



The impact of organizational conflict on job burnout among workers in the Algeria Telecom Unit in Djelfa

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Received: 26/09/2023

Accepted: 26/12/2023

Abstract

This study aims to offer a thorough exploration of the concepts of organizational conflict and job burnout. It investigates how organizational conflict, as an independent variable encompassing dimensions such as leadership, communication, control, and work groups, impacts job burnout, which is considered a dependent variable. This examination is conducted among employees at the Algeria Telecom Unit in Djelfa.

In pursuit of the study's objective, a total of 34 questionnaires, which constitute 62% of the study's population, were subjected to analysis. The results were then meticulously examined using the SPSS program, leading to a set of significant findings. The most notable finding is the absence of a statistically significant effect ($\alpha \leq 0.05$) of organizational conflict across its dimensions of leadership, communication, oversight, and work groups on job burnout among workers in the Algeria Telecom Unit in Djelfa. This can be attributed to the value of the (β) coefficient, which is (0.149), indicating that a unit change in organizational conflict will result in a change of (0.149) in

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job burnout, representing a very minor change. Furthermore, the calculated value (T) of (0.776) is found to be lower than its corresponding tabulated value of (3.626).

Keywords: Organizational Conflict; Job Burnout; Leadership; Communication;

INTRODUCTION

Institutions conduct their activities amidst complex and intertwined relationships among their members. These individuals are driven by a variety of motives, interests, and desires. Such interests might align with the institution's framework or be personal, leading to various forms of conflicts. These conflicts could be internal, with others, or with administrative systems. Organizational conflict is a social process and a situation where two or more individuals or groups strive to achieve their goals and interests. It's a natural organizational behavior stemming from intense competition over scarce resources or disagreements over management methods. Human systems cannot maintain stability as long as they are engaged in social activities. They are open and interact with the environment in which they exist, driven by the inherent nature of individuals towards development and change in prevailing relationships. Hence, it's crucial to harness these dynamics optimally to serve the institution and realize its goals along with the aspirations of its members.

One of the outcomes of psychological stress at work is a phenomenon known as job burnout. This common modern ailment is also an administrative psychological phenomenon that cannot be ignored. It manifests as negative changes in an individual's relationships and attitudes toward others, stemming from the pressures they experience both inside and outside the workplace. Numerous researchers in the field have emphasized the significance of this topic, highlighting that job burnout has received considerable attention among academics and researchers in developed countries. This attention extends beyond the realm of organizational behavior and medical sciences to also encompass administrative development. This is because job burnout is a pressing administrative issue in our contemporary world, affecting workers in both governmental and non-governmental institutions. It serves as an indicator that organizations are facing a crisis, which, if unaddressed, could lead to a downward spiral, eventually causing long-term failure due to the negative effects on the organizations and their workforce.

1.1.The Problem of the Study and Its Sub-Questions:

In the current business environment, organizations place significant importance on human resources. To retain and harness the potential of these resources, they must be nurtured through motivation and the introduction of innovative approaches to human interaction. This proactive approach aims to prevent issues that may arise from these interactions, particularly organizational

conflict. Organizational conflict within a company can be a significant impediment as it consumes both management's time and effort, diverting them from productive and developmental activities. Another challenge that arises due to neglecting human resources is job burnout, a grave concern that leads to substantial direct and indirect losses for the organization.

In the context of the above, the following problem can be formulated:

Does organizational conflict have an impact on job burnout among workers at the Algeria Telecom Unit in Djelfa?

Based on the previous main problem, a set of sub-problems can be formulated as follows:

- Is there a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the leadership dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa?
- Is there a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the communication dimension on burnout among workers in the Algeria Telecom Unit in Djelfa?
- Is there a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the control dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa?
- Is there a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the work group dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa?

1.2. Study hypotheses:

In order to address the problem research topic and its associated sub-questions, we formulated the following null hypotheses:

- **The main hypothesis (H_0):** There is an effect of organizational conflict on job burnout among workers in the Algeria Telecom Unit in Djelfa.
- **The first sub-hypothesis (H_{01}):** There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the leadership dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa.
- **The second sub-hypothesis (H_{02}):** There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the communication dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa.
- **The third sub-hypothesis (H_{03}):** There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the control dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa.

- **The fourth sub-hypothesis (H04):** There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the work group dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa.

1.3. Study Objectives:

- Learn more about the phenomena of job burnout and organizational conflict.
- provide an in-depth analysis of organizational conflict and job burnout within the Algeria Telecom Unit in Djelfa, as perceived by its workers.
- Exposing the extent of the the effect of organizational conflict on job burnout among workers in the Algeria Telecom Unit located in Djelfa.

1.4. Study Methodology and Tools:

In our study, we utilized an analytical-descriptive methodology to explore the varied facets of the study variables, clarifying and understanding the relations among their components. We also utilized the case study method, which facilitates the application of theoretical concepts to real-world situations by collecting data through questionnaires and conducting statistical analysis using the SPSS statistical program. This approach enabled us to address the study's questions, test its hypotheses, and draw upon various references and sources to construct the theoretical foundation for our research.

2. Basic concepts of organizational conflict:

2.1.The concept of organizational conflict:

The linguistic meaning of the word 'conflict' in the Arabic language encompasses concepts such as conflict, disharmony, disagreement, and dissension. This term is derived from the Latin word 'Conflicyus,' which denotes a fight, quarrel, or clash.

According to March & Simon, organizational conflict is defined as a disruption or interference in the decision-making process, making it challenging for the organization to select a viable alternative. (Al-Amyan, 2013, p. 363).

2.2. The importance of organizational conflict:

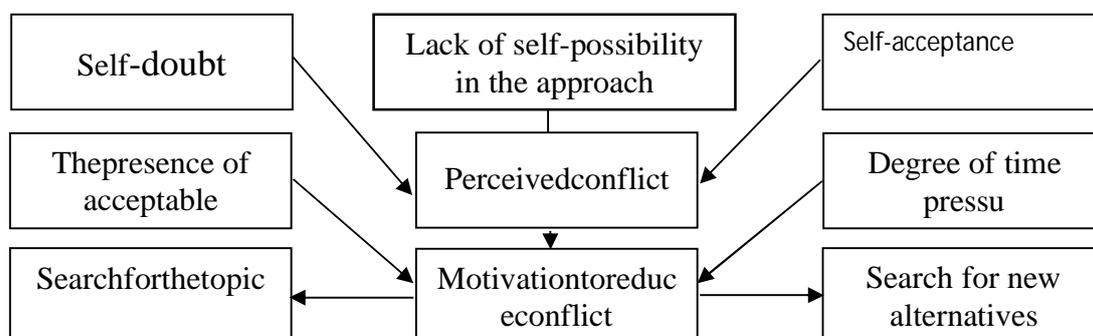
The presence of conflict is deemed necessary within any organization due to the positive outcomes it can foster. When managed effectively, conflict can lead to enhanced organizational effectiveness and improved performance. However, it is crucial that such conflict remains within manageable limits to prevent any negative impact on the organization's goals. Below, we discuss the importance of organizational conflict through the following points: (Al-Obaidi, 2008, pages 80-81)

- **Conflict is a tool for adaptation and survival:** The presence of conflict in the organization and its identification makes it necessary for management to address it, pushing the organization to change and adapt, thus ensuring its continued survival and growth;
- **Conflict is a tool for developing and motivating contemporary managers' capabilities:** Confronting and managing conflict is an essential task for modern managers. They are expected to address and manage conflict rather than viewing it solely as an obstacle;
- **Conflict as a Catalyst for Creativity:** A relationship exists between conflict, performance, and creativity. In the absence of conflict, performance may plateau. However, under managed conflict conditions, individuals may find the motivation to take initiative and foster creativity. At the same time, high levels of conflict, reaching the point of violence, lack of cooperation, or indifference, can negatively impact performance and, subsequently, creativity;
- **Conflict as an Engine for Organizational Advancement:** Presently, there's an escalating interest in conflict, not due to its potential to create confusion and chaos which might lead to organizational downfall, but rather for its capacity to amplify organizational effectiveness and propel it beyond phases of inertia, enabling it to realize its stipulated objectives.

2.3. Types of organizational conflict:

2.3.1 Individual Conflict: This type of conflict occurs within a single individual, causing them to experience conflicting desires or impulses due to the misalignment of their needs with organizational constraints or the surrounding environment. Individual conflict may arise when a person is subjected to conflicting directives or orders or when they are expected to fulfill a specific role that they are unable to meet (Al-Ayesh, 2016, p. 18). The figure below illustrates the factors influencing individual conflict:

Figure.1. Factors affecting individual conflict and the individual's responses to conflict

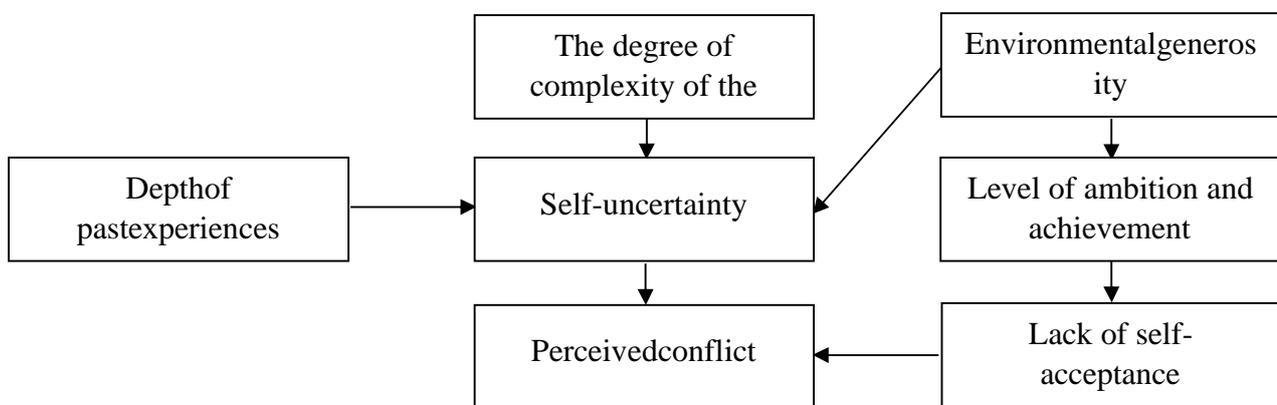


Source: Muhyiddin Al-Ayesh, Organizational Conflict Management and its Relationship to Job Satisfaction for University Librarians Workers, previous reference, p 18.

2.3.2. Conflict between individuals:

This type of conflict refers to conflicts that arise between individuals within an organization. The primary cause of this conflict is the variance in individual personalities, stemming from differences in intellectual, cultural, social, and economic backgrounds among individuals. The figure below illustrates the factors that influence interpersonal conflicts within the institution. (Al-Ayesh, 2016, p. 19)

Figure.2. Factors The nature of the factors affecting the conflict of individuals within the organization



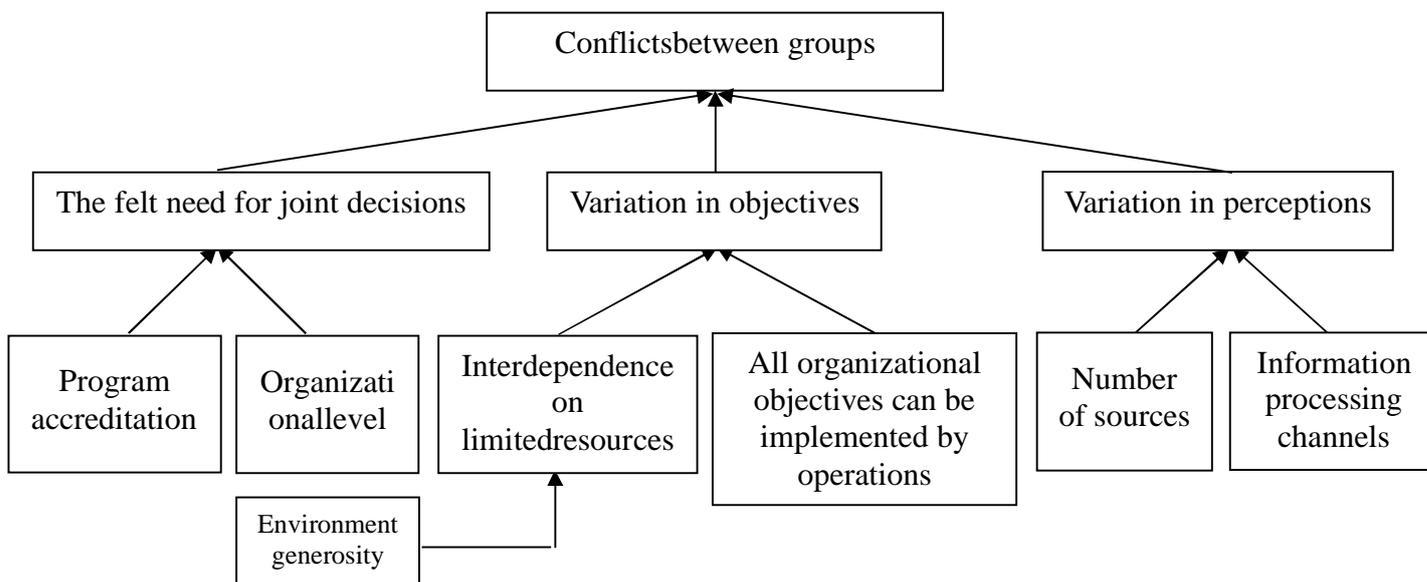
Source: Mohieddin Al-Ayesh, Organizational Conflict Management and its Relationship to Job Satisfaction of University Libraries Workers, previous reference, p 19.

2.3.3. Conflict Between Groups: This type of conflict occurs within an organization among various sections and departments and is referred to as "intragroup conflict." There are several types of intragroup conflict, including the following: (Al-Ayesh, 2016, p. 20).

- **Role Conflict:** This arises from differing expectations among individuals regarding the work and activities performed by others;
- **Conflict in Decision-Making:** This type becomes apparent when making decisions, particularly due to differences in standards and values among individuals.

The following figure shows the factors influencing group conflict within the organization:

Figure.3. Factors influencing conflict between groups in the institution



Source:Muhyiddin Al-Ayesh, Organizational Conflict Management and its Relationship to Job Satisfaction for University Librarians Workers, previous reference, p 21.

2.4. Dimensions of organizational conflict:

2.4.1. Leadership: Leadership is defined as "the capacity to influence others and guide their actions toward the accomplishment of shared objectives. It entails the group's responsibility for achieving predetermined goals". (Atoum and Qasim, 2011, p 21).

It is also defined as follows: Leadership represents a personal relationship in which a specific individual guides, coordinates efforts, and supervises others to accomplish collaborative work. This becomes particularly evident when there is a need for interacting workgroups whose members collaborate to achieve specific organizational goals. (Boumazona, 2008, p 71).

From the previous definitions, we can conclude that leadership represents the process of influence that the manager exercises over employees and directing their efforts to achieve planned goal.

2.4.2. Communication:We define it as follows: (Al-Kubaisi, 2006, p 94).

- Passing information between two or more individuals in order to increase understanding and exchange views, or to coordinate intellectual or behavioral positions.
- The process of sending information with specific meaning from one person to another aimed at influencing the behavior of the second person.

We conclude from the previous two definitions that communication is a process based on influencing others, through conveying, sending and receiving specific and understandable information to achieve a specific goal.

2.4.3. Control: It is the administrative activity that seeks to verify the efficiency and utilization of the organization's resources and to achieve its objectives. (Berber, 1996, p 147).

- **Henri Fayol** defined it as “discovering whether everything is being done in accordance with the plans drawn up, the instructions issued, and the applicable principles, which aim to identify areas of weakness and errors and then work to treat them and prevent their recurrence.” He also emphasizes that control is over everything, whether works or things. Or positions. (Katana, 2007, p. 149)
- **Al-Mahdi Taher Ghania** defined it as “an expression of measuring and correcting the performance of subordinates to ensure that the objectives of the institution and the plans drawn up to achieve these objectives have been implemented in a satisfactory manner, meaning that control is a process of measuring and correcting performance.” (Ghaniya, 2003, p 246).

From the two definitions provided earlier, it is evident that control is a process of continuous follow-up to the implementation of work by correcting deviations first, and depends on proper planning to reach the set goals.

2.4.4. Workgroups: It is a social unit or social entity that includes a number of working individuals, working in different departments and performing specific roles that are consistent with the circumstances of each individual, united by common goals, linked by multiple relationships, and dominated by certain values, trends, and behavioral rules. (Jahida, 2017, p. 26).

- **Hamdi Fouad Ali** defined it as “a group of individuals who participate together and have limited standards of behavior, and who seek to satisfy the needs of the members by achieving the group’s goals.” (Ali, 1981, page 208)

Through the previous two definitions, we conclude that work groups are a group of individuals who share common values and trends, carrying out specific tasks to achieve specific goals.

3. The basic concepts of job burnout:

3.1.The concept of burnout:

The term job burnout emerged in 1974 when Herbert Freudenberger wrote an article entitled "Employee Burnout" for the Journal of Social Issues, where he said, "Burnout is completely different from depression, overwork, or mental stress. It is a deep process in which a person is

psychologically trapped and completely depletes energy". (Al-Shaalan, 2016, p. 12).

- **Gold & Roth** defined it as “a condition that causes the individual to feel that his needs have not been met and his expectations have not been met, and is characterized by disappointment and is accompanied by psychological and physical symptoms that lead to a low self-concept, and it is a symptom in which the individual loses interest in himself and his work, and feels anxiety, tension and withdrawal.” Inertia and surrender as a result of workloads and his inability to meet his requirements. (Maghar and Allouti, 2017, p. 74).
- **Christina Maslach** (1982) defined it as “A group of symptoms represented by nervous exhaustion, 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 type of work that requires direct dealing with people". (Maghar and Allouti, 2017, p. 74).
- **Hellriegel & Woodman** 2001 defines it as “the effects of working conditions when job stresses are unbearable and sources of job satisfaction are not available.” (Al-Fadhli, 2015, p. 181).
- **Al-Ghamdi** defines it as "a feeling of emotional, mental and physical exhaustion, low personal achievement, cruelty towards others, and job indifference, resulting from a chronic state of pressure and increasing stress at work." (Aqdi, 2017, p. 34)

Finally, we can derive a definition of job burnout from the above: "a group of symptoms represented by emotional stress, low personal achievement, emotional dullness resulting from increased physical and psychological pressure and stress, in addition to a state of dissatisfaction with working conditions".

3.2. Dimensions of job burnout:

According to Maslach and Jackson (1981), psychological burnout develops into three main dimensions. Psychological burnout begins with the emotional stress of the individual, and then the emotional stress leads the individual to dull feeling on the one hand and reduce the sense of personal accomplishment on the other hand. (Maarouf, 2014, p. 22)

3.2.1. Emotional exhaustion: The individual feels a stark emotional emptiness and a significant decrease in energy, with an inability to concentrate, in addition to a feeling of frustration and lack of motivation at work. It is also considered the basic or primary response to job burnout after the individual feels that he is drained of energy and cannot cope with the occupational stressors any more. This emotional fatigue associated with psychological stress cannot be eliminated by simply resting. Rather, the individual becomes more tired as the stressors increase, which results in his

inability to express himself emotionally, and his behavior is characterized by a coldness and dullness of feelings towards others.

Cowley (1995) stated that the individual at this stage feels exhausted and depleted of his emotional resources and has no source of energy, so he places a distance between himself and those who need his services and the demands that overwhelm him. At this stage, the individual finds no way to alleviate this feeling except by placing a distance between himself and others. Who deals with them?(Maghar and Alouti, 2017, pp. 74-75).

3.2.2. Feeling dulled: The phenomenon referred to as depersonalization occurs when individuals, regardless of their affiliation with an institution, exhibit a tendency to devalue and detach from the beneficiaries they interact with. This detachment is characterized by a loss of the human or personal element in their interactions. The absence of the human element in interpersonal interactions entails regarding individuals as mere objects rather than recognizing their inherent humanity. In this particular scenario, the employee exhibits traits of cruelty, pessimism, frequent criticism, and a tendency to attribute blame to colleagues in the workplace. Consequently, these behaviors serve as a coping mechanism for the employee's emotional tiredness. The utilization of this particular strategy serves as a means of defense in order to mitigate the experience of guilt and dissatisfaction that arises as a consequence of one's professional endeavors. In certain occupations, it is seen reasonable and essential to maintain a moderate amount of detachment from beneficiaries in order to enhance labor efficiency and effectiveness. (Maslach & Pines, June 1977, p. 107).

3.2.3.Low personal achievement:The condition is marked by a proclivity for negative self-assessment, leading individuals to experience a sense of inadequacy, as well as diminished perceptions of their productivity and successful execution of tasks or interpersonal interactions. Employee disengagement is characterized by a perceived decline in the employee's personal investment in the professional relationship. The symptoms associated with this dimension manifest as an employee's persistent anticipation of disciplinary measures from their supervisor, or a sensation akin to being aboard a sinking ship in the midst of the sea, constantly buffeted by waves from all directions. (Cordes & Dougherty, 1993, p. 623).

3.3. Stages of job combustion:

The job burnout process goes through three stages, which are as follows:

(Al-Kharabesheh and Arabiyat, 2005, p. 301).

3.3.1. The first stage: This is the stage of pressure resulting from the imbalance between the requirements of the work and the capabilities necessary to carry it out by the individual doing it.

3.3.2. The second stage: It is the result of the first stage, which is an emotional reaction to a state of imbalance where the individual feels anxiety, fatigue, and stress resulting from the pressure generated by the work requirements.

3.3.3. The third stage: It is a group of changes in the individual's attitudes and behavior, such as the tendency to treat the people he deals with in a mechanical manner and his preoccupation with them by moving toward satisfying his personal needs, which results in little self-commitment to job responsibility.

3.4. Job burnout measures:

Behavioral responses and manifestations indicative of job burnout are the basic rule upon which researchers rely in designing tools that help them monitor cases of burnout. Usually, the respondent responds to evaluative statements by agreeing or disapproving of them or by answering on a sliding scale. Eid has emerged among the tools for measuring burnout. Among the most important and famous are the following:

3.4.1. Freudenberger Burnout Questionnaire: The objective of this evaluation is to gauge the degree of job burnout. It includes 18 assertions to which participants react utilizing a scale ranging from non-applicable to fully applicable. The scale is measured on a continuum from 0 to 5. The score achieved by each individual serves as an indicator of their level of job burnout. Based on these scores, individuals are categorized as follows: (Aqdi, 2017, page 49)

Table.1. Freudenberger's combustion scale

Degree	The Status
0 to 25	The individual is in good condition
26 to 35	Beginning to feel pressure
36 to 50	Precursors of job burnout
51 to 65	The individual is burned out
66 and more	Danger situation

Source: Hassan bin Dhafer Ahmed Aqdi, organizational climate and its relationship to job burnout among secondary school teachers in the Jazan region, previous reference, p. 49.

3.4.2. Maslach Burnout Inventory: The Maslach scale is the most widely used tool for measuring combustion, as most of the relevant literature agrees that it is the most appropriate tool, It has been used in many studies since it was developed by Christina Maslach in 1981, The purpose of this scale is to assess three primary dimensions of job burnout: emotional exhaustion, negative

interpersonal relationships, and lack of personal accomplishment. The scale comprises 22 phrases that represent the three dimensions mentioned above. Several Arabic versions of the scale have appeared, such as those prepared by Dr. Zaid Al-Battal from King Saud University. According to Maslach, the results of the scale can be classified into three degrees of burnout: high, medium, or low.

Table.2. Maslach combustion scale

Low	Medium	High	Dimensions
0 to 17	18 to 29	30 and above	Emotional Exhaustion
0 to 5	6 to 11	12 and above	NegativeRelationships
0 to 11	12 to 23	24 and above	Lack of a sense of accomplishment

Source: Hassan bin Dhafer Ahmed Aqdi, organizational climate and its relationship to job burnout among secondary school teachers in the Jazan region, previous reference, p. 49.

3.4.3. The Burnout Measure: It is the second-most widespread scale for measuring burnout. It consists of twenty-one items and is answered on a continuum from 1 to 7, from never to always. Factor analysis studies of the scale have shown that it consists of only one dimension, which is the same dimension that is found in the Maslach scale (emotional exhaustion). and since the Maslach scale also consists of two dimensions: negative relationships and a lack of a sense of personal accomplishment, this makes it the best scale for measuring psychological burnout.

3.4.4. Burnout Scale Seidman & Zager (1986): This scale consists of twenty-one items distributed over five levels, and the scale expressions are divided into four sub-scales that measure: professional dissatisfaction, low administrative assistance as perceived by the teacher, occupational pressures, and negative attitude towards students. (Aqdi, 2017, p. 50).

4. Study sample and testing of its instrument:

4.1. Study sample:

It is a group of units selected from the study population to represent this population in the research under study. (Al-Qahtani, 2000, p. 269).

As for the sample taken for our study, it represented 63.63% of the study population, which consisted of 55 workers, and 35 questionnaires were distributed. With regard to this study, the research community consists of all occupational groups that represent workers in the Algeria Telecom Unit in Djelfa.

Table.3. A statistical analysis of the study sample

Statement	Study community	Distributed questionnaires	Retrieved questionnaires	Excluded questionnaires	Processable questionnaires
Number	55	35	35	01	34
Percentage	100%	63%	63%	1%	62%

Source:Prepared by the researchers based on distributed questionnaires

The table indicates that 63% of the questionnaires were filled out by respondents, with 1% left incomplete and subsequently excluded. This results in a treatable sample comprising 62% of the study population, equivalent to 34 individuals.

4.2. Study Tool Validity:

It is intended to ensure that the study tool (the questionnaire) is valid to measure what it was prepared for. The validity of the study tool is also defined as the questionnaire's inclusion of all the elements that must be included in the analysis and the clarity of its paragraphs and vocabulary so that they are understandable to all members of the study sample. (Al-Tarikati and Al-Obaidi, 1999, pg. 211)

4.2.1. Self-honesty (internal consistency): To make this connection, we calculated the Pearson correlation coefficient between the score of each item of the dimensions of organizational conflict, which are represented by the "leadership" dimension, the "communication" dimension, the "control" dimension, and the "work groups" dimension, and the total score for each dimension. The correlation coefficient was also calculated between each item in the "job burnout" field and the total score of the variable. It was found that the correlation coefficients are statistically significant at the level of significance ($\alpha \leq 0.05$), and thus the questionnaire is considered valid for what it was designed to measure.

4.2.2. Construct Validity: Construct validity is one of the measures of the tool's validity, which measures the extent to which the goals that the tool wants to reach are achieved and shows the extent to which each field of study is related to the total score of the questionnaire items for the exploratory sample consisting of 34 questionnaires.

Table.4. Correlation Degree Coefficient between Each Dimension and One of the Two Variables of the Questionnaire including the Total Score

Axis and Dimension	Pearson Correlation Coefficient (r)	Probability Value (Sig)
Leadership	0.916	0.000**
Communication	0.840	0.000**
Censorship	0.805	0.000**
Working Groups	0.907	0.000**
OrganizationalConflict	0.617	0.000**
Job Burnout	0.696	0.000**

Source: Prepared by researchers using SPSS program results.

The table illustrates that all correlation coefficients within the various dimensions and questionnaire variables are statistically significant at a significance level of (0.01). Furthermore, these coefficients exhibit a robust and positive relationship with the questionnaire. This relationship spans from a minimum value of (0.617), corresponding to the organizational conflict variable, to a maximum value of (0.916), linked to the leadership dimension. Consequently, all the dimensions and variables encompassed in the questionnaire are deemed valid for assessing their intended measurements.

4.3. Questionnaire Stability: Cronbach's Alpha Coefficient Test:

To measure the reliability of the research tool (the questionnaire), the researchers utilized the reliability coefficient, Cronbach's Alpha, which is considered the best method for estimating stability:

Table.5. Cronbach's Alpha Coefficient for Questionnaire Reliability Measurement

Axis	Number of Phrases	Cronbach's Alpha Coefficient
OrganizationalConflict	16	0.925
Job Burnout	15	0.909
The Questionnaire as a Whole	31	0.866

Source: Prepared by researchers using SPSS program results.

The table results show that the overall study has a stability coefficient of 0.866, signifying excellent stability. This implies that the research tool is both stable and valid for statistical analysis and scientific research.

5. Testing the Study Hypotheses:

5.1. Testing the first sub-hypothesis H₀₁: which states that “there is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the leadership dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa”.

Table.6. Analyzing the regression variance outcomes to validate the model testing the (driving) dimension on job burnout

Source of Variance	Degrees of Freedom	Sum of Squares	Mean Squares	F Value	Coefficient of Determination (R ²)	Significance Level (F)
Regression	1	0.908	0.908	1.604	0.048	0.214
Error	32	18.104	0.566	/	/	/
Total	33	19.011	/	/	/	/

* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.

Source: Prepared by researchers using SPSS program results.

From the results presented in Table (06), it is clear that the value of the significance level (F) of (0.214) is greater than the assumed significance level of ($\alpha \leq 0.05$), and accordingly, we conclude that the model is valid for testing this hypothesis.

Table.7. The results of the regression variance to ensure the validity of the model to test the (driving) dimension on job burnout

The Independent Variable	(β)	Calculated Value of T	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Significance Level (T)	Effect Size
Constant	3.107	5.063	/	/	0.000	/
Leadership Dimension	0.213	1.267	0.218	0.048	0.214	There is no effect
The Equation	$Y = 3.107 + 0.213 X_1 + \epsilon$					
Standard Error	* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.					

Source: Prepared by researchers using SPSS program results.

It is clear from Table (07) that there is no statistically significant effect between the driving dimension and the job burnout variable in the Algeria Telecom Unit in Djelfa. This is based on the fact that the level of significance of the leadership dimension was (0.214), which is greater than the level of significance assumed of ($\alpha \leq 0.05$), which included that there is no statistically significant relationship at a significant level ($\alpha \leq 0.05$) between the driving dimension and job burnout in the Algeria Telecom Unit in Djelfa.

5.2. Testing the second sub-hypothesis H₀₂: which states that there is a statistically significant effect at a significant level ($\alpha \leq 0.05$) for the communication dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa.

Table.8. Analyzing the regression variance outcomes to validate the model testing the (communication) dimension test on job burnout

Source of Variance	Degrees of Freedom	Sum of Squares	Mean Squares	F Value	Coefficient of Determination (R ²)	Significance Level (F)
Regression	1	0.351	0.210	0.357	0.011	0.555
Error	32	18.660	0.588	/	/	/
Total	33	19.011	/	/	/	/

* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.

Source: Prepared by researchers using SPSS program results.

Through the results presented in Table (08), it is clear that the value of the significance level (F) amounting to (0.555) is greater than the assumed significance level, which amounts to ($\alpha \leq 0.05$), and accordingly, we conclude that the model is valid for testing this hypothesis.

Table.9. Results of regression analysis to ensure the validity of the model to test the effect of the (communication) dimension on job burnout

Coefficient of Determination (R ²)	Significance Level (T)	Effect Size	Correlation Coefficient	Coefficient of Determination (R ²)	Significance Level (T)	Effect Size
Constant	2.690	4.563	/	/	0.000	/
Communication Dimension	0.093	0.597	0.105	0.011	0.555	There is no effect
The Equation	$Y = 2.690 + 0.093 X_1 + \varepsilon$					
Standard Error	* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.					

Source: Prepared by researchers using SPSS program results.

It is clear from Table (09) that there is no statistically significant effect between the communication dimension and the job burnout variable in the Algeria Telecom Unit in Djelfa. This is based on the fact that the level of significance for the communication dimension reached (0.555), which is greater than the assumed level of significance of ($\alpha \leq 0.05$), which included that there is no statistically significant relationship at a significant level ($\alpha \leq 0.05$) between the communication dimension and functional burnout in the Algeria Telecom Unit in Djelfa.

5.3. Testing the first sub-hypothesis H₀₃: which states that “there is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the control dimension on job burnout among workers in the Algeria Telecom Unit in Djelfa.

Table.10. Analyzing the regression variance outcomes to validate the model testing the (control) on job burnout

Source of Variance	Degrees of Freedom	Sum of Squares	Mean Squares	F Value	Coefficient of Determination (R ²)	Significance Level (F)
Regression	1	0.031	0.031	0.051	0.002	0.822
Error	32	18.981	0.593	/	/	/
Total	33	19.011	/	/	/	/

* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.

Source: Prepared by researchers using SPSS program results.

Through the results presented in Table (10), it is clear that the value of the significance level (F), amounting to (0.822), is greater than the assumed significance level, which amounts to ($\alpha \leq 0.05$), and accordingly, we conclude that the model is valid for testing this hypothesis.

Table.11. Results of regression analysis to ensure the validity of the model to test the effect of the (control) dimension on job burnout

Coefficient of Determination (R ²)	Significance Level (T)	Effect Size	Correlation Coefficient	Coefficient of Determination (R ²)	Significance Level (T)	Effect Size
Constant	2.239	4.550	/	/	0.000	/
Control Dimension	0.033	0.227	0.040	0.002	0.828	There is no effect
The Equation	$Y = 2.239 + 0.033 X_1 + \varepsilon$					
Standard Error	* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.					

Source: Prepared by researchers using SPSS program results.

It is clear from Table (11) that there is no statistically significant effect between the control dimension and the job burnout variable in the Algeria Telecom Unit in Djelfa. This is based on the fact that the level of significance of the control dimension reached (0.828), which is greater than the level of significance assumed of ($\alpha \leq 0.05$). It also includes that there is no statistically significant

influence relationship at a significant level ($\alpha \leq 0.05$) between the control dimension and job burnout in the Algeria Telecom Unit in Djelfa.

5.4. Testing the first sub-hypothesis H04: which stated that "there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the distance of work groups on job burnout among workers in the Algeria Telecom Unit in Djelfa.

Table.12. Analyzing the regression variance outcomes to validate the model testing the (work groups) on job burnout

Source of Variance	Degrees of Freedom	Sum of Squares	Mean Squares	F Value	Coefficient of Determination (R ²)	Significance Level (F)
Regression	1	1.085	1.085	1.936	0.057	0.147
Error	32	17.927	0.560	/	/	/
Total	33	19.011	/	/	/	/

* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.

Source: Prepared by researchers using SPSS program results.

From the results presented in Table (12), it is clear that the value of the significance level (F) of 0.147 is greater than the assumed significance level of ($\alpha \leq 0.05$), and accordingly, we conclude that the model is valid for testing this hypothesis.

Table.13. The results of the regression analysis to ensure the validity of the model to test the effect of the dimension (work groups) on job burnout

Coefficient of Determination (R ²)	Significance Level (T)	Effect Size	Correlation Coefficient	Coefficient of Determination (R ²)	Significance Level (T)	Effect Size
Constant	4.127	3.210	/	/	0.003	/
Work Groups Dimension	0.282	1.392	0.239	0.057	0.147	Tere is no effect
The Equation	$Y = 4.127 + 0.282 X_1 + \epsilon$					
Standard Error	* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance					

Source: Prepared by researchers using SPSS program results.

It is clear from Table 13 that there is no statistically significant effect between the work group dimension and the job burnout variable in the Algeria Telecom Unit in Djelfa. This is based on the fact that the level of significance for the work groups dimension reached 0.147, which is greater

than the assumed level of significance of ($\alpha \leq 0.05$). It also includes that there is no statistically significant influence relationship at a significant level ($\alpha \leq 0.05$) between the dimension of work groups and job burnout in the Algeria Telecom Unit in Djelfa.

5.5. Testing the main hypothesis H0:

This axis seeks to test the main hypothesis, which states that “there is a positive, statistically significant effect at a significant level ($\alpha \leq 0.05$) between organizational conflict and job burnout among workers in the Algeria Telecom Unit in Djelfa.

In order to test this hypothesis, we must first ensure the validity of the model, relying on the results of the analysis of variance in addition to a simple linear regression analysis, in order to determine the impact of organizational conflict as an independent variable on burnout as a dependent variable.

Table.14. Analyzing the regression variance outcomes to validate the model testing the (organizational conflict)on job burnout

Source of Variance	Degrees of Freedom	Sum of Squares	Mean Squares	F Value	Coefficient of Determination (R ²)	SignificanceLevel (F)
Regression	1	0.351	0.351	0.602	0.018	0.444*
Error	32	18.660	0.583	/	/	/
Total	33	19.011	/	/	/	/

* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.

Source: Prepared by researchers using SPSS program results.

Through the results presented in Table (14), it is clear that the value of the significance level (F) of (0.444), which is greater than the assumed significance level, which is ($\alpha \leq 0.05$), Accordingly, we conclude that the model is not valid for testing this hypothesis, represented by the presence or absence of an effect of the independent variable (organizational conflict) on the dependent variable (functional burnout) from the point of view of the workers of the institution under study. It is also clear from the table that the organizational conflict variable explains an amount of (1.8%) of the variance in the dependent variable (job burnout), which is not with good explanatory power, which indicates that there is no statistically significant effect on the dependent variable.

Table.15. Results of simple regression analysis to test the effect of organizational conflict on the dependent variable job burnout

Coefficient of Determination (R ²)	Significance Level (T)	Effect Size	Correlation Coefficient	Coefficient of Determination (R ²)	Significance Level (T)	Effect Size
Constant	2.975	3.626	/	/	0.001*	/
Organizational Conflict	0.149	0.776	1.136	0.018	0.444*	There is no effect
The Equation	$Y = 2.975 + 0.149 X_1 + \varepsilon$					
Standard Error	* Considered to be statistically significant at the ($\alpha \leq 0.05$) level of significance.					

Source: Prepared by researchers using SPSS program results.

It is clear from Table (15) that there is no statistically significant effect of the organizational conflict variable on job burnout among workers in the Algeria Telecom Unit in Djelfa under study. This is based on the fact that the calculated (T) value of (0.776) is less than its tabulated value of (3.626). In addition, the level of significance of the organizational conflict variable was (0.444), which is greater than the level of significance assumed, which is ($\alpha \leq 0.05$), while the value of the (β) coefficient, which amounted to (0.149), It indicates that any change in organizational conflict by one unit will lead to a change in job burnout of 0.149, which is a very small change.

Based on these findings, there's a basis for dismissing the null hypothesis H₀, which posits that "a statistically significant effect exists at the significance level ($\alpha \leq 0.05$) between organizational conflict and its dimensions (leadership, communication, control, work groups) and job burnout among workers of the Algeria Telecom Unit in Djelfa. Conversely, the alternative hypothesis H₁, asserting that "there isn't a statistically significant effect at the significance level ($\alpha \leq 0.05$) between the organizational conflict in its dimensions (leadership, communication, control, work groups) and job burnout among workers of the Algeria Telecom Unit in Djelfa.

6. Conclusion:

From the initial reading of the study variables, we see that many researchers prejudge that organizational conflict within organizations has an impact on the behavior and psychology of employees, which creates in them job burnout and the inability to work and provide the best in the tasks assigned to them. However, the degree of the impact of organizational conflict on job burnout varies from one individual to another and from one organization to another. This is what we observed in the institution in which we conducted the case study, which is the Algeria Telecom Unit in Djelfa. We sought to show in the results of our research that the dimensions of the organizational

conflict, which were limited to leadership, communication, control, and work groups, vary in terms of their impact on job burnout among the employees of the Algeria Telecom Unit in Djelfa, and this is confirmed by the results of the study:

- The level of significance for the leadership dimension was (0.214), which is greater than the assumed level of significance ($\alpha \leq 0.05$). As a result, the first sub-hypothesis, H₀₁, was rejected. This means that there is no effect of the leadership dimension on job burnout among workers at Algeria Telecom Unit in Djelfa.
- The level of significance for the communication dimension was (0.555), which is greater than the assumed level of significance ($\alpha \leq 0.05$). As a result, the second sub-hypothesis, H₀₂, was rejected. This means that there is no effect of the communication dimension on communication among workers at the Algeria Telecom Unit in Djelfa.
- The level of significance for the control dimension was (0.828), which is greater than the assumed level of significance ($\alpha \leq 0.05$). As a result, the third sub-hypothesis, H₀₃, was rejected. This means that there is no effect of the control dimension on communication among workers at the Algeria Telecom Unit in Djelfa.
- The level of significance for the work groups dimension was 0.147, which is greater than the assumed level of significance ($\alpha \leq 0.05$). As a result, the fourth sub-hypothesis, H₀₄, was rejected. This means that there is no effect of the work groups dimension on communication among workers at the Algeria Telecom Unit in Djelfa.

After testing the sub-hypotheses, we came to a judgment on the main problem of the study, which showed that there is no effect relationship for the variable of organizational conflict and its dimensions and the variable of job burnout among the employees of the Algeria Telecom Unit in Djelfa, with a statistical significance at a significant level of $\alpha \leq 0.05$. Accordingly, the main hypothesis H₀ was rejected based on the fact that the calculated value of (T) was (0.776), which is less than its tabulated value of (3.626). In addition, the significance level of the organizational conflict variable reached 0.444, which is greater than the imposed significance level ($\alpha \leq 0.05$). As for the value of the coefficient (β), which was (0.149), it indicates that any change in organizational conflict by one unit will lead to a change in job burnout of (0.149). It is very small, and therefore there is justification for not accepting it.

7. Suggestions and recommendations:

The Algeria Telecom Unit Foundation in Djelfa can use some of the study's conclusions and recommendations:

- It is imperative for decision-makers to acknowledge the significance of job burnout and take proactive measures to address its prevalence. This can be achieved by implementing strategies such as job rotation to break the monotony and prioritising the recreational well-being of employees. Additionally, offering incentives can further contribute to mitigating the impact of job burnout;
- The need to take into account the special circumstances of workers by standing with them and supporting them, whether financially or morally, by providing exceptional leaves and not imposing penalties on them in the event of unintentional default, in order not to cause them fear, exhaustion, and boredom;
- Providing an appropriate work atmosphere that would create the desire of workers to make a greater effort by improving the conditions of the work environment, in addition to paying attention to the moral aspect of workers by celebrating them and offering expressions of recognition and thanks to them;
- Although there are good relations between members of the work group, the institution should enhance the spirit of cooperation among them by weaving good relations that bind them to each other.

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