

The relationship of job burnout with the performance of employees, case study of the Mobilis Bechar Regional Directorate.

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Abstract:

Occupational burnout is a common modern disease. There is no area of our contemporary life that we see laden with social contradictions and psychological pressures that, if continued, inevitably lead to a tragic result. Our study aims to clarify the relationship between job burnout and job performance. Among our findings is that job burnout is no longer only a psychological condition, but has negative repercussions on individuals' behavior, attitudes and performance at work. The employees of the Regional Directorate Mobilis Bechar suffer from job burnout at a moderate rate, and job burnout has an impact on their performance.

Keywords: job burnout, job performance, loss of confidence, personal achievement, psychological fatigue.

Classification JEL: L25; 015

Introduction:

The human element is one of the most important resources in any organization, as it is through which the wheel of work proceeds from planning, implementation, management and control. Rather, it is in control of the rest of the other resources within the company. It is also an important source for achieving the competitive advantage of the company. The optimal use of the human element has become based on Measures that can be taken to protect workers physically and morally.

Despite what the world is witnessing today in terms of scientific and technological developments that are reflected in many aspects of life, many researchers have described the current century as the era of psychological pressures and job burnout.

The increasing interest by researchers in the subject of job burnout is due to the negative psychological and physical effects that it results in, such as depression and heart disease, and the negative repercussions it causes on individuals' behavior, attitudes, and work performance, represented by a decrease in the sense of belonging to the company and a high rate of absence, and to the effects it causes Negative performance of institutions as a result of the absence of workers and low productivity.

- The problem of the research: From the above and given the great importance of job burnout, the problematic of the research topic is evident, which can be put in the following essential question:

What is the reality of job burnout among the employees of the Mobilis Company in Bechar?

-research importance The importance of the study lies in the following:

The importance of the topic of job burnout, which has attracted the attention of many researchers in recent years, because of its many effects on companies, which leads to reducing the company's effectiveness and efficiency, decreasing its performance and productivity, which costs companies a lot of time and effort, and has a significant impact. its employees, especially with regard to their mental, physical and behavioral health, low performance, frequent absence and passivity in dealing with others; The concept of employee performance is one of the main important

issues, because of the company's success in achieving high levels of growth, stability and success, and the importance it represents to reach the desired goals of companies efficiently and effectively. -The results of the study help the employees within the Mobilis company to know the appropriate measures and methods to confront the phenomenon of job burnout.

- **Spatial limits:** The application aspect of this study has been projected on the Mobilis Company in the Wilayat of Bachar. Time limits: the field study was conducted during the period from January 04 to January 25, 2022.

-Human limits: This study was limited to workers in the Regional Directorate of Mobilis Bachar.

Study Methodology: Due to the nature of this study, which works to reveal the extent of the impact of job burnout on the performance of employees at Mobilis, the descriptive and analytical approach was used. In addition, we used the questionnaire method to obtain what we seek in this study by relying on the statistical packages SPSS21 program.

1- Theoretical framework of the study

Before embarking on the field work to test the hypothesis of this work, we must go through the theoretical framework of the study, so that we can know the theoretical dimension of the variables of this research work, as we will address the concept of job burnout.

1-1-The concept of functional combustion

All people are exposed to pressure in one way or another, but not all of them are exposed to its risks to the same degree, because the effect of pressure varies from one individual to another, and the threat and its level differ from one individual to another, so the response of the individual to it varies according to his personality type and composition, and the type of environment and social milieu in which he moves And it affects his personality and growth and determines the method of cooperation with the event or pressure, as well as psychological defensive tricks and the demand of the personality to respond to bring about internal balance. There are a large number of definitions related to job burnout, among which the following can be mentioned: Gold and Roth (1994) defined it as "a condition that causes the individual to feel that his needs have not been met and his expectations are not fulfilled, and is characterized by

disappointment and accompanied by psychological and physical symptoms that lead to a low self-concept, a psychological symptom in which the individual loses interest in himself and He feels anxiety, tension, withdrawal, stagnation and surrender as a result of work burdens and his inability to meet his requirements.

- Christina Maslach presented him with a definition in 1982 and described it as “a group of symptoms represented in nervous stress, exhaustion of emotional energy, detachment from personal aspects, and a sense of dissatisfaction with achievement in the professional field, which can occur in people who perform A kind of business that requires direct interaction with people)dictionary(. Job burnout is defined as “the state of an employee in which his abilities are exhausted and his performance is affected due to his continuous participation in an emotionally stressful environment.”

Job burnout is “a psychological condition in which the individual loses interest in himself and his work, and feels anxious, tense, stressed, and stressed, as a result of workloads, and his inability to meet his requirements.” Job burnout is: “a phenomenon of complete physical and emotional exhaustion, due to excessive pressure, and results in an imbalance between requirements and capabilities, so that the individual feels that he is unable to deal with any pressure.” At the present time, this leads to job loss.” In 1982, the researchers)Baron Perlman E(. defined job burnout as: “the response to emotional stress caused by psychological stress, low performance at work, and a dry approach to others.”) Baron Perlman E(. Maslach defined job burnout as: “The individual’s behavioral performance resulting from his inability to adapt to continuous emotional stress, which is a syndrome or group of symptoms that cause nervous stress, exhaustion of emotional energy, detachment from personal characteristics, and a sense of dissatisfaction with personal achievement in the professional field, which is A group of symptoms that can occur in people who perform a type of work that requires direct interaction with people.

The American Society defines job burnout as: “Description of the psychological state resulting from work, and the resulting stress through work and customer pressures, role conflict and work relationships.” Job burnout is: “a group of symptoms that include both physical and psychological stress caused by work pressures on the individual, and thus a negative view of the profession.” Job burnout is defined as: “the effects

resulting from work conditions, when job pressures are unbearable, and sources of job satisfaction are not available.”

From this, a comprehensive concept can be deduced: Job burnout is “a reformer that expresses a psychological condition affecting the employee that leads him to lose the desire to work, and is associated with a low level of productivity, as well as physical and mental exhaustion caused by work pressure.”

1-2 - stages of development of the concept of job burnout

Job burnout goes through the following stages: enlightenment stage: At its inception, the term job burnout was not known, but alternative terms were found. This stage began at the beginning of the sixties of the twentieth century (1960), where some researchers in the field of industry noticed the low performance of some high-performing workers, with the emergence of some negative behavioral variables, including the continuous absence from work for long periods, He called this "flame outs". At the beginning of the seventies, a number of articles appeared in the United States of America that dealt with job burnout and focused on individuals working in the field of human services. In 1974, the term burnout appeared at the hands of the psychiatrist Freudenberger and described it as a negative phenomenon among professionals who work in a clinic for drug addicts. Through excessive pressure on the individual, then came Christina Masla K. (1976), a researcher in social psychology, and stated that job burnout affects the individual as a result of overload and constant pressure, which makes him lose emotional feelings towards clients, and linked it to illness and psychological disorder)Freudenberger(‘

In the beginning, the view of job burnout was that it affects those who work in health professions in which the individual contacts patients, such as nurses. The interest in studying job burnout was initially limited to health care professions, then extended to include the rest of the other groups that require dealing with the public. It is clear from the above that the general view of job burnout is that it affects health care workers, as they are exposed to a high degree of pressure as they deal with patients, which has a negative impact on the individual, and they witness the death of patients who deal with them, in addition to the conflicts that they find at work before Managers and colleagues, in addition to the fact that combustion in the field

of health care is more evident than other professions, which made them limit their exposure to those professions, but that view changed later. Experimental stage: And in which the view of job burnout developed, as it started in the early eighties of the twentieth century, during which the concept of burnout developed from an empirical point of view. In it, some more systematic studies appeared. At that stage, the study of Maslach and her student Susan Jackson, Maslach & Jackson, appeared in the year (1981), during which they presented the first serious attempt to measure combustion in the field of health care, and then developed that tool in the year (1986) to measure combustion. Burnout for workers in the field of social professions, and therefore the scale has three dimensions: psychological stress, dulling of feelings, and lack of a sense of personal achievement, and this measure has gained wide popularity. At work, job satisfaction and role conflict, which indicates that job burnout has been associated with most areas of life, including professional work, personality, and the administrative style followed at work. If we move to Arab intellectual production, we find that the term job burnout appeared at the hands of Ali Askar and others in 1986) and some researchers such as Kamal Dawani and others (1989) looked at it as a three-dimensional concept: emotional stress, weak interest in the human dimension, and lack of competence and personal achievement.

1-3- Factors and causes of job burnout

Job burnout is one of the phenomena that the institution is exposed to, and it cannot appear suddenly, but there are reasons and factors that help to find it, as job burnout occurs when there is no compatibility between the nature of work and the nature of the person who engages in the performance of that work. The greater the contrast between these two environments, the greater the job burnout that the employee faces in his workplace. Maslak pointed out that the roots and basis of job burnout lie in a group of factors that are concentrated in economic conditions, technological developments and the managerial philosophy of work organization. Factors related to the individual dimension: Where most studies agreed that the person who is more loyal, committed to his work and loyal to it is more exposed to job burnout than other workers. Factors related to the collective dimension: Many institutions find themselves sometimes committed to bearing the burden of work by members of society who place their burdens on them, which raises the degree of job burden entrusted to the workers who work in

these institutions. Because their professions themselves are unable to provide distinguished services, which leads them to frustration and a sense of regression in the face of the requirements of their society, and thus they have a state of imbalance and make them vulnerable to job burnout. Special factors related to the occupational dimension: Since the profession and its requirements are the prominent aspect and the most important dimension that determines the worker's belonging to his work and commitment to it and its goals, the worker's conditions and environment contribute to a large extent in increasing or decreasing the intensity of work pressure on the worker, and accordingly the worker's sense of his failure to achieve work goals, as well as His feeling that he has failed to satisfy his basic needs through the work he is doing will lead him to a state of low morale, dissatisfaction with work in different dimensions and thus to job burnout.

By reviewing the related educational literature, the causes of job burnout can be summarized into a number of factors, including:

1. Doing the same things with little change, especially if these actions are not meaningful.
2. Giving a lot, and not getting a lot of appreciation and promotion.
3. Lack of a sense of achievement and meaning at work.
4. Being under enormous pressure to provide assistance and reach the desired goals, which are mostly unrealistic.
5. Working with many people, especially of the types that are highly resistant, or who come involuntarily, or who show slow progress.
6. Conflict and tension with colleagues, and thus the absence of support in the work environment.
7. Lack of trust between supervisors and those working in the field of counseling and mental health, and this makes them take a stand against each other, instead of working on setting meaningful and valuable goals.
8. Not getting opportunities for personal experience or trying new trends, or situations in which change can be experienced, and creativity is not only not rewarded but also not encouraged. Freudenberger stated, in this regard, "As a psychoanalyst and practicing physician, I have come to realize that people, sometimes, are just as victims of fire as buildings. Under the stress of life's stresses, in our complex world, their inner resources are consumed in the course of action." by fire, leaving only an immense inner void, even if the outer shell appears to be somewhat intact)Sima(2022

We will mention some of the reasons that lead to job burnout in the following axes:

1. Working conditions: the possibility of participation in decision-making, inequity, work pressures, ambiguity of the role, excessive workloads, the monotony of daily work.
2. The personality of the individual: It is represented in psychological hardness, self-confidence, personality style, family stability, emotional stability.
3. Social factors: represented in the lack of social support, conflict with colleagues, lack of guidance from superiors, lack of social relations with colleagues.
4. Financial years: represented in the low salary, and excessive working hours.
5. Demographic variables: they are represented in the number of years of experience, educational qualification, and place of residence.

1-4-Dimensions of functional combustion

Research findings have supported the realization of job burnout as a multidimensional phenomenon that cannot be put into static templates when measured. This multi-dimensional form that functional combustion takes confirms that combustion cannot be dealt with as a stationary state, but rather passes in a perpetual motion process. Maslach (1982) classified the dimensions of functional combustion into three dimensions, and called it the functional burnout syndrome, which are: The first dimension related to the loss of self-confidence and morale: It is represented in the employee's loss of self-confidence and morale, as well as his loss of interest and care for service beneficiaries, exhaustion of all his energies, and his sense that his emotional sources are depleted. This feeling of emotional exhaustion may be accompanied by a feeling of frustration and psychological stress, when the employee feels that he is no longer able to continue to give or fulfill his responsibilities towards the beneficiaries at the same level he was providing before. A common symptom of emotional exhaustion is an employee's feeling of dread and dread at the thought of going to work each morning. This emotional exhaustion of employees usually occurs due to the excessive psychological and emotional demands of the public who receive their services. Contrary to the term emotional exhaustion, an important basic assumption for researchers of the phenomenon of combustion, the

symptoms of combustion are related to a large extent with job occupants whose work requires a great immersion in work. It also assumes a state of pre-vigilance, in contrast to the boredom, which may be felt by those who occupy jobs that are one-way or bored. The second dimension relates to low personal achievement: which is characterized by the tendency towards negative self-evaluation, and individuals' sense of failure through it, as well as their low sense of efficiency at work and the successful completion of their work or their interaction with others. It occurs when an employee feels a loss of personal commitment in work relationships. The symptoms of this dimension are the feelings of the employee who is constantly subjected to disciplinary penalties from his boss, or the feeling as if the individual is in a ship that is sinking in the middle of the sea and waves crash in every direction. This element, which was presented by Maslak and Jackson, has received little attention among researchers. But studies related to the lack of motivation in the performance of work show that cases in which individuals' attempts consistently fail to provide positive results lead to the emergence of symptoms of stress and depression, and when individuals believe that their efforts will not have an effective result, they abandon those attempts)Jiaxi Peng(2014 ,

The third dimension related to the loss of the human or personal element: it is represented in their tendency to depersonalize the beneficiaries with whom they deal, whether these beneficiaries are from inside or outside the organization. The loss of the human or personal element in dealing means treating individuals as things and not as human beings. In this case, the employee is characterized by cruelty, pessimism, a lot of criticism, and blaming his colleagues at work, as well as the beneficiaries and the organization. This is often reflected in the employee's naming of things. For example, the employee's automated treatment of beneficiaries and his indifference to them is shown by referring to a specific beneficiary by saying that: "No....in room 304" instead of using the name of the person concerned. It is also reflected in his philosophy of different situations at work, in withdrawing by resorting to long periods of rest, or lengthy conversations with co-workers, as well as in the excessive use of technical work jargon. In fact, the depersonalization of the beneficiaries may reduce the possibility of excessive emotional burning felt by the employee, which may affect the performance of work in emergency situations. Thus, it represents a way to deal with the emotional drain of the employee, and is

used as a defensive method to reduce the feelings of guilt and frustration resulting from work. Medium levels of loss of the human or personal element in dealing with beneficiaries are appropriate and necessary for effective performance in some jobs. Job burnout varies from one generation to another, especially after rapid technological development (Allan Cheng Chieh Lu, 2013)

2- The applied framework of the study

2-1-Descriptive analysis of the research community In order to verify the validity of the hypothesis of the study and to answer the problem of the study, we conducted a field study on a sample of the workers of the Regional Directorate of Mobilis Bechar, as we will explain in the following elements:

2-2-Study community: To conduct the field study, the researcher must set a clear specification for the study community, because this will help him in determining the optimal scientific method for studying this community. The study population consists of all the workers of the Mobilis Bechar Regional Directorate.

2-3-Study sample: A sample was selected from the study population consisting of 63 questionnaires, 63 questionnaires were distributed to the workers of the Directorate, where 63 questionnaires were retrieved, and after reviewing the retrieved questionnaires, 3 questionnaires were excluded for lack of completeness or for inconsistency in the data recorded in them from one question to another, and 60 forms were approved for the purpose of statistical analysis, as shown in the table pro:

Table number (01): “Number of questionnaires distributed, returned and canceled”.

Number of Analyzable Questionnaires	The number of canceled surveys	Number of questionnaires retrieved	The number of questionnaires distributed
60 %95,23	3 %4,77	63 %100	63 %100

Source: Prepared by the researcher based on the results obtained from the study.

2-4- Statistical methods used in data analysis: We designed a form that included three sections: the first section includes personal data, namely gender, age, and educational qualification, which are questions that help describe the characteristics of the sample, and the second section of the form is the section devoted to questions and included The study variables included two axes, the first independent. It expressed job burnout in its three dimensions (03), which are (loss of self-confidence and morale, personal achievement, loss of the human or personal element), and each dimension included seven (07) questions, and therefore this axis contained 21 questions. From 01 to 21, while the third section expressed the performance of the employees as it included nine (09) questions from 01 to 09, and therefore the questionnaire included a total of 30 questions.

Table number (02): "Distribution of the sample members by gender

Sex	Repetitions	Percentages %
Male	41	68,33
Feminine	19	31, 67
Total	60	100,0

Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

By extrapolating the above table, we note that the percentage of males is higher than the percentage of females, as the number of males reached 41 males with a rate of 68.33%, while the number of females reached 19 females with a percentage of 31, 67%.

2-5-2-Distribution of the sample members according to age: They were divided into four categories, as summarized in the following table:

Table number (03): "Distribution of the sample members according to age".

Age	Repetitions	percentages%
less than 21 years	00	00
21 to 30 years	15	25
31 to 40 years	32	53,33
over 41 years	13	21,67
Total	60	100

Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

By extrapolating the above table, we note that the highest percentage of respondents are from the age group (31-40) years, where their number is 32 individuals, at a rate of 53,33%, followed by the age group (21-30) years, whose number is 15 and at a rate of 25%. The age group of more than 41 years reached 13 individuals, at a rate of 21.67%, while people of the age group less than 21 years constituted 00 individuals, at a rate of 00%.

2-5-3- Distribution of the sample members by educational level:

The sample members were distributed according to educational level into three categories, which are summarized in the following table:

Table number (04): "Distribution of the sample members by educational level".

Educational level	Repetitions	percentages%
secondary	14	23,33
University	44	73,34
Postgraduate	02	3,33
Total	60	100

Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

By extrapolating the above table, we note that the highest percentage of respondents is for a group with a university level of education, where their number reached 44 individuals, with a rate of 73,34%, followed by individuals with a secondary education level, estimated at 14 individuals, with a rate of 23.33%. After that, individuals with postgraduate studies, whose number reached 2 individuals, with a rate of 3.33%.

2-5-4- Distribution of the sample members according to years of service: The sample members were distributed according to years of experience into four categories, which are summarized in the following table:

Table number (05): "Distribution of the sample members by years of service".

% Years of service	Repetitions	percentages%
less than 5 years	2	3,33
5 to 10 years	15	25
11 to 15 years	25	41,67
Over 51 years	18	30
100	60	100

Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

It is noted from the above table that most of the respondents are those whose experience ranges between 11 to 15 years, at a rate of 41.67%, and the sample with years of experience between 5 to 10 years, at 25%, and those with more than 15 years of experience, 30%, then 3.33% for those with less than 5 years of experience. It is necessary to ensure the reliability and stability of the measuring instrument used, as reliability here reflects the degree of stability of the measuring instrument.

Table number (06): "Cronbach's alpha coefficient results".

	honesty	Constancy
The form as a whole	0,902	8140,

Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

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We note from Table 06 that the value of Cronbach's alpha coefficient is greater than 0.60, an indication of the validity and reliability of the questionnaire as a whole.

2-6- Presentation and analysis of the results of the study In order to analyze the results, it is necessary to determine the direction of the opinions of the study sample on the five-point Likert scale (agree, agree, neutral, disagree, completely disagree).

Table number (07): “Results of questions related to career burnout axes”.

the number	Axles	SMA	standard deviation	degree of approval	Analysis
01	Loss of self-confidence and morale	2.7604	0.75785	neutral	In general, it turns out that the general arithmetic mean of all paragraphs of the first axis (loss of self-confidence and morale), which amounted to 2.7604 and a standard deviation of 0.75785, and this result indicates that the institution should pay attention to the motivational factors of workers in order to raise their .morale
2	personal	2.56250	68901.	not agree	The sample under study agreed

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	achievement				through the general average of the arithmetic averages, which amounted to 2.5625 and a standard deviation of 0.56454, and this indicates that the workers' achievement is weak, that is, not the efficiency and effectiveness required of them
	Loss of the human or personal element	0.56454	2.8542	Neutral	In general, it appears that the general arithmetic mean of all the paragraphs of the third axis (the loss of the human or personal element), which amounted to 2.8542 and a standard deviation of 0.56454, and this result indicates that workers have relations with each other and business participation among them, but at a moderate rate

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04	Job Performance	2.3542	0.49420	not agree	The sample under study agreed through the general average of the arithmetic averages, which amounted to 2.3542 and a standard deviation estimated at 0.49420, and this indicates that the performance level of the employees in the institution was weak, so it is necessary to improve their skills and high level of achievement
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Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

2-6-Testing the hypotheses of the study link:

4-1- The main hypothesis: There is a relationship between job burnout and job performance.

H0: There is no relationship between job burnout and job performance.

H1: There is a relationship between job burnout and job performance.

To test this hypothesis, we used the Pearson coefficient, and we got the following results:

Table number (08): "The Correlation between Job Burnout and Job Performance".

Job Performance		job burnout
Sing	Correlation value	
0,019	*0,324	

Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

We note from the table that the value of the correlation coefficient between job burnout and job performance is 0.324, which is significant at the 5% level of significance, where the value of the morale is 0.019, which is less than the significance level 0.05.

Which means rejecting the null hypothesis and accepting the alternative hypothesis, that is, there is a statistically significant effect at the level of significance 0.05 for job burnout on job performance in the regional directorate of Mobilis Bachar.

- Sub-hypothesis: There is a relationship between the job burnout variable and job performance.

H0: There is no relationship between the axes of the job combustion variable and job performance.

H1: There is a relationship between the axes of the job burnout variable and job performance.

2-7-Secondary Hypotheses

Table number (09): "The correlation between the job burnout axes and the job performance dependent."

job burnout	Loss of the human or personal element		personal achievement		Loss of self-confidence and morale	
Job Performance	Sing	Correlation value	Sing	Correlation value	Sing	Correlation value

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	0.012	0763.	0,021	0,456	0.027	0.380
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Source: Extracted from the SPSS statistical program based on the questionnaire data dump.

We note from the table that the value of the correlation coefficient between the axis of loss of self-confidence and morale equals 0.380, which is significant at the 5% level of significance, where the value of morale reached 0.027, which is less than the significance level 0.05, while personal achievement with respect to job performance, their correlation coefficient is equal to 0.456, which is Significant at the significance level of 5%, where the moral value between them was 0.021, which is less than the significance level 0.05. As for the axis of loss of the human or personal element with job performance, the correlation value was 0.376, which is significant at the significance level 5%, which amounted to 0.012, which is less than the significance level. 0.05.

This confirms some hypotheses and denies others.

- There is a significant effect of the loss of self-confidence and morale on the job performance of employees.
- There is a significant impact of personal achievement on the job performance of employees.
- There is a significant impact of the loss of the human or personal element on the job performance of the employees.

Conclusion:

The subject of job penetration has been of great importance to writers and researchers in developed countries during the past three decades, as one of the important administrative problems facing workers in companies, as well as an indication that companies are going through a crisis that could lead them to reduce their efficiency and effectiveness and lower their performance due to its negative effects. on companies and their employees.

In light of the analysis of the answers of the study sample, results were reached, the most important of which were:

1. Mobilis relies in running its work on human competencies from university graduates, because the available job positions need such tires.
2. There is a discrepancy in the responses of the study sample to the presence of the three dimensions identified by the study of job burnout, where the loss of the human or personal element ranked first, while after loss of self-confidence and morale ranked second, while it was after personal achievement in the third and last place.
3. The study revealed that there are differences in the respondents' perceptions about the reality of job burnout among the employees of the Mobilis company. There is job burnout among the employees of the Mobilis company;
4. The results indicated that there is agreement from the sample members about the availability of applying the dimensions of job burnout, but at a moderate rate;
5. The results indicated that there is agreement from the sample members about the loss of self-confidence and morale, but at a moderate rate;
6. The results indicated that there is agreement among the sample members about personal achievement, but at a low rate;
7. The results indicated that there is agreement among the sample members about the loss of the human or personal element, but at an average rate.

Through these results, a set of recommendations were suggested, the most important of which are:

The necessity of the company's decision-makers' attention by adopting strategies that break the stalemate, rigor and routine observed in business by adopting the rotation policy;

- Work to pay attention to the entertainment aspect to break the stalemate and strictness in harming its work and use entertainment programs that would renew the energies of employees;

Using assistance programs for workers by providing medical and treatment services to them and providing advice and appropriate preventive measures;

Taking care of new employees and assisting them in the process of integrating into work and achieving a level of balance between their ambitions and the reality of their work.

-considering the distribution of work among individuals on the basis of job redesign;

- Develop selection and appointment systems and reconcile the requirements of the job with the characteristics and capabilities of individuals, so that a greater degree of compatibility between the individual and the requirements of the job can be achieved.

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