

The Impact of Administrative Creativity on Job Burnout with Work Adjustment as a Mediating Variable: a Field Study on a Group of Employees at Alpha Pipe Company for Pipes in the City of Ghardaia

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Abstract:

This study aims to identify the mediating role of work modification in the relationship between managerial creativity and job burnout among administrators in Alpha Pipe Company, based on structural equation modeling (SEM). This descriptive study was conducted on a random sample of (100) employees, to whom a questionnaire was addressed, for a statistical study, using the programs Spss v28 and Amos v26. The results indicate a weak direct effect of managerial creativity on job burnout in the presence of work modification as a mediating variable for administrators in Alpha Pipe Company.

Keywords: Work Adjustment, job burnout, administrative creativity, behavior, professional environment.

Jel Classification Codes : J2, J3, J4, J5, M520, M530, M540.

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1. Introduction:

Work Adjustment represents the situation in which the employee feels in harmony with his work environment (requirements, physical, economic, and social factors). They are reflected on his behavior in several matters, including administrative creativity, which is inferred by a set of indicators as the ability of solving administrative problems, making decisions, and generating ideas.

The opposite situation manifestes on the negative behavior in indicating dissatisfaction with the job and the employees as well as the institution as a whole, Consequently, it leads the employee to several well-known administrative phenomena, the most important of which is job burnout.

Therefore, this study seeks to identify the role of administrative creativity in reducing job burnout in the presence of the mediating variable represented in Work Adjustment, Hence, we raise the following problematics:

Does Work Adjustment mediate the relationship between administrative creativity and job burnout among employees of Alpha Pipe Company for Pipes in the state of Ghardaia ?

We suggest the sub-questions below:

Is there a statistically significant effect of administrative creativity on Work Adjustment in Alpha Pipe Company for Pipes in the state of Ghardaia ?

- Is there a statistically significant effect of Work Adjustment on employee burnout in Alpha Pipe Company for Pipes in the state of Ghardaia ?

- Is there a statistically significant effect of administrative creativity on employee burnout in Alpha Pipe Company for Pipes in the state of Ghardaia ?

We hypothesize that There is a statistically significant effect of administrative creativity in reducing job burnout in the presence of Work Adjustment as a mediating variable among employees of Alpha Pipe Company for Pipes in the state of Ghardaia.

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We suggest Sub-hypotheses below:

There is a statistically significant effect of Work Adjustment on employee burnout in Alpha Pipe Company for Pipes in the state of Ghardaia

There is no statistically significant effect of Work Adjustment on employee burnout in Alpha Pipe Company for Pipes in the state of Ghardaia.

There is no statistically significant effect of administrative creativity on employee burnout in Alpha Pipe Company for Pipes in the state of Ghardaia.

This study deals with many objectives as highlighting the level of the three dimensions of the variables prevalent in the company under study; Knowing whether Work Adjustment mediates the relationship

between job burnout and managerial creativity among employees at Alpha Pipe Company for Pipes in the state of Ghardaia; determining whether there is a statistically significant effect between the study variables among the administrators working in Alpha Pipe Company; and providing suggestions and recommendations to assist the company in achieving their Work Adjustment, highlighting their administrative creativity, and limiting their job burnout.

2. Work Adjustment:

In this element, we will try to clarify the definitions of the concept of professional compatibility through a group of theorists of the field In addition to that, mentioning the factors or dimensions through which the professional compatibility of employees is inferred.

2.1 The Concept of Work Adjustment

The work modification model according to this theory is the interaction of two basic components, the individual and the environment, and the main variables used in these two components are the needs and capabilities that predict the personality of the work, and the support or reinforcement systems to describe the work environment. Satisfaction is used to describe the results of the interaction between an individual and the environment.(Dawis & Lloyd H, 1976, p. 55).

This theory seeks to focus on the element of the need of the

individual and the environment. Therefore, we say that there is Work Adjustment in the individual's need is commensurate with the requirements of the environment and the physical, social and cultural factors that is in related with him .(Dawis R. V., 1980, p. 268).

Rounds *et.al*, (1987) define Work Adjustment as “*A dynamic process by which an individual seeks to maintain a mutually beneficial relationship with the work environment.*” (Rounds, *et.al*. 1987, p. 298).

Kristof (1996) defines Work Adjustment as the degree of conformity of an individual's personality, values, abilities, and goals with the organization's culture, goals, and standards; this correspondence between the characteristics of the individual and the organization is called "complementary fit." (Kristof, 1996, p. 04).

2.2 Work Adjustment Factors:

2.2.1 The Self -dimension:

represents a set of attributes, abilities, and skills possessed by the individual that constitute his personality and distinguish him from others and affect the performance of his task, and it is, of course, a positive behavior aimed at achieving personal or organizational results. (Nkeobuna, 2020, p. 220)

2.2.2 The Physical Dimension :

includes the work conditions of physical factors such as chemical, biological, noise, vibrations caused by machines in industry, heat, and level of lighting. In addition to that, a set of psychological and organizational conditions related to the work environment, such as driving style and physical workloads. (Tynes *et al*, 2017, p. 01)

The working hours are also considered to have a material impact on workers' health and their productivity at work, as working for seven consecutive days produces outputs for only six days, and this indicates that the more working hours, the more a burden on the workers and the lack of balance between work requirements and other life activities. (Vallo & Pfano Mashau, 2020, p. 03)

In addition, the weekly working hours, which exceed fifty-three hours per week, damage productivity in the following week with the

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principle of “cumulative fatigue”, so just as machines need maintenance and repair to ensure their useful life, the human resource also requires recovery from work to ensure The highest profitability, especially after a long and exhausting work week. (Pencavel, 2016, p. 560)

The work environment helps in shaping the identity and behavior of employees; While the traditional work environment includes many variables that make the employee focus on his work in the first place, remote work also can be another area for the individual to have complete freedom to achieve a balance between family and work without the need of moving to the organization. (thompson *et al*, 2021, p. 03)

2.2.3 The Social Dimension:

The relationships within the workplace, in which the employee engages with his peers, subordinates, superiors, and even clients with whom he comes into contact, are important factors that help shape the individual's experience during his career path.

The social dimension is defined as the social relationships that occur within the workplace and that occur in the form of communication between the sender and receiver to reduce uncertainty about a particular situation, and it may be in terms of emotional support as a person who listens to the problems of others, or media support by providing information and advising others, or in a tangible form by providing material assistance to accomplish a particular task or solve a problem. (Collins *et al*, 2016, p.162).

2.2.4 The Economic Dimension :

It includes all forms of material returns as well as services and benefits received by employees as a link to the working relationship that links them with the institution or employers, and compensation can be divided into direct payments represented in salary, bonuses, incentives, commissions, stock-based compensation, and indirect payments such as insurance Health for example. (Gerhart, 2017, p. 10)

The change in the wage or compensation structure in the organization directly leads to a change in the behavior related to the

employees, it is an important factor in motivating the employees and influencing the related outputs. (Izear, 2018, p. 195)

An individual is compatible with his job if he fulfills the behavioral requirements of the job and is satisfied with the level of job rewards that meet his needs. (Seiler & Lacey, 1973, p. 444), and this is inferred by the length of time an employee stays in a particular work environment. (Davis, *et al* 1964, p. 8)

3. Job Burnout:

This element represents a theoretical rooting of the concept of job burnout through the definition of Maslach, which is one of the most important definitions used in this regard, as well as mentioning the dimensions emerging through this definition, which are considered as indicators of job burnout.

3.1 Job Burnout Concept :

Maslach *et.al.* (2001) defines burnout as "a syndrome that causes individuals to withdraw emotionally and cognitively from their work as a way of dealing with the stressful workload." (Maslach, *et al.* 2001, p. 403)

Through the previous definition, it is clear that job burnout results from the employee's continuous interaction with clients, especially in the field of human service, which imposes on employees continuous communication, understanding, and emotional participation with others, which leads over time to chronic exhaustion and "psychological erosion". (Lizano, 2015, p. 169)

This leads us to say that job burnout leads to a wide range of negative consequences that are reflected on the individual's psychological and physical health, such as mental disorders, cardiovascular diseases, depression... in addition to his organizational behavior related to his job environment, and an example of this is frequent absenteeism from work, Labor turnover, job dissatisfaction, poor relations between co-workers and superiors, negative job performance... and other well-known behaviors. (Leiter & Maslach, 2015, p. 01)

3.2 Job Burnout Dimensions :

3.2.1 Emotional burnout:

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It refers to the feeling of losing the individual's sensory and material resources, (Aronsson, 2017, p. 02) necessary to meet work requirements, and emotional burnout can appear through health problems such as sleep and eating disorders, depressive episodes ... etc., all of this results About increasing mental and physical stress of the individual. (Wilson, 2016, p. 03)

3.2.2 Weak sense of personal achievement:

It is defined as a negative self-evaluation of an individual's work. In this case, the individual feels inefficient and unproductive in the workplace and feels that he cannot make any progress in his skills and work as before. (Pehlivanoglu & Civelek, 2019, p. 2076)

3.2.3 Depersonalization:

It means negative feelings towards individuals, as it represents a state of emotional separation between the feelings of the individual and the feelings of others around him, as the individual becomes indifferent to the feelings of others and treats them as if they were material and impersonal things. (Nantsupawat et al, 2017, p. 92)

3.2.4 Cognitive burnout:

It is a state of cognitive with drawl from work and the accompanying cognitive problems such as lack of focus in addition to bad moods such as loss of control over a person's emotional state and his behavior or actions such as anger for example .(Bakker & juriena de Vries, 2021, p. 02)

4. Administrative Creativity:

In this element related to managerial creativity, the most important definitions in this field will be touched upon, including the definition of Amabile and Guilford, in addition to the components of managerial creativity that are signs of creativity among employees.

4.1 Administrative Creativity Concept:

Amabile defines creativity as "the presentation of new and appropriate ideas by an individual or group of individuals working closely together and forming a particular organization. (Amabile & Grysiewicz,

1989, p. 232).

According to Guilford (1966) creativity consists of two main factors; the first is “Creative potential”, which is the individual’s preparations and abilities such as sensitivity to problems, fluency, flexibility, originality...etc, and this depends on the structure of his personality and the elements that he invokes to do by a creative act, and the second is "Creative performance", which is what the individual produces, and it cannot happen without the creative potential, they are two factors to each other and this is what we witness in any creative behavior. (Guilford, 1966, pp. 186-188) .

Antley (1996) also gives a definition of creativity based on its components, as he says that it is “*A specific behavior that includes the following dimensions : sensitivity to problems, perception, fluency, originality, mental flexibility, ability to synthesis, analysis, reorganization, factors or motivational attitudes.*” (Antley, 1966, p. 21) .

4.2 Creativity Components :

4.2.1 Fluency :

It means the ability to selectively retrieve stored knowledge from an individual’s memory, and it is measured statistically by listing as many synonyms as possible to describe a specific thing, for example asking people to list a set of responses about things that make noise, and so forth. (Nusbaum, *et.al*, 2014, p. 424)

4.2.2 Flexibility :

It is the ability to call up alternative ideas for multiple topics or problems. (liu, *et.al*, 2020, p. 02), in this sense, it represents the possibility of changing thoughts and behavior for the individual, and not committing to a particular intellectual approach or behavioral pattern .(chelang, 2014, p. 45)

4.2.3 Originality :

It is manifested in the individual's ability to produce unfamiliar self-origin ideas far from what is circulating within a particular context. Ideas are considered new if they are unique from other ideas ,(Kyunghwa & yang Hyejin,2016,p.2619), it is statistically measured in the number of rare responses (ideas) that an individual calls and generates. (Sun, *et al*, 2019, p.

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4.2.4 Sensitivity to problems :

It means knowing and identifying weaknesses in a particular situation or field, and anticipating creative solutions before falling into the problem, which in this sense represents prediction and then planning for the event before it occurs. (Zhang, *et.al*, 2020, p. 02)

5. Methodology:

The researchers used the descriptive approach to describe the phenomenon and express it quantitatively and qualitatively.

The population consists of all employees working in Alpha Pipe Company for Pipes, whose number is estimated at 855 employees at all upper, middle, and lower levels. A random sample of 100 employees working in different administrative levels and fields was selected from them.

A questionnaire was used as a tool for collecting data related to the three variables, namely, professional fit and administrative creativity, in addition to the Maslach scale of job burnout. Which was modified according to the current study where 100 questionnaires were distributed to a group of employees randomly, and 100 valid questionnaires were returned to the study, with the questionnaires not being canceled.

The five-way Likert scale was used, which is: strongly agree, agree, neutral, disagree, and strongly disagree. Specific weights were given to the five aforementioned trends as shown in the table below:

Table 01: Likert Five Scale

direction	Strongly Agree	agree	neutral	disagree	strongly disagree
weight	5	4	3	2	1

Source: Created by researchers

5.1 Statistical methods used in the study:

Several statistical methods used in this study were used to obtain results and analyze them in the light of this, and they are as follows:

- **Cronbach's alpha:** which measures the stability of the study tool, and the value of α estimates the percentage of variance in the answers of the study sample;
- **Arithmetic mean and standard deviation:** This is to know the level of the sample responses, and the extent to which the answers vary from each other;
- **Structural Equations Modeling (SEM):** by testing the extent to which the model matches the data of the sample used, which is represented by a set of indicators, Absolute Fit Index (GFI. RMSEA), Incremental Fit Index (NFI. AGFI. RFI. IFI. TLI. CFI), Parsimonious Fit Index (CMIN/ DF).
- **Path analysis model:** to find out the statistical effect between the variables.

5.2 Presentation and discussion of the results of the study:

5.2.1 Presenting the results of the internal consistency validity

Table 02: Stability using Cronbach's alpha scale

variable	number of phrases	stability
administration	24	0.891
creativity		
Work Adjustment	24	0.901
job burnout	23	0.906

Source: Prepared by researchers based on the outputs of the Spss v28 program

Through Table No. 02 above, it is clear that Cronbach's alpha stability coefficient for administrative creativity was (0.89), professional compatibility (0.90), and job burnout (0.90), which are values greater than (0.65) and less than (0.95), which confirms the stability and validity of the questionnaire statements as a whole. To study and circulate the results.

5.2.2 Presenting the results of the personal variables related to the

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study sample:

Table 03: shows the distribution of study sample members by gender

Statement	Repetition	percentage	Statement	Repetition	percentage
	sex			age	
male	100	%100	20 to 30 years old	0	%0
female	0	%0	30 to 40 years old	15	%15
			40 to 50 years old	78	%78
			50 years and over	7	%7
Total	100	%100	Total	100	%100
	Social status			Qualification	
Married	83	%78	High School	78	%78
Unmarried	13	%13	Bachelor's degree	13	%13
absolute	20	%7	Master	7	%7
Widower	2	%2	Postgraduate	2	%2
Total	100	100	Total	100	%100
	Years of Experience			management level	
less than five years	1	%1	director	0	%0
5 to 10 years	24	%24	Head of the Department	0	%0
10to 15 years	54	%54	Head of organisation	1	%1
15years and over	21	%21	Employees	99	%99
Total	100	%100	Total	100	%100

Source: Prepared by researchers based on the outputs of the Spss v28 program

It is clear from Table No. 03 above that the study sample is all 100%

male, due to the nature of the tasks related to the company, which suits the male category more than the female category. In addition, most are between the ages of 40 and 50 at 78%, and most are married with 83%. As for their academic qualifications, we note that 78% have a secondary level, 13% have a bachelor's degree, 2% have a master's degree, and only 2% have a graduate degree. This is because the majority of the employees are seniors as we have indicated regarding age, the educational capabilities and opportunities of the elderly employees are different from the current educational opportunities of most young people. Furthermore, we see that 54% of the study sample have 10 to 15 years of experience, and 24% have 5 to 15 years of experience. While the experience of 15 years and over was 21% of the study sample and only one of the study sample had an experience of fewer than 5 years, and this gives the results obtained their accuracy and reliability.

5.2.3 Presenting the results of the descriptive statistics for the study variables and their dimensions :

Table 04 : Arithmetic mean and standard deviation of the dimensions of the study sample

Variable	Dimensions	Mean	Standard deviation
	Sensitivity to problems	3.96	0.93
administration	accept the risk	3.69	0.48
creativity	fluency	3.66	0.53
	Flexibility	3.75	0.51
	mental toughness	3.77	0.78
	total axis	3.77	0.65
	self dimension	4.14	0.76
	professional dimension	3.51	0.60
Work Adjustment	social dimension	3.48	0.70
	cultural dimension	3.50	0.85
	economic dimension	3.52	0.69
	total axis	3.63	0.72

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	emotional burnout	3.97	0.84
	cognitive burnout	3.58	0.75
job burnout	Weak sense of accomplishment	3.42	0.63
	Depersonalization	3.40	0.61
	total axis	3.59	0.71

Source : Prepared by researchers based on the outputs of the program Spss v 28

It is clear from the above table that the dimensions of the administrative creativity axis ranged with arithmetic averages between 3.66 to 3.96, and this indicates that all members of the study sample had the direction of their answers “ agree ”, while the standard deviation value ranged between 0.48 to 0.93 and this indicates that there is agreement To some extent in the study sample answers.

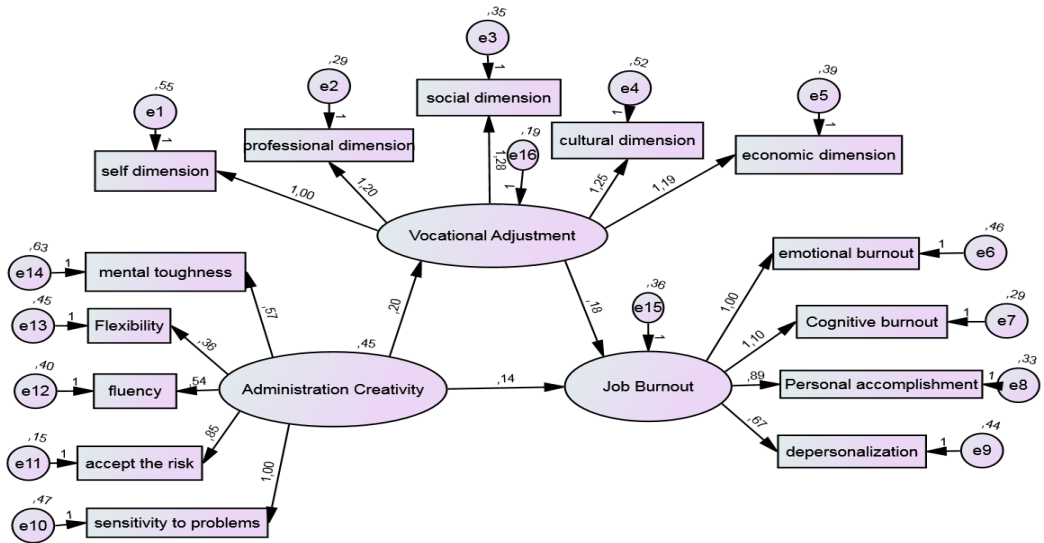
As for the dimensions of the occupational compatibility axis, the arithmetic averages ranged between 3.48 to 4.14, as these dimensions belong to the domain (3.40 to 4.19), and this indicates that the answers of the study sample were the directions of their answers “in agreement”, and the general standard deviation reached 0.72. This confirms that there is some agreement in the respondents' answers.

As for the dimensions of the job burnout axis, we find that the arithmetic averages were confined between 3.40 to 3.97, and these values are also indicating that the answers of the study sample were the directions of their answers "in agreement". With a standard deviation value of 0.71, the other indicates that there is some agreement in the respondents' answers regarding the dimensions of job burnout.

5.2.4 Presenting the results of the confirmatory factor analysis and the

model matching quality criteria:

Figure 01: Confirmatory factor analysis of the mediation model



Source: Prepared by researchers based on the outputs of the Amos V26 program

Table 05: Model Quality Standards

Indications	the value					
Absolute Fit Index (AFI)	RMSEA			GFI		
	0.08			0.853		
Incremental Fit Index (IFI)	CFI	TLI	IFI	RFI	AGFI	NFI
	0.855	0.821	0.862	0.649	0.792	0.715
Parsimonious Fit Index	P level			CMIN/DF		
	0.000			1.675		

Source: Prepared by researchers based on the outputs of the Amos V26 program

Through the above table, which shows the quality criteria of the model applied for confirmatory factor analysis about the impact of administrative creativity on job burnout with professional compatibility as an intermediate variable, it turns out that the value of RMSEA amounted to 0.08 and is considered an acceptable and moral value, as well as we note that the rest of

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the indicators' values are all close to 0.95, which supports Accept the form.

In addition, we note that the standard chi-square value of the main hypothesis amounted to 1.675, which is a value less than 3 and lies between the range (1-5) meaning that the value of the standard chi-square when less than 5 is a good match and less than 2 is an exact match, and this indicates that The hypothesized model is completely identical and valid for the study.

5.3 Testing the hypotheses of the study:

Table 06: Direct Effects of Study Variables

Hypotheses		P	Critical	Standard	Estimate
Independent variable	dependent variable	Label	Ratio	error	
Administration creativity	Work Adjustment	0.032	2.145	0.95	0.203
Administration creativity	job burnout	0.262	1.121	0.124	0.140
Work Adjustment	job burnout	0.338	0.958	0.183	0.175

Source: Prepared by researchers based on the outputs of the Amos V26 program

It is clear from Table No. 06 above that the value of the critical ratio for the first sub-hypothesis was 2.145, which is greater than 1.96, and the probability value is equal to 0.032, which is less than the probability value of 0.05, which makes us reject the null hypothesis H0 and accept the alternative hypothesis H1 which states that there is a statistically significant effect of administrative creativity on Occupational compatibility of employees at Alpha Pipe Company for Pipes in the state of Ghardaia.

This means that the greater the compatibility of employees with their jobs and work environments, this necessarily leads to an increase in their administrative creativity by contributing to the generation of ideas and participation in decision-making, as well as seriousness towards achieving personal goals and the goals of the organization, which is reflected positively on the results of the employee and the institution alike. whether.

As for the second sub-hypothesis, we note that the value of the critical ratio for the second sub-hypothesis was 1.121, which is a value less than 1.96, as well as the probability value equal to 0.262, which is greater than 0.05, which makes us accept the null hypothesis H_0 and reject the alternative hypothesis H_1 , which says that there is no statistically significant effect between Administrative creativity and job burnout among employees at Alpha Pipe Company in the state of Ghardaia.

This is considered normal because the employee who feels that he is doing something valuable in his job through his creative behavior and creative activities, makes the employee less vulnerable to negative behaviors such as job pressure or job burnout.

While we note in the third sub-hypothesis that the value of the critical ratio was 0.958, which is a value less than 1.96, and the probability value amounted to 0.338, which is a value greater than the probability value of 0.05, which makes us accept the null hypothesis H_0 and reject the alternative hypothesis, and therefore we say that there is no statistically significant effect between the Work Adjustment and job burnout among employees at Alpha Pipe Company in the state of Ghardaia.

That is, in the sense that job burnout is reduced or absent among the category of employees who are Adjustment to their jobs and who are satisfied with their physical, social, cultural, and economic working conditions.

Table 07: The indirect effect of the study variables

Variable	job burnout
Administration creativity	0.036

Source: Prepared by researchers based on the outputs of the Amos V26 program

Through Table No. 07 above, it is clear that the value of the indirect impact of administrative creativity on job burnout amounted to 0.036, which is a positive value, but it is weak and close to zero; We also note that the probability value in the previous table No. 06, which shows the direct effect between administrative creativity and job burnout, amounted to 0.262, which is a value greater than 0.05, which means that there is a total mediation of Work Adjustment in strengthening the relationship between

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administrative creativity and job burnout.

This leads us to accept the main hypothesis that there is a statistically significant effect of administrative creativity on job burnout with the presence of Work Adjustment as a mediating variable among employees in Alpha Pipe Company for Pipes in the state of Ghardaia and that this mediation is considered total.

6. Study results and suggestions:

6.1 Results:

Through this research, we reached a number of results, including the presence of a statistically significant effect between administrative creativity and professional compatibility among employees at Alpha Pipe Company for Pipes in the state of Ghardaia; And the absence of a statistically significant effect between professional compatibility and job burnout, nor between administrative creativity and job burnout among employees at Alpha Pipe Company for Pipes in the state of Ghardaia; Finally, there is a statistically significant effect of administrative creativity on job burnout by the presence of professional compatibility as an intermediary variable among employees at Alpha Pipe Company for Pipes in the state of Ghardaia, and that this mediation is considered total.

6.2 Suggestions:

Attention to administrative creativity in the company under study by holding seminars and discussion committees for employees at various administrative levels to put forward and discuss ideas to improve the work environment, which limits the appearance of signs of psychological exhaustion among employees and paying attention to selecting the appropriate competencies for administrative work and training them regularly, especially about management techniques in the field of administrative work to ensure Work Adjustment.

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