

The Extent to Which Leaders and Working Individuals Are Aware of Job Burnout in Their Organizations

Authors: Samar Marei Hassan/Assistant Lecturer

Northern Technical University

Samaralras64@gmail.com

DOI: 10.26821/IJSRC.10.5.2022.100410

ABSTRACT

Job burnout is one of the results of serious psychological crises on human cadres working in higher education institutions in general, which negatively affect the social and psychological aspect of individuals who suffer from it and who are supposed to do their work effectively, and the study problem was determined by the leadership's awareness of the concept of job burnout in their organizations. By excitation a set of research excitations:

1- Does the leadership in today's organizations realize job burnout when it deals with working individuals?

2- Is there a discrepancy between the opinions of the leadership and the opinions of the working individuals of the concept of job burnout?

The study followed the descriptive approach in collecting and organizing theoretical information and the survey and analysis methodology in collecting and analyzing field data using a questionnaire form.

The research reached the following conclusion: There is a discrepancy between the organizations researched (the college, the bank, the school) in the administrative leadership's perception of job burnout in their organizations, The research also presented a set of proposals that could contribute to the diagnosis of job burnout and to stay away from it as much as possible in our organizations or reduce it.

INTRODUCTION

Job burnout is one of the psychological phenomena that attracted researchers' attention, as it became clear that the effect of psychological pressures and friction

between workers and what it produces from work pressures and differences in cultures and its impact on generating internal conflict between workers.

The success of organizations depends on the human element, so they must be taken care of, their requirements are met, and they are relieved of the difficulties they face, including work pressures that cause them tension, which leads to negative effects on them despite the organizations' interest in them.

The research included two frameworks, the first of which was theoretical, which included the concept of job burnout, dimensions of job burnout, stages of job burnout, and symptoms of job burnout. Either the field framework included a description and diagnosis of the sample surveyed and a description and diagnosis of the study variables.

The problem statement:

The issue of job burnout is one of the thorny issues in our organizations because of its great impact on the performance of workers in organizations, so it should be sought to reduce it as much as possible or eliminate it, which made researchers identify this problem by raising several questions represented by the following:

- 1- Are most leaders in today's organizations of the type that realize job burnout when they deal with working individuals?
- 2- 2- Is there a discrepancy between the opinions of the leadership and the opinions of the working individuals regarding the concept of job burnout?

The objectives of the study:

The objectives of the study focused on the following:

- 1- Recognizing the level of awareness of the leaders and working individuals of job burnout in their organizations.
- 2- Recognizing the significant differences in the level of awareness of the leaders and working individuals of job burnout in their organizations.
- 3- Identifying the significant differences in the level of job burnout between leaders and individuals working in the organizations in question.

1. The importance of the study

The importance of the study crystallized through the statement of the phenomenon of job burnout in organizations, as well as knowledge of the performance of the administrative leadership and its capabilities to reduce this phenomenon through field testing because the field represents the actual laboratory to show the possibility of adopting theories or not, and the features of this study became clear from an applied perspective in contemporary organizations. And in a way that reveals the aspects of the relationship between these two dimensions based on the respondents' answers to a set of questions related to these two dimensions.

2. The hypothesis of the study

- 1- There are significant differences between the organizations investigated in the perception of the concept of job burnout
- 2- There are significant differences between leaders and working individuals in understanding the concept of job burnout.

3. The limits of the study

- 1- The spatial boundaries of the study: - Al-Shafei School for Boys, Al-Rafidain Bank / Mosul University Branch, Mosul Technical Institute, and the cement factory were represented.
- 2- The temporal limits of the study: - The temporal limits of the study were limited to the period between 1/7/2020-1/11/2020.
- 3- Human borders: represented by the leaders and employees of (University Bank, Al-Shafi'i School for Boys, Mosul Technical Institute, Cement Factory).

4. Research Methodology

The descriptive-analytical method was used, which attempts to describe and evaluate the extent of awareness of the phenomenon of job burnout.

5. Society and Research Sample

A . The research community: the community (Shafi'i School, Cement Factory, Rafidain Bank/University Branch, Mosul Technical Institute) and (45) forms were distributed by (4) forms for administrative leaders (41) forms for working individuals and (41) forms

were retrieved by 4 Forms for administrative leaders and 37 forms for working individuals.

B - The research sample: The research sample was represented by the administrative leaders and individuals working in the researched organizations.

6. Form design and measurement tools

The scale of the study will be presented, as well as the tools that were used in the measurement according to the following paragraphs:

I designed two questionnaire forms; the first was distributed to the administrative leadership and the second to working individuals. The form included two parts as follows:

The first: was concerned with obtaining identification data for working individuals (age, years of service, gender, educational attainment).

The second: includes the measures of job burnout.

The five-point Likert scale was used in the questionnaire and arranged in gradation from the phrase (I do not completely agree), which took the weight (1), all the way up to the phrase (totally agreed), which took the weight (5), with a hypothetical mean of (3). The researcher conducted the statistical analysis using several statistical tools to verify the validity of the hypotheses. The use of the statistical program (SPSS) to carry out the statistical analysis in this study. The most important of these analyzes were the frequencies and percentages of the two questionnaire forms to be used in the description of the study.

Literature review

First: The concept of job burnout:

Burning is one of the common modern diseases. No area of our contemporary life is devoid of what we see laden with social contradictions and psychological pressures that inevitably lead to job burnout.

Some see job burnout as an individual's excessive use of his energies to be able to meet the work requirements that exceed his ability, which is represented in stress, dulled feelings, and lack of effectiveness (Al-Hajjaj, 2013, 135).

Hence, (Bracha, 2014, 46) defined job burnout as one of the causes of fatigue, depletion of physical and mental strength, and exhaustion as a result of excessive desire to reach unrealistic goals set by the individual.

He explained it (Ashour and Abdel Wahab, 2017, 74) as a condition resulting from the individual feeling that his needs were not met, and the individual with job burnout feels tension and anxiety, surrender, withdrawal, and stagnation, which ultimately leads to a low self-concept.

Second: The dimensions of job burnout:

1. Job (emotional) burnout

Job burnout, which is the first dimension of burnout, which causes the employee to feel unable to give more energy at work because he has nothing to give him more than that (sonn,2015,41)) And then the worker feels that he is no longer able to carry out his responsibilities towards the beneficiaries at the same level that he used to provide before. One of the common symptoms of job exhaustion is the feeling of panic among workers when thinking about going to work (Al-Dhabawi and Al-Dhabawi, 2016: 315).

2. Dulled feelings

It is the feeling of low personal achievement, which is characterized by a tendency towards negative self-evaluation, and individuals' feeling through it of failure and their feeling of low efficiency in completing work successfully or their interaction with others. The feelings of the employee who is subject to disciplinary sanctions by his superior, or the feeling as if the individual was in a ship that was sinking in the middle of the sea and the waves crashed into him. (CordS&Dougherth,1993,23)

3. Dwindling personal achievement

It is the third dimension of job burnout and is characterized by a tendency to negatively evaluate oneself, and that is through the exposure of individuals to a state of decline in feelings of achievement or the feeling of functional ability to perform the tasks assigned to them or interact with others. In many cases, there is a perception of inability to make progress or even loss of control over situations. The main problem that workers face frequently is disciplinary signals from work towards them, as it is like the feeling of a person trying to rescue a punctured boat and realizing that this boat will eventually sink (Cordes & Dougherty, 1993, 623-624).

Third: Symptoms of job burnout:

Many symptoms indicate that an individual has what is known as job burnout, and we mention the following:

(Al-Shaalan, 2016, 23-24)

- 1 . When employees start to take care of vacations and holidays.
- 2 . When they leave their homes quickly when the official working hours are over.
- 3 . When you do not want to work, change your behavior and deal sharply with others.
- 4 . When symptoms of psychological anxiety appear and take their place in the body.
- 5 . When employees want to get early retirement to get rid of work.

Fourth: The stages of job burnout:

The phenomenon of functional combustion includes the following stages (Ben Manea, 2009, 24) (Al-Kharabsheh and Arabiyat, 2005, 301).

The first stage: It is the stage of pressure resulting from the imbalance between the work requirements and the capabilities necessary to implement it by the individual doing this work, in a way during which the individual feels the imbalance (imbalance between what is available) to him from the resources, and the work entrusted to him and what is thrown at him From demands, that is, resources do not equal demands.

The second stage: It is the result of the first stage, which is the emotional reaction to the state of imbalance. These stages are usually characterized by feelings of anxiety, tension, fatigue, and stress caused by the emotional pressure generated by work requirements.

The third stage Includes several variables in attitudes and behavior such as the tendency to treat others in an automated manner and without indifference on the pretext of being completely busy with work, and towards the satisfaction of personal needs, which results in little self-commitment to job responsibility.

It begins when the individual does not realize what is happening, and begins with psychological withdrawal, poor physical and mental health, with a high level of psychological stress.

Field framework

The study deals with a definition of the field under study with a description of the selected sample as follows:

First: - the researched field

The research tested its hypotheses in a sample of service and educational organizations, and a sample of administrative leaders and working individuals were tested to take their opinions about the current study.

Table (1)

Distribute the questionnaire to the study sample

No	Researched organizations	The number of forms distributed	The number of forms returned				%	
			Administrative leadership	working individuals	Administrative leadership	working individuals	Administrative leadership	working individuals
1-	Rafidain Bank / University Branch	1	12	1	10	100	83.33	
2-	Al Shafei School for Boys	1	11	1	8	100	72.72	
3-	Mosul Technical Institute	1	10	1	9	100	90	
4-	cement plant	1	12	1	10	100	83.33	
	Total	4	45	4	37	100	82.31	

It is evident from Table (1) that the percentage of the response of the administrative leadership represented (100%) and the response of the working individuals was (82.31).

Second: The characteristics of the study sample

The following are the characteristics of the research sample according to the data provided by the respondents and through their answers (1) Age

Table (2)

Distribution of the sample according to age groups

age categories	Repetition		percentage	
	Administrative leadership	working individual	Administrative leadership	working individual

	p	uals	p	uals
30-20	-	10	-	27.02
40-31	-	10	-	27.02
50-41	2	10	50	27.02
60-51	2	7	50	18.91
Total	4	37	100	100

Table (2) shows that the age groups (41-50 and 51-60) were represented by the administrative leadership in an equal percentage (50%) as for the working individuals, the age groups were (20-30), (31-40), (41-50) is the highest percentage (27.02%), while the lowest percentage for the age group (51-60) was (18.91%).

2- Gender

We note Table (3) for the administrative leadership, represented by the males by (100%), as well as for the working individuals, where the male also represented the highest percentage (81.08%).

Table (3)

Distribution of the sample according to gender

Gen der	Repetition		percentage	
	Administr ative leadership	workin g individ uals	Administr ative leadership	workin g individ uals
Male	4	30	100	81.08
Fem ale	-	7	-	18.91
Tota l	4	37	100	100

3- years of service

Table (4) for the administrative leadership shows that the years of service represented by the age groups (6-10) and (10) or more are the highest percentages and in equal proportions (50%). 40.54) As for the category (6-10), it was the lowest, and the percentage represented it (27.02%).

Table (4)

Distribution of the sample according to years of service

Yea rs of servi ce	Repetition		percentage	
	Administ rative leadership	workin g individ uals	Administ rative leadership	workin g individ uals
5 or less	-	15	-	40.54
10-6	2	10	50	27.02
10 or mor e	2	12	50	32.43
Tota l	4	37	100	100

4- Academic achievement

Table (5) shows that for the administrative leadership, the bachelor's degree is the highest percentage of respondents, represented by (45-45), either for the lowest group, the percentage of the high diploma was (4.54). As for the individuals surveyed, the bachelor's degree was also the highest, as it represented (50) for the individuals surveyed. As for the lowest category, the technical diploma and the master's degree were the lowest, with a percentage of (8.33).

Table (5)

Distribution of the sample according to educational attainment

Academ ic achieve ment	Repetition		percentage	
	Administ rative leadershi p	workin g indivi duals	Administ rative leadershi p	workin g indivi duals

With a baccalaureate or less	-	10	-	27.02
Technical Diploma	-	5	-	13.51
Bachelor's	2	15	50	40.54
Higher Diploma	-	-	-	-
Masters	1	7	25	18.91
PhD	1	-	25	-
Total	4	37	%100	%100

Third: Description and diagnosis of the study variables

Table (6)
Frequent distributions of the job burnout variable for administrative leadership

scales	response scale									
	Strongly agree		Agreed		Not sure		I do not agree		Strongly disagree	
	R	%	R	%	R	%	R	%	R	%
X1	4	100	-	-	-	-	-	-	-	-
X2	3	75	-	-	-	-	1	25	-	-
X3	3	75	-	-	1	25	-	-	-	-
X4	3	75	-	-	1	25	-	-	-	-
X5	3	75	-	-	1	25	-	-	-	-
X6	1	25	-	-	3	75	-	-	-	-
X7	1	25	-	-	3	75	-	-	-	-
X8	1	25	-	-	2	50	1	25	-	-

X9	3	75	-	-	-	-	1	25	-	-
X10	4	100	-	-	-	-	-	-	-	-
X11	4	100	-	-	-	-	-	-	-	-
X12	-	-	2	50	-	-	2	50	-	-
X13	-	-	1	25	1	25	2	50	-	-
X14	1	25	-	-	1	25	2	50	-	-
X15	1	25	1	25	1	25	1	25	-	-
X16	3	75	-	-	1	25	-	-	-	-
X17	2	50	-	-	-	-	2	50	-	-
X18	2	50	-	-	-	-	2	50	-	-
X19	-	-	-	-	-	-	4	100	-	-
X20	1	25	-	-	-	-	3	75	-	-
overall indicator		47.5		5		19.75		27		

We note from the answers of the administrative leadership that the overall indicator confirms that the administrative leadership understands the concept of job burnout in their organizations, and the percentage was (52.5%), for the first paragraph, the percentage of agreement was (100%), and this indicates that the administrative leadership feels that the worker is exhausting his full energy at the end The work day, as for the second paragraph, the percentage of agreement was (75%), and this indicates that the administrative leadership feels that the worker is emotionally drained, as for the third paragraph and here is the problem, and the percentage of agreement was (75%), the management realizes that dealing with people throughout the day causes tension As for the fourth paragraph concerning the worker's effort, the percentage of agreement was also (75%), which indicates that the administrative leadership believes that the worker does everything he can in his work, and

at the same time it sees that he does not care about delays in work, and the percentage of agreement came to (75%), As for the sixth paragraph about the auditor’s feeling about the employee’s profession, the uncertainty rate came (75%), and this means that the leadership cannot answer this paragraph. You may see that there are other criteria for comparison in understanding the auditor’s feeling about the employee’s profession, and the aspect related to the feeling of management came Supreme actively and energetic The rate of uncertainty that the worker exerts in performing his work is (75%), as for the management’s feeling that the worker creates the appropriate atmosphere for performing the work to the fullest extent, the answer was vacillating, so the percentage of uncertainty was (50%), and the percentage of agreement (75%) came as management You notice dealing with complete calm when solving psychological problems, regarding the joy of work when dealing with auditors and colleagues. The percentage of agreement (100%) shows that managers realize that they are happy to work with auditors and colleagues, and the fifth question came that I positively influence others in my work by (100%) As for the management’s feeling that I have become a harsh person in dealing with others, the percentage was equal (50%) for uncertainty and lack of agreement. As for the eighteenth paragraph regarding the management’s vision that I treat colleagues and auditors as if they were inanimate, the percentage of agreement was (50%). The response of the leaders to the paragraph about my ability to perform new business in the event of a request for this was if (100%) of the managers did not answer the question about performing the new business, and the last paragraph related to frustration at work was clear, as (25%) showed) of the leaders, They realize the frustration that afflicts the worker by reaching a stage where he cannot continue to work or serve the organization.

Table (7)

Frequent distributions of the employee burnout variable

Scales	response scale				
	Strongly agree	Agreed	Not sure	I do not agree	Strongly disagree

	R	%	R	%	R	%	R	%	R	%
X1	21	57.3	48	10.8	86	21.6	43	10.3	-	-
X2	13	35.2	74	18.4	86	21.6	55	13.5	48	10.8
X3	88	21.6	62	16.2	682	16.1	172	29.72	62	16.2
X4	79	18.96	10	27.02	10	27.02	86	21.6	2	5.4
X5	-	-	29	78.37	4	10.8	4	10.8	-	-
X6	20	54.05	55	13.5	79	18.9	30	8.1	25	5.45
X7	29	78.37	2	5.4	4	10.8	1	2.7	1	2.7
X8	13	35.2	12	32.4	55	13.5	30	8.1	48	10.8
X9	16	43.24	12	32.4	30	8.1	-	-	66	16.26
X10	12	32.4	11	29.72	486	10.86	-	-	10	27.02
X11	30	8.1	29	78.37	4	10.8	-	-	1	2.7
X12	48	10.8	86	21.6	79	18.9	1	2.7	17	45.99
X13	86	21.6	10	27.02	79	18.9	36	8.1	924	24.32
X14	30	8.1	13	35.2	92	24.32	55	13.5	79	18.9
X15	932	24.32	86	21.6	48	10.8	-	-	16	43.24
X16	10	27.02	92	24.32	38	8.1	-	-	17	45.9
X17	92	24.32	10	27.02	48	10.8	2	5.4	12	32.4
X18	31	8.1	135	35.2	1	27.02	6	16.2	5	13.5

		0	3	2	0	02		2		5
X19	1	45.	-	-	3	8.1	7	18.	1	27.
	7	9				0		9	0	02
X20	2	54.	-	-	4	10.	-	-	1	35.
	0	5				3			3	2
over		27.		24.		17.		8.7		21.
all		90		64		19		8		45
indic										
ator										

The answers of the individuals working with the same leaders whose answers were analyzed previously were different, while the managers emphasized in their answers that they are aware of job burnout and work with the best scientific and ethical means and methods to reduce this phenomenon so that the workers can perform their work and achieve progress for them and their organization. She agreed with them on this basis. Rather, it gave a completely contradictory picture that their managers did not say in some cases. It appeared in the response of the working individuals to the paragraph regarding the management's sense of exhausting the worker's energy completely at the end of the working day (68.1%) of the working individuals agreed on that, while the answers came Their leaders agree on the same paragraph (100%), as for the paragraph on the management's feeling that the worker is emotionally drained, which (75%) of the leaders agreed on that this case is true for (54.1%) of the workers, and in the third paragraph on the management's realization that dealing with people The length of time causes tension, as (75%) of the managers showed this, while the answers of their subordinates were different if (45.9%) of the subordinates indicated that this was not true and (16.2%) of the working individuals refrained from giving an opinion only (18.9) They strongly agree on that regarding the question regarding management's observation that the worker is doing everything he can in his work. (75%) of the leaders agreed, and there was no opinion to the contrary, while the agreement was with (45.9%) of the subordinates, and (27%) of them abstained from The answer is against (26.4%) only of the working individuals who do not see the correctness of engineering the subject with their leaders

(75%) of the leaders claimed and did not answer (25%) of them, and there is no dissenting opinion about these leaders, confident that their subordinates are negative and that they do not care about the delay in work in

one way or another, and this indicates the negative view of subordinates, while we find that the answers of subordinates were different Exactly if (51.32) of the subordinates indicated that their leadership considers them passive and (10.7%) refrained from answering, while (37%) of the subordinates differed from that.

(25%) of the leaders showed that they understand the auditor's feeling about the subordinate's profession, and this is a small percentage compared to (75%) of the leaders, which is assumed that the leaders' answers are fully consistent with this criterion of dealing with individuals according to their answers if (65.5%) of the employees agree. However, their leadership feels the auditor's feeling about the subordinate's profession, and (18.9%) of the subordinates refrained from answering. Regarding the seventh paragraph, the leadership's answers were unclear if (75%) of the leaders refrained from answering the paragraph about the activity and vitality that the subordinate exerts when performing work only. (25%), that is, a quarter of them agreed on this, regarding the question about the management's sense that the worker creates the appropriate atmosphere to perform the work to the fullest extent. When the answers of the subordinates came an indication that (67.6%) of them indicated that the worker creates the appropriate atmosphere for work, and (18.1%) of them (13.5%) did not agree.

The answers (75%) of the leaders came to the special paragraph: I deal with complete calm when solving psychological problems, and the percentage of leaders' agreement with subordinates (75.16%) of the subordinates, and this is evidence that subordinates work to solve psychological problems calmly, while (100%) of the leaders affirmed in The tenth paragraph, in their awareness of the joy of work when dealing with auditors, but their subordinates gave different numbers if (62.1) of them agreed on that, and (10%) refused to answer and disagreed (27%) on that, and this is another indication that the leaders believe that they are always or often correct. However, this is not the opinion of their subordinates. Also, (100%) of the leaders agreed that they feel that the subordinate, through his work, affects others positively, and the answers of the subordinates came at a rate of (86.14%), and this means that the answers are close. As for the paragraph about the management's feeling that I am a tough person in My dealings with others, it appeared (47.12%) of the respondents do not agree on this, compared to (31.4%) who believe that they are not characterized by ingratitude and cruelty, while (48.9%)

of the sample of the research confirmed that they do not care about what happens to others, while (27% confirmed) of the workers the opposite.

As for the fourteenth paragraph, the percentages were close between those who do not care in the case of blame and this is in proportion to the rest of the questions, and it was the most appropriate medium in the previous paragraphs, and (46%) of the working individuals agreed that the leadership believes that the tasks assigned are not commensurate with the scientific qualification of the subordinate. This percentage, which is less in (50%), confirms the inadequacy of working with the qualification from the point of view of the respondents. About (55%), (4%) can focus on the incompatibility between the qualification and the work. 51%) notice the dawn and boredom that varies during work, and more than (51%) agreed on the inability to perform the required new tasks. As for the eighteenth question, despite the lack of an answer (27%) of the sample, we find that (45.9%) of the individuals The workers agree to treat co-workers as if they were inanimate and alive, while (45%) of the sample confirmed that meritorious things are achieved at work. As for the twentieth question, (54.4%) of the respondents confirmed frustration at work.

Conclusions and Suggestions

Conclusions:

- 1-. The administrative leadership understands the concept of job burnout in their organizations with the paragraph, and this indicates that the administrative leadership feels that the worker exhausts his full energy at the end of the working day
- 2- Job burnout is one of the phased phenomena whose main symptoms do not appear once.
- 3- Reduction in achievement rates at the individual level.

Suggestions:

- 1- It is necessary to reach a deeper understanding of the causes leading to job burnout, as well as raising the morale of employees and working to create a spirit of cooperation among individuals working in organizations.
- 2- Organizations must emphasize the importance of balancing work and the life requirements of their

workers, given the importance and impact of the psychological and moral aspects of the workers, which is reflected in their performance levels.

3- Working on applying the slogan of putting the right person in the right place and making sure that the work and tasks assigned to the capabilities of the workers in the organization are appropriate to avoid their feeling of helplessness and low personal achievement.

4- Respect all jobs and their roles and not underestimate any effort and make them integrate among themselves in the form of functional goals to achieve the overall goal of the organization.

7. REFERENCES

- 1- Al-Hajjaj, Khalil Jaafar, (2013), Factors affecting the job burnout of nurses at Shifa Hospital in the Gaza Strip, Al-Quds Open University Journal for Research and Studies, Issue 31, Part Two, Dhul-Qa'dah 1434 AH /.
- 2- Al-Dhabawi, Sana Jassem Muhammad and Al-Dhabawi, Dijla Jassem Muhammad, (2016), testing the relationship between organizational justice and job burnout, an applied study at the Technical Institute of Kufa, Al-Ghazi Journal of Economic and Administrative Sciences, Volume Thirteen, Issue 40.
- 3- Al-Shaalan, Fahd Ahmed, (2016) Facing Job Burnout: Towards a Proposed Model for Individual Responsibility and Leadership, The Arab Journal for Security Studies and Training, Saudi Arabia, Volume 32, Issue 65, Riyadh
- 4- Ashour, Alouti and Abdel Wahab, Mafar (2017), the relationship of the absence of distributive justice to the dimensions of job burnout - a field study on school guidance and counseling counselors for the state of Saskekda, Journal of Human Sciences, No. 31.
- 5- Al-Hindawi, Wafia, (1994), Administrative Strategies for Dealing with Work Stress, No. 56, pp. 89-132
foreign
- 6 - Bracha, Einat (2014), "A sense of coherence in Teacher Sitting as a predictor of 1st Year Teaching Interns Burnout" University A tea babe Bolyalcluj. Nopca Facuitate Ade psinologie Sistilnte Ale Education.
- 7 - Cordes, C.L.&Dougherty T.W., (1993), A review and an integration of research on job burnout.Academy of Management Review, 18,621-656.
- 8 - Sonn, Chantel (2015), The Relationship Between Burnout And Work Engagement Amongst Employees With Apar magnetical Distribution Industry.