees, and inspirational motivation). For example, according to the findings of the research, most leaders who are working in the Department of Human Resources evaluate their employees based on their accomplishments, not on their relationships. Likewise, employees experiencing difficult personal circumstances are treated with understanding and flexibility. In addition, some leaders are interested in enhancing teamwork and joint work to motivate employees to improve and develop work better. Second, regarding work stress, the results of the research have approved that more than half of the employees in the Department of Human Resources in the under-study organization are struggling with the main dimensions of work stress which are work nature, role conflict, workload, and role ambiguity. Although all of these dimensions of work stress have negative effects on employees, the findings of the research provided an evidence that works nature has the highest negative impact on workers in the Ministry of Iraqi Interior than other dimensions. For example, the dimension of work nature can lead some employees to emotional effects, ease of irritability, excessive anxiety, and mood swings. As for the behavioral effects, they include poor performance, withdrawal from work and lack of involvement in it, and impulsive behavior, which may extend to taking some drugs. Finally, to solve the problem of this research, the results have approved that the key effect hypothesis (supportive leadership style and its dimensions have a significant and negative impact on work stress and its dimensions). This means the relation between supportive leadership style and its dimensions and work stress and its dimensions is inverse relation.

## Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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