

Impact of Organizational Culture and Professional Autonomy on the Emotional Well-being of Mental Health Practitioners: A Transdisciplinary Approach

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| <p>KEYWORDS</p> <p><i>Professional autonomy, Organizational culture, Emotional well-being, Burnout, Compassion fatigue.</i></p> | <p>ABSTRACT</p> <p>Mental health practitioners in India frequently encounter burnout, compassion fatigue, and emotional distress, adversely affecting their well-being and the quality of care they provide (Singh & Jha, 2020; Gupta et al., 2021). This study explores how professional autonomy and organizational culture contribute to practitioners' emotional well-being. Organizational culture, encompassing support systems, supervision, and opportunities for professional development, has been shown to mitigate these challenges (Leiter et al., 2017). Adopting a transdisciplinary framework integrating psychology, organizational behavior, and health management, this research examines these complex relationships.</p> <p>The study surveys 204 mental health professionals across diverse clinical settings, utilizing regression analyses and correlation tests to assess the effects of decision-making autonomy and organizational support on outcomes such as burnout and compassion fatigue (Edmondson, 2018). It hypothesizes that increased autonomy and a supportive culture correlate with reduced burnout and improved emotional well-being, aligning with existing literature (Maslach et al., 2016).</p> <p>Findings will highlight the significance of fostering autonomy and support within organizations to enhance practitioners' well-being, reduce burnout, and elevate care quality (Leiter et al., 2017). Recommendations include future research on the long-term implications for workforce retention, patient outcomes, and the integration of professional development programs to sustain practitioner well-being (Schaufeli, 2017).</p> |
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1. INTRODUCTION

The emotional well-being of practitioners has brought significant attention in the field of mental health and it has become an important aspect of effective service delivery (Smith & Roberts, 2020). The complex relationship between professional autonomy and organisational culture shapes the experiences of mental health professionals, influencing their job satisfaction, mental well-being, and the quality of care they deliver to clients (APA, 2023). It is indicated in recent studies that the well-being and performance of practitioners are significantly affected by supportive organisational cultures marked by transparent leadership, inclusive policies, and availability of mental health services (Greenwood & Shapiro, 2022). Restricted work conditions with less autonomy are connected with increased burnout rates with reduced job satisfaction (Thomas et al., 2019).

Organisational culture comprises of a set of values, beliefs, and standards that characterize an organisation. A supportive culture is marked by cooperation and open communication enhances practitioner well-being in mental health environments (Smith & Brown, 2020)



An adverse culture marked by high demands, inadequate support, and scarce resources can lead to increased stress and burnout among practitioners, thereby detrimentally affecting client care (Greenwood et al., 2021). Recent studies emphasize the impact of positive organizational culture on staff retention and satisfaction. Research highlights the importance of supportive leadership, fair policies, and work-life balance significantly enhances employee mental health (Johnson et al., 2023). The American Psychological Association (APA, 2023) reported that 92% of employees prioritize working for organizations that value emotional and psychological well-being. Leadership behaviour and organizational culture are deeply intertwined in shaping mental health outcomes for employees (Martin & Taylor, 2023). Organizations with a strong focus on employee well-being experience lower turnover rates and higher levels of job satisfaction (SAMHSA, 2021).

Organisational culture can significantly impact workers' experiences and job satisfaction. Recent studies highlights that organisation with strong culture promotes cooperation, reduces burnout rates, and improves work satisfaction among mental health practitioners (Brown et al., 2021). Researches also indicates that workplaces characterised by open communication, democratic decision-making, and supportive leadership markedly decrease stress levels and enhance practitioners' emotional resilience. Gupta et al. (2022) Adverse or hierarchical work environments elevate emotional fatigue and diminish engagement (Jones & Smith, 2020).

Professional autonomy, the ability to make independent decisions in clinical practice, is widely acknowledged as a fundamental element of practitioner well-being (Ryan & Deci, 2020). Recent studies indicate a substantial correlation between autonomy, job satisfaction, and emotional resilience. Johnson et al. (2021) found that practitioners with high levels of autonomy were less prone to emotional exhaustion and more inclined to find meaning and satisfaction in their work. According to previous literature, Excessive autonomy without adequate organizational support can also result in decision-making fatigue and ethical stress, particularly in high-stakes scenarios (Martinez & Roberts, 2020). A balanced approach, where autonomy is complemented by collaboration and organizational direction, enhances decision-making confidence and alleviates stress (Taylor et al., 2022).

The relationship between organizational culture and professional autonomy profoundly affects practitioners' emotional well-being. Recent research indicates that supportive organizational cultures enhance the advantages of autonomy by fostering trust and providing resources for decision-making (Smith et al., 2023). Restrictive or unsupportive environments can undermine the benefits of autonomy, leading to dissatisfaction and burnout (Brown et al., 2021). Taylor et al. (2022) underscore the necessity of integrated treatments that consider both cultural and autonomy-related elements to improve well-being. Organizations that harmonize practitioner autonomy with systematic mentorship and explicit policies foster cultures that enhance emotional resilience and job satisfaction.

Mental health practitioners face unique challenges, such as exposure to clients' trauma and significant emotional demands, rendering them more susceptible to stress and burnout. Brooks et al. (2020) identify burnout, compassion fatigue, and vicarious trauma as significant factors compromising practitioners' well-being. Recent initiatives, such as mindfulness programs and organizational resilience training, have demonstrated potential in alleviating these issues (Smith et al., 2023).

organisations that are promoting mental health literacy and establishing structured peer support networks observe decreased levels of burnout and employee attrition (Brown et al., 2021). These findings corroborate evidence that organisational cultures emphasising psychological safety empower practitioners to proactively tackle workplace issues, hence improving both individual and collective well-being (Smith et al., 2023). A transdisciplinary strategy that combines organizational psychology, mental health research, and human resource techniques has been suggested to improve practitioners' well-being (Gupta et al., 2022). These strategies emphasize systemic solutions, encompassing work-life balance policies, professional growth opportunities, and extensive support networks.

Objectives

- To examine the relationship between organizational culture and emotional well-being among mental health practitioners.
- To assess the impact of professional autonomy on the emotional well-being of mental health practitioners.
- To evaluate the combined effect of organizational culture and professional autonomy on the emotional well-being of mental health practitioners.

Hypothesis

- **H1:** There is a significant relationship between organizational culture and emotional well-being of mental health practitioners.
- **H2:** There is a significant relationship between professional autonomy and emotional well-being of mental health practitioners.
- **H3:** The interaction between organizational culture and professional autonomy has a significant effect on emotional well-being.



2. METHODOLOGY

Sample and Design

A cross-sectional survey design was used in this study integrating psychology, organizational behaviour, and health management to assess the interplay between organizational culture, professional autonomy, and emotional well-being. The sample size of 196 mental health practitioners working in diverse clinical settings across India was taken and the Sampling method used was Purposive sampling for diverse organizational and professional contexts. Inclusion criteria included the participants who are mental health professionals (e.g., clinical psychologists, psychiatrists, social workers, or counselors) with at least one year of professional experience and currently employed in a clinical, educational, or organizational setting.

Tools Used

The Organizational Culture Assessment Questionnaire (OCAQ) was developed by Dr. Marshall Sashkin (1990, refined in 2013), is a Likert-type scale that measures organizational culture across five key dimensions: managing change, which evaluates an organization's adaptability and readiness for innovation; achieving goals, which focuses on goal-setting clarity and effectiveness; coordinated teamwork, which assesses collaboration and communication among team members; customer orientation, which measures responsiveness to customer or stakeholder needs; and cultural strength, which reflects the consistency and integration of shared values and practices. The tool demonstrates strong reliability (Cronbach's alpha 0.80–0.92) and validity, with significant correlations to organizational performance measures.

The Dempster Practice Behaviour Scale (DPBS) was developed by Judith Dempster (1990), is a Likert-type scale which consists of 30 items to evaluate professional autonomy across domains such as decision-making autonomy, which assesses independence in clinical decisions; self-regulation, which measures adherence to professional and ethical standards; and responsibility and accountability, reflecting how practitioners perceive and manage their professional responsibilities. There are Five items on the DPBS with reverse-scoring to control for response bias. With high reliability (Cronbach's alpha 0.85–0.91) and strong construct validity, it is a robust tool for understanding professional autonomy.

The Emotional Well-Being Scale, developed by Dr. R. Portia and Dr. A. Joycilin Shermila (2015), is a Likert-type scale that assesses emotional well-being across four dimensions: mental health, focusing on psychological stability; emotional health, evaluating emotional balance; emotional resilience, reflecting adaptability to adversity; and emotional happiness, which captures life satisfaction and joy. The scale demonstrates strong reliability (Cronbach's alpha 0.87) and validity through exploratory factor analysis and correlations with other well-being measures, making it a comprehensive and reliable tool for assessing emotional well-being.

Procedure

Data collection for the study was conducted using online forms distributed via email and professional networks. Participants were informed about the study's objectives and assured of confidentiality. informed consent was taken from the professionals. The questionnaire was comprised of three sections: demographic details, standardized questionnaires (OCAQ, DPBS, and Emotional Well-Being Scale).

The demographic section included age, gender, educational qualifications, current role, years of experience, type of organization (e.g., government, private, non-profit), work setting (e.g., hospital, private practice, community clinic), and employment status (full-time/part-time). The three standardized questionnaires were presented sequentially. Participants could withdraw from the survey at any time.

Statistical Analysis

For statistical analysis Correlation analyses was conducted to examine relationships between organizational culture, professional autonomy, and emotional well-being and Regression analyses was conducted to assess the predictive influence of organizational culture and professional autonomy on emotional well-being, burnout, and compassion fatigue . It was done using using SPSS (version 28).

3. RESULTS AND DISCUSSION

Table 1.1 Represents the Correlation Between Organizational Culture Dimensions and Emotional Well-being

| Organizational Culture Dimension | Correlation with Emotional Well-being (r-value) | Significance (p-value) |
|----------------------------------|---|------------------------|
| Achieving Goals (AG) | 0.318 | 0.000 |
| Coordinated Teamwork (CT) | 0.277 | 0.000 |



| | | |
|---------------------------|-------|-------|
| Cultural Strength (CS) | 0.287 | 0.000 |
| Customer Orientation (CO) | 0.160 | 0.022 |
| Managing Change (MC) | 0.185 | 0.008 |

The results from Table 1.1 shows that there is a positive correlation between organizational culture dimensions and emotional well-being among mental health practitioners. Achieving Goals (AG) showed the highest correlation with emotional well-being ($r = 0.318$, $p = 0.000$), suggesting that if there is a clear goal-setting, It will increase motivation to work and reduces stress. On the other hand, Cultural Strength (CS) ($r = 0.287$, $p = 0.000$) and Coordinated Teamwork (CT) ($r = 0.277$, $p = 0.000$) also demonstrated strong correlations, reinforcing that a stable workplace culture and collaboration will reduce burnout and promote emotional stability.

Managing Change (MC) ($r = 0.185$, $p = 0.008$) and Customer Orientation (CO) ($r = 0.160$, $p = 0.022$) showed moderate correlations, indicating that adaptability and client-centered practices contribute to well-being but have a lesser impact compared to teamwork and goal achievement. A study by Giorgi et al. (2021) and Bakker & de Vries (2022) highlights that a supportive workplace enhances resilience and reduces emotional distress.

Therefore, Hypothesis 1 (H1) is accepted, highlighting that a strong organizational culture significantly enhances emotional well-being. Organizations should focus on structured goal-setting, teamwork, cultural stability, and adaptability by promoting mentorship, feedback systems, and well-being assessments to create a healthier work environment.

Table 2.1 Represents Pearson Correlation Coefficients (Professional Autonomy & Emotional Well-being)

| Variable | R | E | A | V | TotalEWB |
|-------------------|-------|-------|-------|-------|----------|
| Readiness (R) | 1.00 | .110 | .814 | .758 | -.049 |
| Empowerment (E) | .110 | 1.00 | .204 | .252 | -.015 |
| Actualization (A) | .814 | .204 | 1.00 | .728 | -.077 |
| Valuation (V) | .758 | .252 | .728 | 1.00 | -.009 |
| TotalEWB | -.049 | -.015 | -.077 | -.009 | 1.00 |

Dependent Variable: Emotional Well-being

Predictor Variables: Professional Autonomy Dimensions (Readiness, Empowerment, Actualization, Valuation)

Table 2.1 Highlights that there is complex relationship between professional autonomy dimensions and emotional well-being among mental health practitioners. It is noticed that None of the autonomy dimensions show a positive correlation with emotional well-being, which suggests that while autonomy is essential for professional growth, excessive independence without structured guidance may negatively impact mental health. Among other dimensions, Actualization (A) exhibits the strongest negative correlation with emotional well-being ($r = -0.077$), which indicates that while autonomy enables professional decision-making, excessive self-reliance without institutional support may contribute to emotional strain or burnout where as high autonomy without guidance increases emotional fatigue (Miller et al., 2023). The need to balance independence with organizational support is emphasized in the study by Johnson et al. (2022)

Readiness (R) ($r = -0.049$), Empowerment (E) ($r = -0.015$), and Valuation (V) ($r = -0.009$) show weak correlations with emotional well-being, suggesting that practitioners' perceptions of their autonomy may not directly enhance well-being unless accompanied by structural support. Readiness (R) reflects preparedness for autonomy, and a lack of it may increase stress. Empowerment (E) fosters self-efficacy but does not significantly impact well-being. Valuation (V) represents how autonomy is recognized within an organization, and a lack of acknowledgment can lead to emotional exhaustion. These findings therefore partially support Hypothesis 2 (H2), confirming that autonomy influences emotional well-being, but excessive independence without institutional support may be detrimental. Organizations must ensure that autonomy is balanced with mentorship, supervision, and decision-making support mechanisms to enhance practitioners' emotional resilience and job satisfaction.

Table 3 Represents the Combined Effect of Organizational Culture and Professional Autonomy on Emotional Well-being



Table 3: Regression Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.318 | 0.101 | 0.097 | 5.99298 |
| 2 | 0.421 | 0.177 | 0.165 | 2.625 |

Model 1 Predictors: Organizational Culture

Model 2 Predictors: Organizational Culture, Professional Autonomy

Dependent Variable: Emotional Well-being

Table 3.2 ANOVA Summary

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|----------------------|----------------|-----|-------------|--------|-------|
| Regression (Model 1) | 818.010 | 1 | 818.010 | 22.776 | 0.000 |
| Residual | 7254.986 | 202 | 35.916 | | |
| Total | 8072.995 | 203 | | | |
| Regression (Model 2) | 296.913 | 3 | 98.971 | 14.365 | 0.000 |
| Residual | 1377.965 | 200 | 6.890 | | |
| Total | 1674.877 | 203 | | | |

Dependent Variable: Emotional Well-being

Predictor Variables: Organizational Culture, Professional Autonomy

Table 3.3 : Regression Coefficients

| Model | Predictor | B | Std. Error | Beta | t-value | Sig. |
|-------|------------------------|--------|------------|--------|---------|-------|
| 1 | (Constant) | 50.728 | 2.501 | - | 20.282 | 0.000 |
| | Achieving Goals (AG) | 0.579 | 0.121 | 0.318 | 4.772 | 0.000 |
| 2 | (Constant) | 17.110 | 1.513 | - | 11.311 | 0.000 |
| | Cultural Strength (CS) | 0.172 | 0.074 | 0.224 | 2.318 | 0.021 |
| | Achieving Goals (AG) | 0.182 | 0.080 | 0.220 | 2.268 | 0.024 |
| | Actualization (A) | -0.069 | 0.031 | -0.142 | -2.190 | 0.030 |

Dependent Variable: Emotional Well-being

Predictor Variables: Organizational Culture (Cultural Strength, Achieving Goals) and Professional Autonomy (Actualization)

Constant: Represents the baseline emotional well-being score when all predictor variables are set to zero.

The regression analysis (Table 3) shows that organizational culture alone accounts for 10.1% of the variance ($R^2 = 0.101$) in emotional well-being, while adding professional autonomy increases the explained variance to 17.7% ($R^2 = 0.177$). This indicates that professional autonomy enhances predictive power, emphasizing its significant role.

The ANOVA results (Table 4) confirm the statistical significance of both models ($p = 0.000$), indicating that organizational culture and professional autonomy together significantly impact emotional well-being. In Model 1, Achieving Goals (AG) was a significant predictor ($B = 0.579$, $p = 0.000$), reinforcing the importance of goal alignment. In Model 2 (Table 5), Cultural Strength (CS) ($B = 0.172$, $p = 0.021$) and Achieving Goals (AG) ($B = 0.182$, $p = 0.024$) remained positive predictors, suggesting that a structured, goal-oriented culture enhances emotional well-being. However, Actualization (A) ($B = -0.069$,



$p = 0.030$) had a negative impact, indicating that excessive autonomy without structured support may lead to emotional distress.

These findings align with research by Demerouti et al. (2022) and Schaufeli & Bakker (2023), emphasizing that workplaces fostering goal achievement, stability, and guided autonomy reduce burnout and improve job satisfaction. The results support Hypothesis H3, suggesting that mental health organizations should adopt a balanced approach by integrating goal-setting, cultural stability, and autonomy with mentorship and decision-making support to enhance emotional resilience and overall well-being.

4. CONCLUSION

The findings from the study provide with a strong evidence that organizational culture and professional autonomy play important role in shaping the emotional well-being of mental health practitioners. The regression analysis indicates that organizational culture alone shows 10.1% of the variance in emotional well-being, while the inclusion of professional autonomy increases the predictive power to 17.7%. This indicates that while a supportive organizational culture significantly enhances well-being, professional autonomy also plays a role, requiring structured guidance to prevent emotional strain.

The study highlights that Achieving Goals (AG) and Cultural Strength (CS) positively contribute to emotional well-being, reinforcing that clear goal-setting, workplace stability, and teamwork reduces stress and enhances motivation. However, Actualization (A) negatively impacts emotional well-being, suggesting that excessive autonomy without adequate organizational support may lead to emotional distress or burnout. These findings align with existing literature, emphasizing the importance of a balanced approach where autonomy is complemented by mentorship, supervision, and structured decision-making frameworks.

Organizations must prioritize workplace interventions that promote a structured, goal-oriented environment while ensuring professionals receive adequate institutional support. This balance will not only enhance emotional resilience and job satisfaction but also contribute to a more effective and sustainable mental health workforce. Future policies should focus on integrating autonomy within a structured organizational culture to create an environment that fosters both professional growth and emotional stability.

5. LIMITATIONS OF THE STUDY

- A total of 204 participants took part in the study, but only 196 valid responses were analyzed after excluding incomplete questionnaire
- It prevents establishing cause-effect relationships between variables.
- Other potential moderators or mediators, such as workload, leadership style, or personal coping mechanisms, were not included in the study and may have influenced the results.

6. FUTURE IMPLICATIONS

- Future research should adopt a longitudinal approach to examine the long-term effects of organizational culture and professional autonomy on emotional well-being over time.
- Studies across different organizational structures, cultures, and professional settings can provide broader insights into how workplace dynamics impact mental health practitioners globally.
- Research should explore the effectiveness of workplace interventions, such as mentorship programs, structured autonomy models, and goal-oriented strategies, in improving emotional resilience and job satisfaction.
- Incorporating qualitative methods (e.g., interviews and case studies) could offer deeper insights into practitioners' experiences, helping to refine workplace policies and support systems.

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