Job Burnout Impact on Subordinate Satisfaction: A Comparative Study Between Higher Education Institutions In Jordan

Professor Suad Abdalkareem Alwaely[1*], Abdallah Abusalma[2], Dr.Haron ismail al-lawama[3], Dr. Mona Zayed Sayed Owis[4], Fadi kahlifah abood alzboun[5], Mohammed abd-alwahab Abad alrawashdeh[6], Saddam Rateb Darawsheh[7]

[1]Director Master Program of Education in Arabic language and Islamic Education in Arabic language andIslamic Education Curricula and Instruction College of Education, Humanities and Social Sciences, Al Ain University, UAE & Hashemite University, Jordan; E-mail: suad.alwaely@aau.ac.ae

[2]Associate Professor - College of Business Administration Philadelphia University, Jordan

[3]Universiti Malaysia Terengganu, Malaysia

[4]Mental health lecture at the Faculty of Specific Education, Cairo University

[5]p.hd Management Of Education Jordanian Ministry of Education

[6]Imam Abdulrahman Bin Faisal University (collaborator) Applied College Department: administration science

[7]Assistant Professor. Department of Administrative Sciences, The Applied College, Imam Abdulrahman Bin Faisal University) P.O. Box: 1982, Dammam, Saudi Arabia

Abstracts: This study investigates the impact of job burnout on work satisfaction in Jordanian universities. Try to find a solution to in this study; a descriptive analytic method was employed to compare academic offerings at public and private institutions. A sample of 300 administrative staff members from Jordanian institutions, both public and private, was given questionnaires as the main data collection tool. The study found that the administrative staff at the university department had higher-than-average levels of occupational burnout. Poor personal achievement, physical and emotional exhaustion, negative perceptions of romantic relationships, and low personal performance were shown to be the most persistent aspects of professional burnout. The prevalence of occupational burnout was found to be higher in public universities there are no observable differences between personnel at both private and public companies with respect to of incidences of job burnout. In comparison to private institutions, employee satisfaction was lower at public universities. This study showed that in public colleges, there is no relationship between work morality and employee pleasure. However, the only aspect that affects employee satisfaction at private institutions is her poor personal performance.

Keywords: Satisfaction, Passivity, Personal Achievement, Jordanian Universities.

1. INTRODUCTION

Job burnout is a common problem in many management fields, which emphasizes the significance of this subject and its close relationship to the many organizational changes that affect an organization's performance, advancement, and ability to accomplish goals. Because they believe those workers are essential to the expansion and development of society in general and of enterprises in particular, these companies make a big effort to care for them. They provide their workers a variety of nursing techniques. This does not, however, imply that there are no obstacles in their workspace that prevent them from doing their tasks fully. At work, employees encounter a range of difficult situations that make them anxious and nervous. This may negatively impact your personal life. Specifically at work. High amounts of ongoing pressure can lead to bad outcomes. Burnout primarily at work. On the other hand, employee satisfaction is a major factor in motivating workers to exert more effort in order to achieve at a higher level.

1.1. Research Problem

Universities have been encouraged to enhance and broaden their services in order to retain continuity. Additionally, there is more competition now between public and private organizations. Staff members at these universities have had to deal with rising stress and concern in order to meet these demands. If one wishes to avoid psychological issues, performance setbacks, and discontent caused by the accumulation and maintenance of such increasing workloads in a demanding occupation, burnout must be avoided.

1.2. Research Questions

1. How much job burnout is there among university employees?

2. Does the degree of work burnout experienced by staff members at public universities differ from that experienced by staff members at private institutions?

3. How satisfied are employees with their jobs at public and private universities?

4. Do Public universities experience a lower degree of employee satisfaction than private due to the side-effects of a work, such as poor levels of personal performance, mental and physical tiredness, and a bad attitude toward relationships?

1.3. Research Importance

1. The significance of this study may be seen in: The dangers of work burnout and its detrimental effects on administration and the economy.

2. The crucial role that human resources play in helping university employees do their responsibilities successfully and raise the standard of the instruction they deliver.

3. Universities have a significant and crucial role delivery educational to students. Also offer chances for training, application, and use for researchers. Lack of practical research and studies idea in job bu rnout, especially in the education sector.

1.4. Research Objectives

This study aims to achieve the following adjectives:

1. To determine Analyze the problem of work burnout and how often it is among Jordanian university.

2. To determine the levels of work satisfaction among Jordanian university staff.

3. To determine in both public and private universities, look into how each aspect of work burnout affects employee happiness.

4. To determine to alleviate employee burnout, lessen its effects, and raise work satisfaction levels, offer a collection of guidelines and ideas for administrative leadership in private and public institutions.

2. LITERATURE REVIEW

The notion of "burnout," as cited (Maslach, 1982; Linthicum, 1994), has been accepted in that his model identifies three distinct parsed personalization', a decline in sense of personal accomplishment, and emotional weariness that are thought to co-exist. The first stage of burn-out is typically characterized extreme level of general tiredness brought on routine interpersonal interaction, as well as a noticeably elevated level of emotional

depletion. As a result, there is an increase in hostility and negativity toward others, especially clients, which lowers the individual's sense of personal success. All of these states are a result of job demands.

unfavorable sentiments that a person has against their clients can also extend to callous ideas and dehumanized impressions of other people, such as those that lead one to think that individuals are to blame for their problems and are characterized by depersonalization. Burnout and chronic emotional tiredness are common in people, and both conditions have been shown to have depersonalization-like traits (Farber, 1991). (Cherniss, 1980) asserted that one may deal better and preserve energy by psychologically distancing oneself, and that the essential concept in the evaluation of burnout was the features of depersonalization.

2.1. Reduced Personal Achievement

The word "personal accomplishment," which is connected to a person's contacts with coworkers, expresses both feelings of self-esteem and competence (Maslach, 2008). Humanity's primary motivation is to understand life's meaning, but excessive attempts to do so can have a negative impact on job satisfaction (Koeske & Thomas, 1995). One may usually determine that anything is amiss when they observe a decline in their job success. When someone's aspirations are too lofty, such as when they wish to have a beneficial effect on the world, this might occur.5.3 Burnout signs and symptoms (Maslach & Jackson, 1996).

2.2. The burnout Process

Burnout is a syndrome that develops over a prolonged length of time and is a gradual process that can take years. It is not something that happens suddenly. Typically, burnout begins and intensifies during the earliest phases of emotional fatigue (EE). A time of depersonalization (DP) comes from this, which can progress to greater degrees as seen by a person's (Al-Azizi, 2020, al-lawama, 2023). At this point, the person may have a distinctly cynical outlook about their peers, coworkers, fellow professionals.

2.3. Burnout and Related Concepts

2.3.1. Burnout and Stress

Burnout and stress are commonly considered to be related conditions. The latter, however, is fundamentally different from an acute stress event since it is the product of uninterrupted, protracted exposures of stress, whereas the former is an outcome of a brief adaption process (Maslach et al., 2001). Stress might be thought of as a predictor of EE, although it does not always and only cause the illness (Kaden, 1999; Wertz, 2000).

2.3.2. Burnout and Depression

The expression "burnout" refers to a situational crisis in a person's working relationship, with a particular emphasis on their interactions with customers (Leiter & Maslach, 2001). and has been linked to high rates of burnout.

2.4. Individual Aspects of Burnout

2.4.1. Burnout and Gender

In fact, multiple studies have identified no gender differences in any of the three burnout categories, indicating that there isn't a substantial association between gender and burnout (Rafferty et al., 2001; Dormann & Zapf, 2004; Ben-Zur et al., 2005). According to certain study, women may be more prone to EE whereas males have been proven to be more sensitive to DP (Lewig & Dollard, 2003). However, there may be differences between men and women in their unique susceptibility to certain facets of burnout. According to (Dollard, et al., 2000), men were associated with DP, whereas women seemed to be unconnected to PA and EE. However,

(Giebels, et al., 2005) revealed no gender differences in EE. In situations where Burnout and duration of work (tenure): While (Lewig & Dollard, 2003; Deery, et al., 2002) identified a positive association between EE and job longevity, (Zohar, 1997) found a significant positive relationship between job tenure and the burnout characteristics. Alexander et al. (2001) discovered that the sense of accomplishment felt by ambulance staff appeared to be negatively associated to their length of service, despite the fact that they found no association between DP or EE and job tenure—positive or negative. EE appeared to be lower among experienced teachers in one study but did not exhibit an association in the other, according to (Holman, et al., 2002), which indicated a negative correlation between employment duration and EE. Nurses,

2.5. Burnout and Occupation

The degrees of burnout in various work kinds were examined by (Brotheridge & Grandey, 2002). This study discovered no appreciable differences in EE levels among employment. Some of the findings, however, were consistent with presumptions and theories on the kind of employment that might cause burnout. After analyzing data relevant to a number of occupations, (Schaufeli & Enzmann, 1998) investigated the connection between life satisfaction levels and job burnout. It has been discovered that female instructors had greater life satisfaction levels than male teachers. Researchers (Khamisa et al., 2015) performed a study to examine the connections between many factors, including work stress, job satisfaction, burnout, and overall health of nurses. The sample of 1200 nurses came from four institutions in South Africa. According to the research, burnout has a negative impact on job happiness. For nurses and other health professionals, inadequate resources, poor staff management, and security hazards have a major role in deciding burnout and job satisfaction. Numerous research, including (Hunsaker et al., 2015; Leung et al., 2015; Jasperse & Dungey, 2014; Scanlan & Still, 2013), highlighted the significance of the connection between job burnout and employees' happiness with their work environments.

2.6. Research Hypotheses

H1: There are no discernible moral indicators between public and private universities in terms of the level of work burnout.

H2: There are no discernible moral indicators between public and private entities in terms of the level of employee satisfaction.

H3: Depending on their demographic traits (gender, social position, age, experience, and qualifications), employees' levels of job burnout are the same in private and public organizations.

H4: There is no appreciable difference between the levels of natural employee happiness and employee satisfaction at public and private organizations.

H5: Workplace burnout factors including emotional and physical tiredness, a negative attitude toward relationships, and a lack of personal accomplishment have no unethical consequences on employee satisfaction in public universities.

3. RESEARCH MODEL
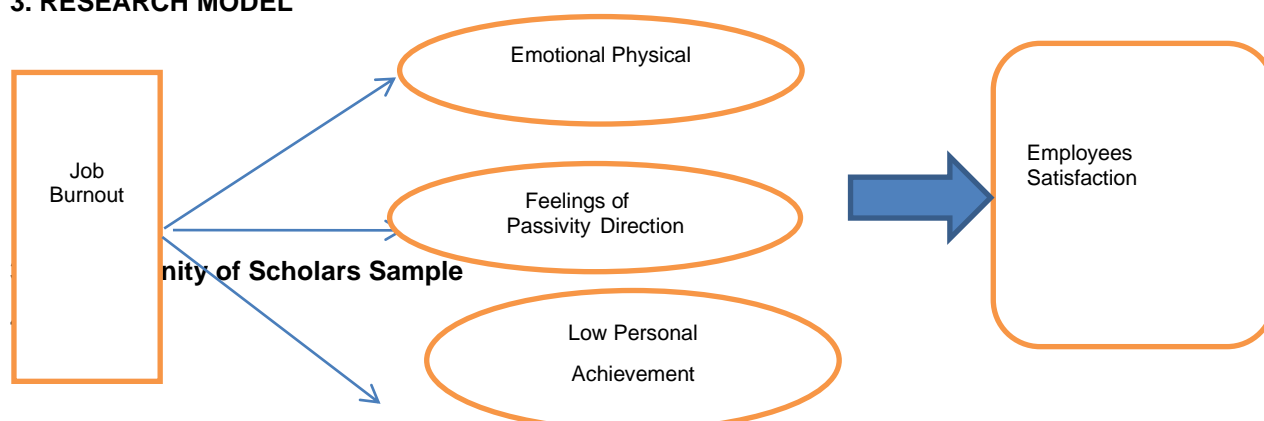
Administrators from Jordanian institutions public and private were represented in the research community in every field. Three governmental universities Al al-Bait, Jordanian, and Mutah and three private ones Jarsh University, Irbid University, and Gadara University—participated in the study. A total of 300 employees were selected at random, 150 from public institutions and 150 from private universities.

3.2. Distributing Items of the Research Sample

Table.1

University	Sector	No of Workers	Percentage
Al al-Bait	Public	64	21.3
Jordan	Public	47	15.6
Mutah	Public	41	13.6
Jarsh	Private	60	20.0
Irbid	Private	40	13.3
Jadara	Private	48	16.2
Total	-	300	100.0

3.3. Research Tool

After studying theoretical aspect and prior investigations, research tool was crystallized by creating a questionnaire. Research has made use of the five-Likert scale. The following sections make up the questionnaire: Includes five questions that examine demographic factors. A scale of 20 statements has been established to quantify the various aspects of job burnout. It has 8 statements to gauge poor personal achievement, five statements to gauge dimension of negative attitude toward relationships, seven statements to gauge emotional and physical tiredness. A scale consisting of 14 statements was utilized to gauge work satisfaction.

4. RESEARCH METHODOLOGY

Both the office research and the field investigation that make up this study use analytical descriptive techniques to accomplish the following objectives:

By examining the opinions of staff members at the institutions that are the focus of the research, a field study tries to confirm the degree of correctness of the research hypotheses. By creating a questionnaire, information must be gathered, examined, and analyzed.

4.1. Statistical Analysis Methods:

Using the statistical analysis tool SPSS, version 22, a number of statistical techniques were used to analyze the data and determine whether the hypotheses were valid. Cronbach's alpha value. Sample distribution (frequency and percentages). Standard deviation and mean are descriptive statistics. T-test for independent samples. Research The results of this study were exclusively meant for the administrative staff at the six institutions (Al al-Bait, Jordanian, Mutah, Jarsh, Irbid, and Jadara) for whom Borders Research has been limited in its application. Emotional and physical tiredness, emotions of passivity in regard to directions, and low levels of personal achievement were employed in the research as the three characteristics of job burnout. The study did not employ dimensions and used satisfaction as one of the variables. Testing the validity has been done with a 95% confidence level.

5. RESULTS

Arbitration assessed the accuracy of the search tool's material based on its phrasing, clarity, and comprehensiveness. The gadget was given to a committee of seasoned arbitrators and specialists and was developed based on the opinions of several prior researchers. The instrument was accepted in its final form after taking into consideration their thoughts and recommendations in light of their observations.

Table 2 The study's variables' Alfa Cronbach's coefficient

Variables	Cronbach's Alpha	No. of phrases
Physical and Emotional Exyaustion	0.917	19
the sensation of passivity	0.888	8
Low Personal Achievement Direction Relations	0.823	6
Burnout on the job	0.784	8
Satisfaction	0.790	15

Table 3. The sample sentences based on demographic factors

Variable	Categories	Public Universities		Private Universities		Total	
		No.	%	No.	%	No.	%
Sex	Male	48	48.0	60	61.0	110	55.0
	Female	51	51.0	39	30.0	90	45.0
Marital Status	Single	34	34.0	48	48.0	82	41.0
	Married	66	66.0	52	52.0	118	59.0
Age	Less than 25 years	18	18.0	9	9.0	27	13.5
	From 25 to less than 35	50	50.0	38	38.0	88	44.0
	From 35 to less than	19	19.0	39	39.0	58	29.0

5.1. The following is shown in Table 3

The ratio of male to female administrative staff members is larger in private institutions than it is in public universities, where it is found that the ratios are converging. Relationship status: In P, the proportion of married persons matched the proportion of single people by a factor of two-thirds. Age: In public universities, it was observed that persons between the ages of 25 and 35 comprised up half of the sample size, with the other age groups being fairly similar. In contrast, it was found that this age group made at private institutions and was split between the second and third categories.

Table 4. Mean and standard deviations for the search variables

Variables	Public University		Private University	
	Mean	St.d	Mean	St.d
	3.46	0.917	3.27	0.950
Feelings of Passivity Direction Relations	3.61	0.882	3.23	1.16
Low Personal Achievement	3.57	0.653	3.50	0.665
Job Burnout	3.51	0.710	3.42	0.797
Satisfaction	3.28	0.754	3.42	0.652

5.2. Depicts What Follows

1. Administrative staff members' average job burnout was the same in both public and private universities, but in the former it was higher (3.42 vs. 3.37), making these workers more vulnerable to it.

2. That employees at public universities were more likely to experience various forms of job burnout.

3. Workplace burnout has other facets.

5.3. First Hypothesis

In terms of moral indicators, there are no discernible differences between both public and private universities' levels of job burnout.

Table 5. Independent Samples T-Test for job burnout

Variable	Mean Public Universities	Mean Private Universities	Mean Difference	T	Sig	Statistical Significance
Job Burnout		3.43	3.31	0.10	0.735	0.481	Non Significant

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5.4. Second Hypothesis: Regarding the degree of employee satisfaction, there are no appreciable moral indicators between public and private colleges.

Table 6 One Sample T-Test for the satisfaction of the employees in public universities

Variable	Imposed Mean	Mean	Mean Difference	St.d	T	Sig.	Statistical Significanc
Satisfaction		4.00	3.17	-.74	.745	-10.72	.000	Non Significant

Following is shown in Table 6

There was a mediocre level of employee satisfaction at public institutions since the average employee satisfaction was 3.18 as opposed to the required mean of 4.0. It can be shown that there are significant disparities between the mean of naturally happy employees and the mean of employee satisfaction at public universities since the value of "t" was -10.81 at the significant threshold of 0.00 and is less than 0.05. In the realm of for-profit higher learning:

Table7. Model Summary in Public Universities

F	Sig	R	R2	Adjusted R2	S. E.
2.12	.103	.257	.067	.034	.720

Table 7. Coefficients in Public Universities

Variables	B	Std. Error	Beta	T	Sig.
Constant	3.005	.402		7.470	.000
Emotional and Physical Exhaustion	.145	.121	.189	1.261	.200
Feelings of Passivity Direction Relations	-.344	.145	-.397	-2.570	.115
Low Personal	.224	.135	.209	1.454	.136

Tables (6) and (7) revealed the following:

The test of the influential link between aspects of work burnout and employee happiness at public universities failed to support the model used because the value of F was 2.11 and the level of significance was 0.104, which is non-statistically significant because it is larger than 0.05. This shows that the independent variables in this model cannot be used to predict the value of the dependent variable. neither the job burnout dimensions nor any component of the employees' job satisfaction are significantly impacted. The independent variable does not explain the results since there is minimal correlation between the independent and dependent variables (correlation coefficient R = 0.258; coefficient of determination R2 = 0.066). Only a fraction of the dependent variable is simple. Accept

DISCUSSION AND CONCLUSIONS

Both public and private college administrators are more prone than average to be burnt out. These workers are psychologically and physically exhausted from their administrative responsibilities in the educational sector, and they also have a negative attitude and poor self-esteem. The laws and regulations that govern their employment make the workers bored and force them to perform a monotonous job that lacks any innovation, creativity, or renovation. Public colleges have a higher rate of work burnout compared to private ones. could all be considered the cause. There are no differences between men and women at public and private universities regarding work burnout, and there are no differences regarding when it comes to job burnout, there are there are no discernible differences between married and single faculty at public and private universities. This is because both single and married employees struggle to support their families and shoulder comparable duties. Employees at private and public institutions have similar levels of work burnout with regard to their age groups. This is explained by the fact that all workers, whatever of age, are aware of their obligations, responsibilities, and job requirements as well as of any hazards connected to increasing workloads and the pressure to achieve.

Between public and private college personnel, there are no discernible differences in the number of cases of job burnout based on experience. Regarding job burnout in light of the delusion of the workplace in both public and private.

University graduates tend to be the most burned out employees. The fact that explains this regarding academic background, there are noticeable differences in incidence of job burnout among staff members at private institutions. Most workers who are dissatisfied with their employment graduated from college. The fact that bachelor's degrees are often needed for administrative positions at private universities explains this. They are consequently responsible for the majority of the task. The fact that they must interact directly with students and visitors, as well as the fact that their work is mundane, dull, and repetitive, harms both their mental health and performance.

At both public and private colleges, there were considerable differences in the average levels of intrinsic employee satisfaction and staff happiness. It is obvious that in public institutions, none of the symptoms of professional burnout—including emotional and physical exhaustion, a negative outlook on interpersonal interactions and low personal achievement has a morally negative effect on employee pleasure. But in private colleges, there is just one element that affects employee contentment. (Poor personal achievement). As the employee's suffering and despair grew worse, they would feel less satisfied with their achievements and connections with managers and leaders. As a result, the university's performance as a whole would increase. This may be explained by the fact that an individual who has failed to meet their personal goals would feel less effective at work.

Recommendations

Universities, both public and private Establish priorities for your job in both private and public institutions, stick to a timetable and defined goals, schedule breaks, and avoid working nonstop. Never disregard your personal life, but try to live a balanced existence. The amount of administrative labor that is allowed in the educational sector, especially at public institutions, should have a fair upper limit. These obligations must be fair, of the highest caliber, expressly specified, and rotated. They must also be compatible with the person's abilities. More than four years should not be spent in a post. Utilize the knowledge of the university's employees and professors in the proper manner. Hold staff education seminars on the issue of job burnout, instructing them on how to Providing them with the necessary amount of independence to make their own work-related decisions, encouraging them to cooperate, and ensuring that they are properly prepared to provide psychological support in the workplace are all ways to help them handle and overcome problems.

Take care of workers, especially those who have recently started working with you; provide them guidance, counsel, and the necessary safety precautions; encourage their participation in the work process; and help them strike a balance between their aspirations and the demands of their jobs. Analyze the employee's conduct at work and off the job; consider the employee's psychological makeup; avoid disappointing managers by injuring yourself or feeling unsatisfied. Make a just, well-established system for incentives and rewards. Universities, both public and private, should pay close attention to the entertainment that businesses give for their staff to help them relax and break up the rigidity and routine of their work. These universities should offer interesting events to encourage social contacts, support, networking, and assistance among coworkers.Focus on providing customer service from a human perspective since it has a positive impact on employees' psychological well-being, human emotions, and ability to feel attached to their jobs. Encourage and strengthen interpersonal connections between staff and guests. Establish a connection between them and the social and human realities that impacts their job. Check to see if the personnel at private or public institutions are content with their positions.

Ensure you are offering visitors from a human perspective because of its profound impacts on the psychological elements of the workers and their human emotions, as well as its advantage in raising their job satisfaction and attachment to work levels. Encourage and strengthen interpersonal connections between staff and guests. Establish a connection between them and the social and human realities that impacts their job

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