

الاحتراق الوظيفي

Employee Burnout

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المخلص:

هدفت الدراسة إلى تحليل ظاهرة الاحتراق الوظيفي من منظور العامل الذي تعرض لهذه الحالة النفسية، بالإضافة إلى تحليل العملية التي أدت إلى الاحتراق، وشرح سبب استمراره لفترة طويلة. اعتمدت الدراسة على استبيانات تُستخدم لجمع بيانات حول هذه الظاهرة الخاصة بالموظفين من مجموعة الهنا التجارية. ويمكننا تلخيص أهم النتائج بوجود مستوى مرتفع من أعباء العمل وذلك من وجهة نظر الموظفين الذين شملهم الاستطلاع بمتوسط موزون (69.4%)، مستوى عالٍ من وضوح الدور الوظيفي بمتوسط (78.4%)، مستوى معتدل من التوازن بين العمل والحياة بمتوسط (64.8%)، مستوى عالٍ من الدعم الإشرافي، من وجهة نظر المستجيبين من الموظفين بمتوسط موزون (73.2%)، ومستوى عالٍ من الاستقلالية الوظيفية من وجهة نظر المستجيبين من الموظفين بمتوسط موزون (72.6%)، ومستوى عالٍ من العلاقات في مكان العمل بمتوسط (70.2%)، و مستوى عالٍ من الرضا الوظيفي من وجهة نظر المستجيبين من الموظفين بمتوسط موزون (78.6%) مستوى عالٍ من الثقافة التنظيمية من وجهة نظر المستجيبين من الموظفين بمتوسط موزون (71.8%). وأخيراً أوصى الباحثون بضرورة التقليل من شعور الموظفين بالإرهاق الناتج عن أعباء العمل الواقع عليهم، وتقديم كل ما يلزم للمساعدة في إيجاد وقت للقيام بأنشطة خارجية لا تتعلق بالعمل و بما لا يتعارض مع طبيعة عمل الموظفين.

الكلمات المفتاحية: الموارد البشرية، إدارة الأفراد، الاحتراق الوظيفي

Abstract:

The study aimed to analyze the Employee burnout phenomenon from the perspective of the burned-out worker, in addition to analyze the process leading to burnout, and explain why burnout persists for such a long time. The study depended on a surveys that is used to gather data relating to employee burnout phenomenon from Al-Hana Trading Group and we can summarize the most important results as there is a high level of workload, from the employees respondents' point of view with weighted mean (69.4%), a high level of role clarity mean (78.4%), a moderate level of work-Life Balance mean (64.8%), a high level of supervisory support, from the employees respondents' point of view with weighted mean (73.2%), a high level of job autonomy, from the employees respondents' point of view with weighted mean (72.6%), a high level of Workplace Relationships,

mean (70.2%), a high level of Job Satisfaction, from the employees respondents' point of view weighted mean (78.6%) and a high level of Organizational Culture, from the employees respondents' point of view with weighted mean (71.8%). Finally, the researchers recommended: Reducing workers' feelings of exhaustion resulting from their own workload, and providing all necessary assistance to find time for activities outside work in a way that does not conflict with the nature of the employees' work.

Keywords: human resources, personel management, employee burnout

1–Methodological framework of the study:

1.1. Introduction

The term “Employee burnout” describes a problem which is stated as social which exists from a long time ago and had a lot of expressions which vary according to the time, the researchers, across the countries (Schaufeli et al., 2009). The term Employee burnout is a condition which means briefly susceptibility to stress at work. It has many effects on the organization and the employees themselves. The meaning of employee burnout is outlined by its association with various types of unwanted organizational outcomes, many of health and mental problems. The bad sides of employee burnout have raised the calls for intervention programs not to improve the employee’s quality of life also to prevent the organizations losses (Awa et al., 2010).

The term “burnout” originated in the 1970s, and for the past 50 years, the medical community has argued about how to define it. As the debate grows increasingly contentious, the most recent WHO announcement may have caused more confusion than clarity.

the WHO included burnout in its International Classification of Diseases (ICD–11) and immediately the public assumed that burnout would now be considered a medical condition. The WHO then put out an urgent

clarification stating, “Burn-out is included in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon, not a medical condition... reasons for which people contact health services but that are not classed as illnesses or health conditions.”

There was no definite definition of burnout, but there was a wide range of beliefs and thoughts about what it meant. Nonetheless, there was general agreement on three major dimensions of the burnout experience, and subsequent research on this topic resulted in the development of a multidimensional theory of burnout. Freudenbergon staff burnout from volunteers in an unrestricted medical clinic was the first to define work-related burnout from indefinable, long-term job stress in (1974).

Freudenberg (1974) is credited with coining the term "burnout," and he identified the following characteristics of professional burnout in the context of physical and behavioral signs: increasing anger, frustration, doubt, and fascination regarding partners' effects on one's own personal career hopes and desires, extreme inflexibility and rigidity in application, and the presence of physical appearance of one suffering from hopelessness and depression.

The American psychologist Herbert Freudenberger laid the first seeds when he introduced the term “Burnout” into the academic use in 1974. While studying the stress responses shown by volunteers of the St Mark’s Free Clinic in New York’s in his article “Staff burn-out.” Freudenberger used the term to describe the gradual physical and emotional depletion and reduced productivity, and commitment among the volunteer (Ahola and Hakanen, 2007; Bilge, 2006; Freudenberger, 1974). According to Freudenberger the first sign of burnout is when the employee works harder and longer, but his or her accomplishment looks less and less (Freudenberger, 1977).

Maslach was interested in studying cognitive strategies such as “dehumanization” used by these service workers to deal with emotional

stimulation on the work (Maslach and Schaufeli, 1993). Maslach learned from the interviews that the workers felt exhausted and start to develop a gloomy attitude toward the service reception (Schaufeli et al., 2009). Accordingly, Maslach and Jackson define burnout as “a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment, that can occur among individuals who work with people in some capacity” (Maslach & Jackson, 1984: p134).

Job burnout is a condition caused by prolonged exposure to work-related stress that manifests as physical, emotional, and mental tiredness. Burnout continues to impact many workers in a variety of businesses. This circumstance has an impact on the performance of institutions as well as having a negative impact on individual employees. Inadequate motivation, a lack of organizational support, ineptitude and a lack of explanations, high expectations, and additional duties have all been connected to the syndrome. Its symptoms include withdrawal symptoms, interpersonal conflict, poor performance, family troubles, and health concerns. As a result, all managers must adopt appropriate strategic plans to aid them in delivering a favorable workplace environment to shield employees from having burnout difficulties (Khdour et al., 2015).

The Study aimed to analyze the Employee burnout phenomenon from the perspective of the burned-out worker. We want to analyze the process leading to burnout, and explain why burnout persists for such a long time.

1.2. Problem of the study and Questions

The main problem of this study is to find the main reasons behind the burnout phenomenon and to find some solution before and through this phenomenon.

The study has one main question to address which is: How does employee burnout happen?

The following questions fall under the main question:

- What is meant by employee burnout?
- What are the main reasons behind the phenomenon of employee burnout?

1.3. Importance of the study

This study has an importance due of the importance of the burnout in the work flow and the productivity of the employee and the effect of the phenomenon on the organization as one unity. Also this study will suggest some of the solutions to prevent this phenomenon form happening and will try to recommend some steps to decrease the effect of burnout on the employees themselves.

1.4. Previous studies

Kugiejko (2015) used a mix method approach to explore the lack of management support as it relates to a collection of factors characterizing features of 141 teachers' burnout in Polish schools. Particular focus was placed on age and a proclivity for tiredness at work, a lack of inspiration, and a sense of impediment. According to the survey, most instructors within the study's scope did not experience burnout. However, less than half of them admitted to working under everyday stress and in fact experiencing job burnout without even realizing it.

Furthermore, Naser et al., (2015) investigated the Effect of Job Burnout on Employee Satisfaction in Jordanian Universities; the questionnaire was distributed to a sample of (200) administrators of the organizational staff using a descriptive analytical method through a comparative study between Governmental Universities and private ones. The study found that the level of job burnout experienced by administrative staff in the university sector was higher than average; that low personal performance was the most persistent job burnout dimension, followed by

physical and emotional exhaustion and, finally, a negative attitude toward relationships. It discovered that work burnout was greater in public colleges.

Afzalur Rahim (2016) also explored the correlations between successful conflict management strategies and less active conflict management strategies. The data set included 869 academics from MBA undergraduate students who held employment. The findings revealed that a combination of applicable conflict-handling approaches by attendant can lead to a beneficial conclusion, such as reduced job burnout. It is also projected that successful conflict management strategies used by personnel would result in more favorable outcomes for the institution.

Furthermore, Bakker and Oerlemans (2016) focused on the relationship between self-representation discrepancies, the burnout syndrome, and job contentment among Italian correctional officers. The Link Burnout Questionnaire (LBQ) was used to collect data. The findings revealed a high level of burnout and decreased job satisfaction. Finally, burnout facilitated the relationship between inconsistencies in self-representation and job contentment. Higher disparities reduced job satisfaction by multiplying burnout levels.

2-Analytical framework of the study

3.1. Research design

The study used the analytical descriptive method which describes and analyze the Employee burnout phenomenon from the perspective of the burned-out worker. The descriptive method is used to compare, explain and evaluate findings in order to organize meaningful results.

3.2. Target Population and Sampling Size

The application approach in Al-Hana Trading Group. But the questionnaire (survey) targeted persons category: Engineers, technicians, administrators, senior leadership and the general staff

3.3. Research tool

The instruments that is relied upon in this study is a surveys that is used to gather data relating to employee burnout phenomenon. The survey is based on readings, previous studies, professional literature, published and unpublished thesis relevant to the study.

3.4. Data Collection Procedure

1.1.1. **Secondary Data:** The researchers use different types of secondary data resources. These resources are to introduce the theoretical literature of the study topic.

1.1.2. **Primary Data:** Gathering data is represented by the questionnaires as a main tool for the study. This questionnaire targeted:

The survey consists of two parts:

- **First part:** concerns the personal information of study sample, such as: gender, age, work hours.
- **Second part:** discusses a group of major determinants that indicate employee's burnout. This part consists of (24) phrases distributed on (8) axes (Workload, Role Clarity, Work–Life Balance, Supervisory Support, Job Autonomy, Workplace Relationships, Job Satisfaction, Organizational Culture).

In order to answer the phrases of the second part of the survey, a 5 point Likert scale is used in second part of the questionnaires, due to their use in many previous studies in this field, respondents are required to give a score of their agreement with each of the phrases as well as follows:

Table 1: point Likert scale

Likert Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Weight	1	2	3	4	5
Interval	1.00–1.79	1.80–2.59	2.60–3.39	3.40–4.19	4.20–5.00

The researchers personally administered the research instruments to the respondents and the results were tallied and tabulated.

3.5. Instruments Validity

A. The validity of Internal Consistency: The internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. Internal validity measured through the correlation coefficients between each item in the construct and its total.

Table 2: Correlation coefficient of each paragraph of each axis and the total of the axis

First Axis Workload		Second Axis Role Clarity		Third Axis Work–Life Balance		Fourth Axis Supervisory Support	
Paragra ph	Correlati on Coefficie nt	Paragra ph	Correlati on Coefficie nt	Paragra ph	Correlati on Coefficie nt	Paragra ph	Correlati on Coefficie nt
1	0.694**	1	0.726**	1	0.791**	1	0.898**
2	0.463**	2	0.431**	2	0.729**	2	0.882**
3	0.331**	3	0.669**	3	0.540**	3	0.865**
Fifth Axis Job Autonomy		Sixth Axis Workplace Relationships		Seventh Axis Job Satisfaction		Eighth Axis Organizational Culture	
Paragra ph	Correlati on Coefficie nt	Paragra ph	Correlati on Coefficie nt	Paragra ph	Correlati on Coefficie nt	Paragra ph	Correlati on Coefficie nt
1	0.835**	1	0.703**	1	0.838**	1	0.737**
2	0.852**	2	0.320**	2	0.893**	2	0.400**
3	0.749**	3	0.721**	3	0.870**	3	0.749**

** Correlation is significant at the 0.01 level (2–tailed).

The previous table clarifies the correlation coefficient for each paragraph in each axis and the total of the axis. The p–values (Sig.) are less than 0.05, so the correlation coefficients of all paragraphs are

significant at ($\alpha \leq 0.05$), so it can be said that the questionnaire is valid to be measured what it was set for to achieve the main aim of the study.

B. Construct validity: Construct validity evaluates whether a measurement tool really represents the thing we are interested in measuring. It's central to establishing the overall validity of a method.

Table 3: Correlation coefficient of each axis and the total of the questionnaire

Axis	Correlation Coefficient	Sig.
First axis: Workload	0.432**	0.000
Second axis: Role Clarity	0.516**	0.000
Third axis: Work-Life Balance	0.254**	0.000
Fourth axis: Supervisory Support	0.731**	0.000
Fifth axis: discuss Job Autonomy	0.707**	0.000
Sixth axis: Workplace Relationships	0.602**	0.000
Seventh axis: Job Satisfaction,	0.718**	0.000
Eighth axis: Organizational Culture	0.664**	0.000

** Correlation is significant at the 0.01 level (2-tailed).

The previous table clarifies the correlation coefficient for axes and the total of the questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all axes are significant at ($\alpha \leq 0.05$).

3.6. Instrument Reliability

To insure the reliability of the questionnaires, Cronbach's Coefficient Alpha was applied.

Table 4: Cronbach's Alpha for study instruments

Questionnaire	No. of Paragraphs	Cronbach's Alpha
Total of the questionnaires	24	0.800

The previous table shows the values of Cronbach's Alpha equals (0.800) for the entire questionnaire. The previous results indicate an excellent reliability of the questionnaires, thereby, it can be said that the researchers proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

3.7. Statistical analysis Method

the study depended the Statistical Package for the Social Sciences (SPSS) program, whereby a set of statistical methods were relied upon as follows:

- Use frequencies and percentages to describe the demographics of the study sample.
- Use of arithmetic means.
- Use standard deviations.
- Cronbach's test reliability: this test will be used to measure the internal consistency and reliability of the study sample
- Correlation coefficient for Validity.

3-Data Analysis and Results

3.1. Introduction

This chapter includes the answer of the main question that was designed to achieve objectives in the first chapter. It presents the results, interpretations, and discussions of the study outcomes. The analysis was based on the data collected through the participant's survey.

3.2. Descriptive Statistics

In this section, the personal characteristics of the research sample will be discussed.

Table 5: Distribution of study sampe by their personal characteristics

Personal characteristics	Variable	Frequency	Percent
Gender	Male	250	66.0%
	Female	129	34.0%
Age	30 and less	138	36.4%
	31 – 40	145	38.3%
	40– 50	57	15.0%
	50 or more	39	10.3%
Work Hours	less than 8 hours	91	24.0%
	8 hours	195	51.5%
	More than 8 hours	93	24.5%
Total		379	100.0%

The previous results show that:

- **Gender:** (66.0%) of the sample are males, while only (34.0%) of the sample are females.
- **Age:** (38.3%) of the sample are aged between 40–31 years, followed by those who aged 30 years or less (36.4%), followed by those who aged between 40–50 years (15.0%), while only (10.3%) of them aged over 50 years.
- **Work hours:** (51.5%) of the sample work (8) hours daily, followed by (24.5%) of them work for more than (8) hours, while only (24.0%) of work less than (8) hours daily.

4–Analyzing and discussing research question:

1. How does employee burnout happen and what is the main causes behind this phenomenon?

In order to answer the study main question, the researchers calculated the arithmetic averages and the standard deviation of responses on the study instrument in order to find out whether the average degree of approval

of the study sample on the paragraphs reached a higher degree than Neutrality.

1) Workload

Table 6 :Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to first axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you often work extra hours beyond your regular schedule?	3.31	66.2%	1.20585	Neutral	3
2.	Do you feel overwhelmed by your workload	3.45	69.0%	1.08859	Agree	2
3.	Do you have enough time to complete all of your work tasks?	3.63	72.6%	1.08201	Agree	1
All paragraphs of the questionnaire		3.47	69.4%	0.57954	Agree	

It's clear that the means of the items ranged between (3.63) out of (5.00) to (3.31) out of (5.00), the highest paragraph was paragraph number (1) which states that "Do you have enough time to complete all of your work tasks." with an arithmetic average (3.63) and weighted mean equal to (72.6%), followed by paragraph number (2) which states that "Do you feel overwhelmed by your workload." with an arithmetic average (3.45) and weighted mean equal to (69.0%), While the lowest paragraph was paragraph number (1) which state that " Do you often work extra hours beyond your regular schedule" with an arithmetic average (3.31) and weighted mean equal to (66.2%). In general, it was found that the average of all paragraphs was (3.47), with weighted mean equal to (69.4%), which indicates there is a high level of workload, from the employees respondents' point of view.

2) Role Clarity

Table 7 :Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to second axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you understand what is expected of you in your role?	4.16	83.2%	.87665	Agree	1
2.	Do you often have to do tasks that you believe are not part of your job?	3.68	73.6%	1.07531	Agree	3
3.	Are your job responsibilities clear to you?	3.93	78.6%	1.04428	Agree	2
All paragraphs of the questionnaire		3.92	78.4%	0.61485	Agree	

The means of the items ranged between (4.16) out of (5.00) to (3.68) out of (5.00), the highest paragraph was paragraph number (1) which states that "Do you understand what is expected of you in your role", with an arithmetic average (4.16) and weighted mean equal to (83.2%), followed by paragraph number (3) which states that " Are your job responsibilities clear to you." with an arithmetic average (3.93) and weighted mean equal to (78.6%), While the lowest paragraph was paragraph number (2) which state that " Do you often have to do tasks that you believe are not part of your job" with an arithmetic average (3.68) and weighted mean equal to (73.6%), In general, it was found that the average of all paragraphs was (3.92), with weighted mean equal to (78.4%), which indicates there is a high level of role clarity, from the employees respondents' point of view.

3) Work–Life Balance

Table 8 :Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to third axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you need help finding time for activities outside of work due to your job?	3.43	68.6%	1.18495	Agree	2
2.	Do you often feel like your work interferes with your personal life?	3.24	64.8%	1.23453	Moderate	3
3.	Are you able to balance your professional responsibilities with your personal life effectively?	3.69	73.8%	1.08926	Agree	1
All paragraphs of the questionnaire		3.45	69.0%	0.64445	Agree	

The means of the items ranged between (3.69) out of (5.00) to (3.24) out of (5.00), the highest paragraph was paragraph number (3) which states that "Are you able to balance your professional responsibilities with your personal life effectively". with an arithmetic average (3.69) and weighted mean equal to (73.8%), followed by paragraph number (1) which states that " Do you need help finding time for activities outside of work due to your job." with an arithmetic average (3.43) and weighted mean equal to (68.8%), While the lowest paragraph was paragraph number (2) which state that " Do you often feel like your work interferes with your personal life" with an arithmetic average (3.24) and weighted mean equal to (64.8%), In general, it was found that the average of all paragraphs was (3.24), with weighted mean equal to (64.8%), which indicates there is a moderate level of work–Life Balance, from the employees respondents' point of view.

4) Supervisory Support

Table 9 :Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to fourth axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you feel supported by your supervisor?	3.58	71.6%	1.08151	Agree	3
2.	Can you rely on your supervisor for help when needed?	3.61	72.2%	1.11532	Agree	2
3.	Does your supervisor recognize your work and achievements?	3.77	75.4%	1.03954	Agree	1
All paragraphs of the questionnaire		3.66	73.2%	0.95313	Agree	

The level of response on (supervisory support), where the means of the items ranged between (3.77) out of (5.00) to (3.58) out of (5.00), the highest paragraph was paragraph number (3) which states that " Does your supervisor recognize your work and achievements", with an arithmetic average (3.77) and weighted mean equal to (75.4%), followed by paragraph number (2) which states that " Can you rely on your supervisor for help when needed" with an arithmetic average (3.58) and weighted mean equal to (71.6%). While the lowest paragraph was paragraph number (1) which state that "Do you feel supported by your supervisor" with an arithmetic average (3.58) and weighted mean equal to (71.6%). In general, it was found that the average of all paragraphs was (3.66), with weighted mean equal to (73.2%), which indicates there is a high level of supervisory support, from the employees respondents' point of view.

5) Job Autonomy

Table 10: Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to fifth axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you have the freedom to make decisions about your work?	3.50	70.0%	1.10883	Agree	3
2.	Are you able to express your ideas and opinions at work?	3.62	72.4%	1.09507	Agree	2
3.	Do you have control over your work tasks and schedule?	3.78	75.6%	0.97852	Agree	1
All paragraphs of the questionnaire		3.63	72.6%	0.87283	Agree	

The level of response on (Job Autonomy), where the means of the items ranged between (3.78) out of (5.00) to (3.50) out of (5.00), the highest paragraph was paragraph number (3) which states that " Do you have control over your work tasks and schedule." with an arithmetic average (3.78) and weighted mean equal to (75.6%), followed by paragraph number (2) which states that "Are you able to express your ideas and opinions at work", with an arithmetic average (3.62) and weighted mean equal to (72.4%), While the lowest paragraph was paragraph number (1) which state that "Do you have the freedom to make decisions about your work" with an arithmetic average (3.50) and weighted mean equal to (70.0%), In general, it was found that the average of all paragraphs was (3.63), with weighted mean equal to (72.6%), which indicates there is a high level of job autonomy, from the employees respondents' point of view.

6) Workplace Relationships

Table 11: Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to sixth axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you feel a sense of camaraderie with your coworkers?	3.81	76.2%	1.05102	Agree	2
2.	Is there a lot of conflict or tension among your colleagues?	2.73	54.6%	1.16218	Moderate	3
3.	Do you feel like a part of your work team?	4.00	80.0%	0.91721	Agree	1
All paragraphs of the questionnaire		3.51	70.2%	0.62249	Agree	

The level of response on (Workplace Relationships), where the means of the items ranged between (4.00) out of (5.00) to (2.73) out of (5.00), According to the results, the highest paragraph was paragraph number (3) which states that " Do you feel like a part of your work team." with an arithmetic average (4.00) and weighted mean equal to (80.0%), followed by paragraph number (1) which states that "Do you feel a sense of camaraderie with your coworkers", with an arithmetic average (3.81) and weighted mean equal to (76.2%), While the lowest paragraph was paragraph number (2) which state that "Is there a lot of conflict or tension among your colleagues" with an arithmetic average (2.73) and weighted mean equal to (54.6%), In general, it was found that the average of all paragraphs was (3.51), with weighted mean equal to (70.2%), which indicates there is a high level of Workplace Relationships, from the employees respondents' point of view.

7) Job Satisfaction

Table 12 :Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to seventh axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you find fulfillment in your work?	4.05	81.0%	0.84835	Agree	1
2.	Are you satisfied with the level of challenge in your job?	3.79	75.8%	1.01384	Agree	3
3.	Do you feel a sense of accomplishment from your job?	3.95	79.0%	0.92844	Agree	2
All paragraphs of the questionnaire		3.93	78.6%	0.81500	Agree	

Previous table shows the level of response on (Job Satisfaction), where the means of the items ranged between (3.63) out of (5.00) to (3.31) out of (5.00).

According to the results, the highest paragraph was paragraph number (1) which states that " Do you find fulfillment in your work" with an arithmetic average (4.05) and weighted mean equal to (81.0%), followed by paragraph number (3) which states that " Do you feel a sense of accomplishment from your job." with an arithmetic average (3.95) and weighted mean equal to (79.0%)

While the lowest paragraph was paragraph number (2) which state that "Are you satisfied with the level of challenge in your job" with an arithmetic average (3.79) and weighted mean equal to (75.8%)

In general, it was found that the average of all paragraphs was (3.93), with weighted mean equal to (78.6%), which indicates there is a high level of Job Satisfaction, from the employees respondents' point of view.

8) Organizational Culture

Table 13 :Arithmetic averages, the standard deviation and the relative weight of the responses of the study sample individuals on the paragraphs related to eighth axis

No	Paragraph	Mean	Percent	Std. Deviation	Agreement Level	Rank
1.	Do you feel valued in your organization?	3.50	70.0%	1.14867	Agree	3
2.	Is there a high level of stress or pressure in your organization?	3.63	72.6%	1.03739	Agree	2
3.	Does the culture of your organization align with your personal values?	3.65	73.0%	1.02654	Agree	1
All paragraphs of the questionnaire		3.59	71.8%	.68117	Agree	

The level of response on (Organizational Culture), where the means of the items ranged between (3.65) out of (5.00) to (3.50) out of (5.00), According to the results, the highest paragraph was paragraph number (3) which states that " Does the culture of your organization align with your personal values." with an arithmetic average (3.65) and weighted mean equal to (73.0%), followed by paragraph number (2) which states that " Is there a high level of stress or pressure in your organization", with an arithmetic average (3.63) and weighted mean equal to (72.6%), While the lowest paragraph was paragraph number (1) which state that " Do you feel valued in your organization" with an arithmetic average (3.50) and weighted mean equal to (70.0%), In general, it was found that the average of all paragraphs was (3.59), with weighted mean equal to (71.8%), which indicates there is a high level of Organizational Culture, from the employees respondents' point of view.

5-Results and Recommendations

5.1. The Results

1. There is a high level of workload, from the employees respondents' point of view with weighted mean (69.4%).
2. There is a high level of role clarity, from the employees respondents' point of view with weighted mean (78.4%).
3. There is a moderate level of work-Life Balance, from the employees respondents' point of view with weighted mean (64.8%).
4. There is a high level of supervisory support, from the employees respondents' point of view with weighted mean (73.2%).
5. There is a high level of job autonomy, from the employees respondents' point of view with weighted mean (72.6%).
6. There is a high level of Workplace Relationships, from the employees respondents' point of view with weighted mean (70.2%).
7. There is a high level of Job Satisfaction, from the employees respondents' point of view weighted mean (78.6%).
8. There is a high level of Organizational Culture, from the employees respondents' point of view with weighted mean (71.8%).

5.2. The Recommendations

1. Reduce workers' feelings of exhaustion resulting from their own workload
2. Provide sufficient time to complete all work tasks assigned to workers
3. Provide all necessary assistance to find time for activities outside work in a way that does not conflict with the nature of the employees' work
4. Work to find the appropriate balance between the employees' work and their personal lives
5. Work to reduce conflict or tension between co-workers
6. Work to reduce the level of pressure within the organization, which helps employees to complete their work tasks.

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