frontiers | Frontiers in Organizational Psychology

TYPE Perspective
PUBLISHED 22 January 2026
DOI 10.3389/forgp.2025.1742822

OPEN ACCESS

EDITED BY
Lambert Zixin Li,
National University of Singapore, Singapore

REVIEWED BY
Himanshu M. Shukla,
Symbiosis International University, India
Cesar Guerrero,
Technical University of Ambato, Ecuador

*CORRESPONDENCE
Aharon Tziner
✉ aetziner@gmail.com

RECEIVED 09 November 2025
REVISED 26 December 2025
ACCEPTED 31 December 2025
PUBLISHED 22 January 2026

CITATION
Tziner A, Shwartz-Asher D, Etsion I and Birati EY (2026) Psycho-tribology: an interdisciplinary view on employees' burnout processes. *Front. Organ. Psychol.* 3:1742822. doi: 10.3389/forgp.2025.1742822

Psycho-tribology: an interdisciplinary view on employees' burnout processes

Aharon Tziner[1]*, Daphna Shwartz-Asher[1], Izhak Etsion[2] and Edo Y. Birati[3]

[1]Faculty of Social Sciences and Humanities, Tel-Hai College, Upper Galilee, Israel, [2]Faculty of Mechanical Engineering, Technion Israel Institute of Technology, Haifa, Israel, [3]Cardiovascular Division, Tzafon Medical Center and Azrieli Faculty of Medicine, Bar Ilan University, Ramat Gan, Israel

Burnout is a multidimensional psychological response to chronic work stress, characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment. In this paper, we introduce "Psycho-tribology"—a pioneering multidisciplinary framework that analogizes psychological burnout to mechanical wear in engineering. Drawing on a wear equation, the authors propose a conceptual model where work pressure parallels mechanical load, resilience functions as material hardness, and coping strategies act as "lubricants" to minimize friction. Preliminary findings highlight that while heavy workloads universally exacerbate burnout markers, specific factors such as recognition and person-organization fit serve as critical resources that mitigate emotional exhaustion. Conversely, compulsive work investment can paradoxically increase personal achievement despite rising depersonalization. By calculating a "personal wear coefficient," organizations can move beyond traditional surveys to objectively predict employee-job compatibility. This innovative approach offers a transformative tool for human resource management, potentially increasing workforce retention and ethical hiring practices by matching individual resilience coefficients to the attrition potential of specific professional roles.

KEYWORDS

Archard's wear equation, burnout coefficient, psychology, resilience, tribology, workplace lubricants

Scientific background

Burnout refers to the individual's psychological response to chronic work stress. This multidimensional construct comprises three discrete yet related aspects: (1) emotional exhaustion; (2) depersonalization (negative or cynical attitudes toward the organization and its service recipients); and (3) a decline in personal accomplishments and in the perceived ability to perform effectively (Maslach, 2003). Later, a physical dimension was also added to burnout (Shirom and Melamed, 2006). For instance, burnout has negative implications for employees' health, such as hyperlipidemia (Shirom et al., 2013), coronary heart disease (Toker et al., 2012), and diabetes (Melamed et al., 2006), as well as increased inflammation biomarkers, such as C-reactive protein (Toker et al., 2005). Finally, burnout has also been found to be related to depression (Toker and Biron, 2012).

In the literature, the field of medicine has been used as a reliable indicator of burnout on the job. Of particular significance, Malik et al. (2025) synthesize key themes from the *Frontiers in Medicine* Research Topic and frame burnout not as an individual failure but as a consequence of global structural deficiencies. Notably, the collected studies offer a

diverse perspective on the evolving nature of distress and innovative strategies for building a sustainable workforce.

Furthermore, recent research by Lee et al. (2025) highlights how long hours and specific roles shaped burnout among hospital medical staff during the pandemic. While attending physicians showed more resilience, nurses and staff in COVID-related units were particularly vulnerable. The study advocates for regulated hours and flexible scheduling to protect long-term well-being. Focusing on stress-related issues evolving from burnout, Alhassan et al. (2025) conducted a meta-analysis in the MENAT region, finding a 40% prevalence of high emotional exhaustion emanating from work. Higher burnout rates in countries like Saudi Arabia and Turkey were linked to workload and lack of support, whereas autonomy and strong leadership served as protective factors.

In Emergency Medicine (EM), traditional surveys may miss granular triggers. Granular triggers enhance the level of precision of surveys, ensuring that feedback collected is relevant to a specific interaction or moment, leading to more nuanced insights. For instance, Baugh et al. (2025) demonstrated that "experience sampling"—whereby participants report their real-time thoughts, feelings, behaviors, and environments multiple times daily—is a feasible method for measuring real-time clinician experiences. Specifically, Baugh et al. (2025) identified that crowding and inadequate staffing (in the hospital setting) drove negative experiences, while manageable patient volumes and teamwork drove positive experiences on the job.

Ghaseminejad et al. (2025) further explored physicians' perspectives, identifying heavy workloads and feelings of being undervalued as universal stressors. However, specific groups face their unique burdens: GIM Physicians, for instance, face pressures regarding the scope of practice and workplace sexism, while ED Physicians have to cope with workplace violence and assessing patients in waiting rooms.

Burnout is also deeply embedded in medical training. Freeman et al. (2025), for example, utilized the Maslach Burnout Inventory (MBI) to find that conscientiousness in EM residents correlates with lower emotional exhaustion and higher personal accomplishment. Similarly, while US medical oncology fellows show improvement since 2013, Schenkel et al. (2025) emphasize that optimizing work-life integration remains essential for a positive workplace evolution.

While the overarching sector is Healthcare, the research is sub-categorized into specific high-stress environments such as Emergency Medicine (EM) (Baugh et al., 2025; Ghaseminejad et al., 2025; Freeman et al., 2025); Medical Oncology (Schenkel et al., 2025); Public Health/Informatics (Kaptanoglu and Kiliçarslan, 2023). The research explicitly differentiates between roles to identify specific vulnerabilities, such as medical trainees (Schenkel et al., 2025; Freeman et al., 2025) and nurses (Lee et al., 2025).

Studies of burnout, however, are diverse as exemplified by those that represent a global perspective across different countries (Malik et al., 2025), those that focus on "distress" categorized into distinct levels of intervention, such as individual factors (Kaptanoglu and Kiliçarslan, 2023), and investigations that focus on the work environment (Alhassan et al., 2025).

When defining burnout based on the conservation of resources theory (Hobfoll, 1989), an emphasis is placed on personal resources, in line with the assumption that individuals are motivated "to achieve, preserve, protect, and nurture those elements and assets that they value." These values may include occupational stability, work satisfaction, self-confidence, loyalty to friends and family, and money. Psychological stress occurs when the individual experiences a loss of or threat to their resources, or when an investment does not produce further resources as anticipated. When such resource depletion becomes chronic, burnout may occur.

From an organizational aspect, burnout can harm employee effectiveness and performance, with negative attitudes emerging toward the work and the organization (Halbesleben and Bowler, 2007; Maslach et al., 2001). Moreover, increased burnout tends to lead to reduced work satisfaction and increased levels of turnover intentions (Cropanzano et al., 2003; Moreno-Jiménez et al., 2012; Urien Angulo and Osca, 2012). Burned-out employees may impact their colleagues, referred to as crossover (Bakker et al., 2005), and burned-out managers may even exhaust the entire system that they oversee (Pines and Aronson, 1988).

In this proposal, we further draw attention to several factors that have been shown to contribute to burnout, such as excessive or compulsive working and heavy workloads, and those that tend to prevent job burnout, such as P-O (Person-organization) fit, recognition, and subjective well-being. Notably, our previous research has indicated that excessive working (Heavy Work Investment and Time Commitment—HWI-TC) is negatively related to depersonalization, yet not to emotional exhaustion or to personal efficacy (Tziner et al., 2018). While this outcome may be counterintuitive, this finding is supported by the literature. For example, (Shamai et al., 2018) found that workers who work long hours report higher levels of affective happiness.

Additionally, our previous investigations have indicated that while working compulsively, Heavy Work Investment and Effort Investment (HWI-WI) is positively related to depersonalization; however, it also leads to increased feelings of personal achievement (Tziner et al., 2018). It appears that when individuals dedicate themselves to "doing," everything they accomplish can increase their perceived efficacy and their proficiency.

Another interesting finding in our previous research is that subjective well-being is negatively related to emotional exhaustion, yet is unrelated to depersonalization or personal achievement. Based on (a) flow theory (Csikszentmihalyi et al., 2018)—whereby individuals fully immersed and deeply focused on an activity are characterized by effortless concentration and a loss of self-consciousness—and (b) *activity theory* (Engeström, 1999)—which posits that consciousness and activity shape each other: In sum, "You are what you do" (Nardi, 1996)—workers who spend long hours at work experience more flow and attain higher subjective well-being, which is the opposite of emotional exhaustion.

Consistent with recent research, and as indicated above, a heavier workload is positively related to emotional exhaustion, depersonalization, and reduced personal achievement (Tziner et al., 2018). This outcome indicates that a heavy workload

in a medical setting might lead to negative feelings such as disgust or repulsion toward patients. In turn, such discomfort could lead to mental and emotional disengagement from patients, resulting in depersonalization. These feelings can be exacerbated by instances where patients drain too much energy from their doctors, further contributing to emotional exhaustion and disengagement. Administrative duties also add to the physician's workload with similar results.

Tziner et al. (2018) additionally found a negative relationship between recognition of the employees' work and their emotional exhaustion and a positive association between such recognition and personal achievement, yet unrelated to depersonalization. Recognition appears to serve as a resource that mitigates the negative impact of burnout on an employee's pool of resources. Furthermore, P-O fit was negatively related to emotional exhaustion, depersonalization, and reduced personal efficacy—all of which are key components of burnout.

Based on these findings associated with burnout, in a previous study, Tziner et al. (2018) proposed identifying an individual's built-in burnout coefficient (see below) in tandem with a person's characteristic level of personality traits. This proposal advances that direction.

Tribology

In engineering, the field of tribology addresses surfaces that interact with one another in relative motion. The term stems from the Greek word *tribos*, i.e., rubbing. Although this term was only coined in 1964, images of tribology have been found from ancient Egypt, when early tribologists used liquid lubricant to facilitate the sliding of large statues. Tribology comprises three key aspects: *friction* (i.e., the resistance to relative motion), *wear* (i.e., the loss of material due to this motion), and *lubrication* (i.e., the use of a fluid to minimize friction and wear) (Rabinowicz, 1965). Wear is usually undesirable, as it can lead to increased friction and even failure. The two most common types of wear are *abrasive* (where harder materials remove materials from softer ones) and *adhesive* (where two bodies adhere to one another, thereby transferring material from one to the other). In the latter, the two sliding surfaces (or features on those surfaces) temporarily form junctions between the two materials; for sliding to continue, these junctions must be broken.

To quantify the speed at which material is *removed* from the surface, the wear rate can be calculated as V/d, where V is the volume and d is the sliding distance. According to Archard's (1953) *wear equation*: $V/d = (K * W)/H$ *(where K is the material-specific wear coefficient, W is the load, and H is the material hardness), higher wear is observed with softer materials and* higher loads. To enable comparisons, wear rate is often normalized by load, reported in units of volume per distance.

In addition to the *wear equation*, Archard (1953) also developed the *wear coefficient*, whose values vary by magnitude and are highly dependent on the materials and their surface features, as well as on the operating and environmental conditions. This equation has been frequently used to successfully describe experimental observations.

Psycho-tribology

The term Psycho-tribology was first suggested by two Israeli scientists, Etsion and Pines, who met in 1985 in a social group and occasionally discussed their respective professions, Tribology and Psychology. They were intrigued by the content similarity of the phenomena of burnout in Psychology and wear in Mechanical Engineering and decided to start a research collaboration aiming to find out if any knowledge from Mechanics (i.e., wear) could be applied to better understand burnout. Unfortunately, Pines passed away before their idea could be materialized, and the main goal of the present paper is an attempt to conceptually solidify the foundations of this original and pioneering multidisciplinary idea.

The aims of the proposal in this paper

Our proposed research aims to examine whether analogy can be achieved between wear vs. burnout models from the fields of engineering vs. psychology. We hypothesize that such an analogy will be found. As Tribology deals with mathematical formulas rather than with empirical models based on questionnaires, the comparison will be conducted at the parameter level (Table 1), indicating that the tribology factors—Loss of material due to rubbing, Surface pressure, Hardness, and Time—are matched, respectively, with the psychological parameters Exhaustion, Perceived stress, Resilience, and Time.

Measuring resilience vs. burnout based on the wear coefficient could enable the prediction of burnout among employees caused by chronic stress. To do so, in a continuing research paradigm, we will attempt to identify participants' built-in burnout coefficient while performing analogies of various wear mechanisms and forms of "lubrication" as a means for reducing the burnout. For example, certain tribology lubricants could parallel various psychological coping strategies for dealing with stress at work; moreover, meaning at work or social support networks could serve as "lubricants" for reducing burnout.

As employee burnout is influenced by both individual and organizational factors, a positive fit between the employee and the

TABLE 1 Parallel factors in tribology and in psychology.

Tribology (engineering)	Psychology
Loss of material due to wear of rubbing surfaces (predicted by Archard's wear equation).	Mental, physical, and cognitive exhaustion (measured by self-reporting questionnaires).
Pressure on the surface	Perceived stress: employees perceive any work situation as stressful when external and/or internal demands are appraised as taxing or exceeding the individual's resources (Lazarus and Folkman, 1984).
Hardness	Resilience: when beset by problems and adversity, sustaining and bouncing back and even beyond to attain success (Luthans et al., 2015).
Time	Time

organization is of the utmost significance (Leiter and Maslach, 2003)—hence the importance of this research. Moreover, by comparing various types of burnout in psychology to different wear types in tribology, we may, for example, be able to reveal parallels between abrasive wear and burnout due to bureaucracy, and between adhesive wear and burnout transfer between colleagues, two factors demonstrated to moderate burnout in the workplace.

Research directions

As Albert Einstein said, "We cannot solve our problems with the same thinking we used when we created them." Thus, we believe there is room to advance a substantially novel approach to burnout, based on a completely different discipline: transferring knowledge from the engineering field to the human one, which could offer a meaningful breakthrough. In our proposed research, we will develop and implement a method for calculating two indices: one for the individual's resilience against attrition and one for the attrition that the position/job itself potentially poses. Doing so could provide organizations with an applicable tool for human resource management, aiming to decrease employee burnout and increase retention and job satisfaction.

For example, if the attrition potential (coefficient) of a certain position = X, then individuals whose resistance to attrition (coefficient) < X will not be appointed to that specific role; in turn, this could increase efficacy and retention in the workplace, while maintaining the individual's mental and physical health—for the benefit of the individual, the organization, and society as a whole. Moreover, moral aspects may also come into play, as it may be perceived as unethical to knowingly hire individuals for a position that requires higher resilience to burnout than they possess.

The decision as to who to hire according to their burnout coefficient, combined with managerial interventions concerning "shielding materials," can be highly important: Especially, we would have to examine whether managers tend to "polish" (= to remove material from a surface in the positive sense = provide resources) or to create friction (= to remove material from a surface in the negative sense = deplete resources).

Indeed, burnout is less likely to occur when employees work in a setting that is in line with their values and that fosters personal engagement. We support such sentiments and offer that our proposal offers a potential and viable tool to management to achieve that amicable setting where workers feel recognized, can operate respectively within their burnout and personality coefficients, and consequently better recover resources. This proposal thus benefits both employee and employer.

The value of the venue advanced in this paper

We reiterate that a major advantage of the suggested analogy, if proven, is that organizations will benefit from an applicable tool for human resource management, aiming (1) to decrease employee burnout and increase retention and job satisfaction, and (2) to save much expensive time and resources on staffing jobs with candidates prone to burnout. For example, a relatively short tool can be devised to predict a "personal wear coefficient" of a candidate. Moreover, if we can simultaneously assess the "wear-burnout" potential of a particular job, we can decide whether to hire a candidate for the vacant position or not.

By calculating "personal wear coefficients," organizations can move beyond traditional surveys to objectively predict employee-job compatibility. This innovative approach offers a transformative tool for human resource management, potentially increasing workforce retention and ethical hiring practices by matching individual resilience coefficients to the attrition potential of specific professional roles.

Finally, a further benefit to the field of psychological research is the possible introduction of a new branch of interdisciplinary science, which might lay out the foundation for the fruitful advancement of human processes based on cumulated knowledge in Mechanical Engineering.

Data availability statement

The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Author contributions

AT: Writing – original draft, Conceptualization. DS-A: Writing – review & editing. IE: Writing – review & editing. EB: Writing – review & editing, Validation, Visualization.

Funding

The author(s) declared that financial support was not received for this work and/or its publication.

Conflict of interest

The author(s) declared that this work was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

The author(s) declared that they were an editorial board member of Frontiers, at the time of submission. This had no impact on the peer review process and the final decision.

Generative AI statement

The author(s) declared that generative AI was not used in the creation of this manuscript.

Any alternative text (alt text) provided alongside figures in this article has been generated by Frontiers with the support of artificial intelligence and reasonable efforts have been made to ensure accuracy, including review by the authors wherever possible. If you identify any issues, please contact us.

Publisher's note

References

Alhassan, M. A., Alarabi, M. A., Alhassan, S. A., Albalawi, W. M., and AlRabiah, E. S. (2025). Prevalence of burnout and its risk and protective factors among healthcare workers in the Middle East, North Africa, and Turkey: a systematic review and meta-analysis. *Front. Psychol.* 16:1539105. doi: 10.3389/fpsyg.2025.1539105

Archard, J. F. (1953). Contact and rubbing of flat surfaces. *J. Appl. Phys.* 24, 981–988. doi: 10.1063/1.1721448

Bakker, A. B., Le Blanc, P. M., and Schaufeli, W. B. (2005). Burnout contagion among intensive care nurses. *J. Adv. Nurs.* 51, 276–287. doi: 10.1111/j.1365-2648.2005.03494.x

Baugh, J. J., Margolin, J., Raja, A. S., and White, B. A. (2025). Experience sampling to assess burnout in emergency medicine: an acceptability and feasibility pilot. *West. J. Emerg. Med.* 26:1105. doi: 10.5811/WESTJEM.39651

Cropanzano, R., Rupp, D. E., and Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *J. Appl. Psychol.* 88, 160–169. doi: 10.1037/0021-9010.88.1.160

Csikszentmihalyi, M., Montijo, M. N., and Mouton, A. R. (2018). "Flow theory: Optimizing elite performance in the creative realm," in *APA Handbook of Giftedness and Talent,* eds. S. I. Pfeiffer, E. Shaunessy-Dedrick, and M. Foley-Nicpon (American Psychological Association), 215–229. doi: 10.1037/0000038-014

Engeström, Y. (1999). "Activity theory and individual," in *Perspectives on Activity Theory,* 19.

Freeman, B., Cygan, L., Melville, L., and Gaeta, T. (2025). Personality traits and burnout in emergency medicine residents. *West. J. Emerg. Med.* 26:241. doi: 10.5811/WESTJEM.21139

Ghaseminejad, F., Rich, K., Rosenbaum, D., Rydz, E., Chow, L., Salmon, A., et al. (2025). Organisational factors associated with burnout among emergency and internal medicine physicians: a qualitative study. *BMJ Open* 15:e085973. doi: 10.1136/bmjopen-2024-085973

Halbesleben, J. R., and Bowler, W. M. (2007). Emotional exhaustion and job performance: the mediating role of motivation. *J. Appl. Psychol.* 92, 93–106. doi: 10.1037/0021-9010.92.1.93

Hobfoll, S. E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *Am. Psychol.* 44, 513–524. doi: 10.1037/0003-066X.44.3.513

Kaptanoglu, O. R., and Kiliçarslan, M. (2023). "Health information systems, the use of electronic recipe and the attitude of healthcare professionals," in *Proceedings* (Philadelphia, PA: MDPI), 22.

Lazarus, R. S., and Folkman, S. (1984). *Stress, Appraisal, and Coping*. Berlin: Springer.

Lee, S. Y., Hsu, W. T., Ho, W. C., Lin, Y. L., Lin, C. F., Wang, C. L., et al. (2025). Longitudinal trends in burnout among healthcare professionals during the COVID-19 pandemic: a 4-year prospective cohort study in a tertiary medical centre in Taiwan. *BMJ Open* 15:e095648. doi: 10.1136/bmjopen-2024-095648

Leiter, M. P., and Maslach, C. (2003). Areas of worklife: a structured approach to organizational predictors of job burnout. *Res. Occup. Stress Well-Being* 3, 91–134. doi: 10.1016/S1479-3555(03)03003-8

Luthans, F., Youssef-Morgan, C. M., and Avolio, B. J. (2015). *Psychological Capital and Beyond*. Oxford: Oxford University Press.

Malik, M., Weeks, K., Bafna, T., Choudhury, M., and Walker, K. (2025). Burnout, well-being, and resilience of healthcare workers in the post-COVID world. *Front. Med.* 12:1679590. doi: 10.3389/fmed.2025.1679590

Maslach, C. (2003). Job burnout: new directions in research and intervention. *Curr. Dir. Psychol. Sci.* 12, 189–192. doi: 10.1111/1467-8721.01258

Maslach, C., Schaufeli, W. B., and Leiter, M. P. (2001). Job burnout. *Annu. Rev. Psychol.* 52, 397–422. doi: 10.1146/annurev.psych.52.1.397

Melamed, S., Shirom, A., Toker, S., and Shapira, I. (2006). Burnout and risk of type 2 diabetes: a prospective study of apparently healthy employed persons. *Psychosom. Med.* 68, 863–869. doi: 10.1097/01.psy.0000242860.24009.f0

Moreno-Jiménez, B., Gálvez-Herrer, M., Rodríguez-Carvajal, R., and Sanz Vergel, A. I. (2012). A study of physicians' intention to quit: the role of burnout, commitment, and difficult doctor-patient interactions. *Psicothema* 24, 263–270.

Nardi, B. A. (1996). "Activity theory and human-computer interaction," in C*ontext and Consciousness: Activity Theory and Human-Computer Interaction,* 7–16.

Pines, A. M., and Aronson, E. (1988). *Career Burnout: Causes and Cures*. New York, NY: Free Press.

Rabinowicz, E. (1965). *Friction and Wear of Materials*. New York, NY: John Wiley and Sons.

Schenkel, C., Levit, L. A., Kirkwood, K., Shanafelt, T., and Subbiah, I. M. (2025). Ten-year trends in clinician well-being and burnout among oncology fellows in training: an ASCO state of cancer care in america study. *JCO Oncol. Pract.* 21, 1039–1044. doi: 10.1200/OP.24.00200

Shamai, O., Harpaz, I., and Snir, R. (2018). "Towards advancing well-being in organizations: an examination of happiness underlying overwork," in *Academy of Management Proceedings, Vol. 2018,* (Briarcliff Manor, NY: Academy of Management), 14443.

Shirom, A., and Melamed, S. (2006). A comparison of the construct validity of two burnout measures in two groups of professionals. *Int. J. Stress Manag.* 13:176. doi: 10.1037/1072-5245.13.2.176

Shirom, A., Toker, S., Melamed, S., Berliner, S., and Shapira, I. (2013). Burnout and vigor as predictors of the incidence of hyperlipidemia among healthy employees. *Appl. Psychol. Health Well-Being* 5, 79–98. doi: 10.1111/j.1758-0854.2012.01071.x

Toker, S., and Biron, M. (2012). Job burnout and depression: unraveling their temporal relationship and considering the role of physical activity. *J. Appl. Psychol.* 97, 699–710. doi: 10.1037/a0026914

Toker, S., Melamed, S., Shirom, A., Berliner, S., Zeltser, D., Shapira, I., et al. (2012). Burnout is associated with coronary heart disease incidence: a prospective study of 8,838 employees. *Psychosom. Med.* 74, 840–847. doi: 10.1097/PSY.0b013e31826c3174

Toker, S., Shirom, A., Shapira, I., Berliner, S., and Melamed, S. (2005). The association between burnout, depression, anxiety, and inflammation biomarkers: C-reactive protein and fibrinogen, in men and women. *J. Occup. Health Psychol.* 10, 344–362. doi: 10.1037/1076-8998.10.4.344

Tziner, A., Shkoler, O., Rabenu, E., and Oren, L. (2018). Antecedents to burnout among hospital doctors: can they cope? *Med. Res. Arch.* 6, 1–19. doi: 10.18103/mra.v6i10.1859

Urien Angulo, B., and Osca, A. (2012). Role stressors, task-oriented norm, and job satisfaction: a longitudinal study. *Rev. Psicol. Trab. Organ.* 28, 171–181. doi: 10.5093/tr2012a14