

Midocean University

College of Management

Department of Risk Management



**Job Burnout Effect upon Employee and Private Sector
Organizations in Yanbu, Saudi Arabia**

Prepared by:

Osama Sulaiman Alhazmi

221000605

Supervised by:

Dr. Walid Soliman

Year: 2023

اثر الاحتراق الوظيفي على الموظف ومنظمات القطاع الخاص في ينبع المملكة
العربية السعودية

إعداد الطالب/

أسامه سليمان عبيد الحازمي

221000605

إشراف/

د. وليد سليمان

العام الدراسي:

2023

Table of contents

List of Tables 4

Abstract..... 5

Introduction 6

Research problem 7

The Importance of the Research 7

Objectives of the Study..... 7

Research hypotheses 8

Literature Review 8

Research Methodology 10

Summary..... 21

Recommendations 22

Reference List..... 23

List of Tables

Table No.	Table Title
Table No. (1)	The number of questionnaires
Table No. (2)	Cronbach Alpha
Table No. (3)	Distribution of respondents according to gender.
Table No. (4)	Distribution of respondents according to sector.
Table No. (5)	Arithmetic means and standard deviations.
Table No. (6)	ANOVA analysis.

المخلص

هدفت الدراسة إلى معرفة تأثير الاحتراق الوظيفي على الموظفين في منظمات القطاع الخاص في مدينة ينبع في المملكة العربية السعودية، وقد اشتملت الدراسة على متغير مستقل تمثل في الاحتراق الوظيفي، ومتغير تابع تمثل في الموظفين في منظمات القطاع الخاص في مدينة ينبع في المملكة العربية السعودية، وذلك من خلال البحث في العلاقة بينهما، واعتمدت الدراسة على المنهج الوصفي التحليلي، حيث بلغت عينة الدراسة (40) موظف، ولتحقيق الهدف تم الاستعانة بالملاحظة والاستبيان كأدوات للدراسة، وتم معالجة وتحليل جميع المعلومات عن طريق برنامج اكسل. وقد كانت أبرز النتائج التي توصلت إليها، وجود دراجات عالية من الاحتراق الوظيفي لدى نسبة كبيرة من أفراد العينة، ارتفاع نسبة الانتقال الى منظمة أخرى بسبب قلة تقدير الموظف ومجهوداته لدى نسبة كبيرة من أفراد العينة، وجود علاقة بين الاحتراق الوظيفي والرضا الوظيفي. وإيضاً بين وعي الموظف بدوره. هذا وقد توجت الدراسة بعدد من التوصيات قصد الوعي بظاهرة الاحتراق الوظيفي.

Abstract

The study aimed to know the effect of job burnout on employees in the private sector organizations in the city of Yanbu in the Kingdom of Saudi Arabia. Through researching the relationship between them, the study relied on the descriptive approach Analytical, where the sample of the study was (40) employees, and to achieve the goal, observation was used and the questionnaire as tools for the study, and all the information was processed and analyzed by (SPSS) MS Excel program. The most prominent findings were the presence of high levels of high levels of job burnout among a large percentage of the sample, the high rate of moving to another organization due to the employee's lack of appreciation and efforts among a large percentage of the sample, and the existence of a relationship between job burnout and job satisfaction, and also between the employee's awareness of his role. The study culminated in a number of recommendations in order to raise awareness of the phenomenon of job burnout.

Introduction

In recent years, the role of the human has been strengthened as one of the most important resources within organizations as the employee is the main asset and driver toward achieving organizational targets in terms of planning, implementation, management and control on the one hand, and as it has become a source for achieving competitive advantage, because of worldwide changes especially in scientific and technological developments which have been reflected in the employee work environment especially about Psychological stress, so it becomes vulnerable to what is called job burnout. "job burnout" described a social problem that had existed for a long time and had several expressions which vary according to the period, researchers, languages, across countries (Schaufeli et al., 2009). The American psychologist Herbert Freudenberger laid the first seeds when he introduced the term "Burnout" into academic use in 1974. The negative impact that burnout has on the work environment and personal life of employee, also affecting the economy and health, which has led the World Health Organization (WHO) to include this syndrome in the 11th Revision of the International Classification of Diseases (ICD-11) as a phenomenon exclusive to the occupational context. Also, the need to address burnout is also justified for legal reasons, such as compliance with the European Union Framework Directive on Health and Safety (89/391/EEC).

What is job burnout?

The concept of job burnout was suggested by Herbert Freudenberger who was working as a psychoanalyst in a clinic in New York (Shepherd et al, 2011). Emerged in the 1970s, the concept of job burnout still continues to be used at the present time. It is vastly used in psychology and organizational behavior literature (Schaufeli, et al, 2009). Burnout is defined as a symptom of Emotional exhaustion, depersonalization, and reduced personal accomplishment at work to work activity (Maslach, 1982).

Research problem

General question:

What is the extent of the effects of job burnout on the employee and the organization, its causes and risk?

sub-questions:

What are the main causes of burnout on the employee?

Is there a relationship between job burnout and employee satisfaction?

Is there a relationship between job burnout and the individual's awareness of his role?

Is there a relationship between job burnout and organization shutdown?

The Importance of the Research

The importance of this study is to assess the causes, effects, and risk of job stress in employees and organizations, also to explore and understand the extent to which stress affects workers efficiency and productivity in a work environment and make recommendations about stress management techniques to the general management. Also, identify the impact of job burnout and how it leads to employee turnover.

Objectives of the Study

Explain effects of job burnout on the employee and the organization, its causes and risk.

Explain the relationship between job burnout and employee satisfaction.
To explain relationship between job burnout and the individual's awareness of his role.

To explain relationship between job burnout and organization shutdown

Exposing the phenomenon of job burnout in organizations by defining the phenomenon and everything related to it.

Research hypotheses

Research hypotheses: As an initial answer to the above sub-questions, I formulated the following hypotheses:

The main hypothesis:

There is a correlation between job burnout and employee performance.

Sub-hypotheses:

There is a correlation between job burnout and employee satisfaction.

There is a correlation between job burnout and an individual's awareness of his role.

There is a correlation between job burnout and organization shut down.

Literature Review

Job burnout has been linked with several forms of adverse influences on the mental and physical health of the employee (Burke and Deszca, 1986; Cordes and Dougherty, 1993; Halbesleben and Buckley, 2004; Maslach, 2000; Maslach and Leiter, 2016b; Ozturk and Ay, 2018). According to Maslach and Leiter (2016), the exhaustion element of burnout is the most predictive of stress-related health and mental consequences than the other two factors, as the exhaustion component is more related to the traditional stress variable (Maslach and Leiter, 2016b). Physical health problems include, for instance, headaches, exhaustion, type 2 diabetes, and cardiovascular problems (Leiter et al., 2013; Maslach and Leiter, 2016b). Also, job burnout can

lead even to death, which is considered the final outcomes of job burnout.

Burnout individuals can affect the relationship at work by causing personal strife and disrupting the workflow (Maslach, 2006). According to Maslach and Leiter (2016), “burnout can be contagious and perpetuates itself through social interactions on the job” (Maslach and Leiter, 2016b. p. 106). Bakker et al. (2005) The study found that the three burnout dimensions, emotional exhaustion, depersonalization, and reduced personal accomplishment, have a contagion effect. More specifically, the results of the study showed that the perceived burnout complaints among co-workers had a definite influence on the three burnout dimensions (Bakker et al., 2005). Similar outcomes found in (Bakker et al., 2001; González-morales et al., 2012).

The phenomenon of job burnout does not occur suddenly, but through career stages, due to development (Edlwich) and (Brodsky) distinguished four stages of job burnout which are:

(disillusionment) as enthusiasm, stagnation, frustration, and apathy.

Effects on employees may include:

Physical

- Raised blood pressure/cardiovascular disease
- Sleep disturbances
- Gastrointestinal upset
- Headaches

Intellectual

- Loss of concentration
- Lack of motivation
- Poor decision-making
- Difficulty with thought process

Behavioral

- Isolation
- Unpunctuality

Emotional

- Depression
- Anxiety and irritability
- Labile emotions

Effects on the organization may include:

- High absenteeism
- High employee turnover
- Poor performance and productivity
- Poor motivation
- Low morale
- Increased employee complaints
- Increased ill-health, accidents and incidents reports

There is a correlation between job burnout and organization shut down. The high level of job burnout leads employees to strike and refuse to work until the organization Meet the demands of employees.

Research Methodology

Method and tools used:

In this section, I will define the methodological framework of the applied study related to the effect of job burnout on employees and organizations in the private sector in Yanbu, Saudi Arabia in order to reach the results, and to present the method and tools used in this study.

Study method: In this requirement, presented the method of completing the study by addressing the population and the study sample, identifying the variables of the studies, how to measure them, the method of collecting data, and determining the place of the study.

The methodology used in the study: I relied on the application of the analytical descriptive approach, as it is the most appropriate method to know the effect of job burnout on employee and organizations in the private sector in Yanbu, Saudi Arabia.

Study population and sample: The study population included employees in private sector organizations in Yanbu, Saudi Arabia, where I distributed the questionnaire(survey). For the research I have been using a primary method which is a social survey to collect information from a large number of employees in standardized form.

Study variables:

The independent variable $\Rightarrow$ Job Burnout

Dependent variable $\Rightarrow$ Employee and Private sector organizations

Tools used in the study: In this requirement, I will present the tools used in the study, which are as follows:

First observation: Observation is one of the tools that helped me in the investigation and collection of information, and this is through my knowledge of the employees who work in the organizations in private sector, which enabled me to collect many observations, which often flow into one idea, which is knowing the effect of job burnout on employee and private sector organizations Yanbu, Saudi Arabia.

Second study tool: Survey.

A questionnaire was prepared about the job burnout on employees, through an applied study on workers in private sector organizations in Yanbu, Saudi Arabia. Time domain:

The study was conducted in June, the 15th, and it was completed on the 4th of August

The study population includes some workers in the private sector organizations in Yanbu, where I distributed 40 copies of the questionnaire, so the number of questionnaires retrieved was 40, of which 38 were analyzed, and 2 were canceled.

Table No. (1) shows the number of questionnaires.

Data	The number of distributed forms	The number of canceled forms (Not applicable answers)	The number of valid forms for the study
Number	40	2	38
Percentage %	-	5%	95%

Validity of the study tool:

Validity means that the study instrument measures what it was designed to measure and does not measure anything else. In the context of ensuring the truthfulness of the content of the questionnaire.

The stability of the study tool: The stability and validity of the questionnaire was confirmed by calculating the Cronbach's alpha stability coefficient.

Table No. (2) shows Cronbach Alpha.

Components	6
Sum of variances	9.49
Variance of Total Scores	26.13
Cronbach	0.76

It is clear to us that the Alpha Cronbach coefficient is greater than 0.60 in all axes and the scale as a whole, as the stability coefficient for the overall scale reached: 0.76, which indicates that the questionnaire has a high degree of stability, and this allows it to be applied to all members of the study sample.

Table No. (3) shows the distribution of respondents according to gender.

Gender	Mode	Percentage %
Male	31	81.6%
Female	7	18,4%
Total	38	100%

It is clear from the above table that the percentage of males represents (81,6%) of the total research sample, while the percentage of females represents (%18.4).

Figure No. (1): Distribution of respondents according to gender.

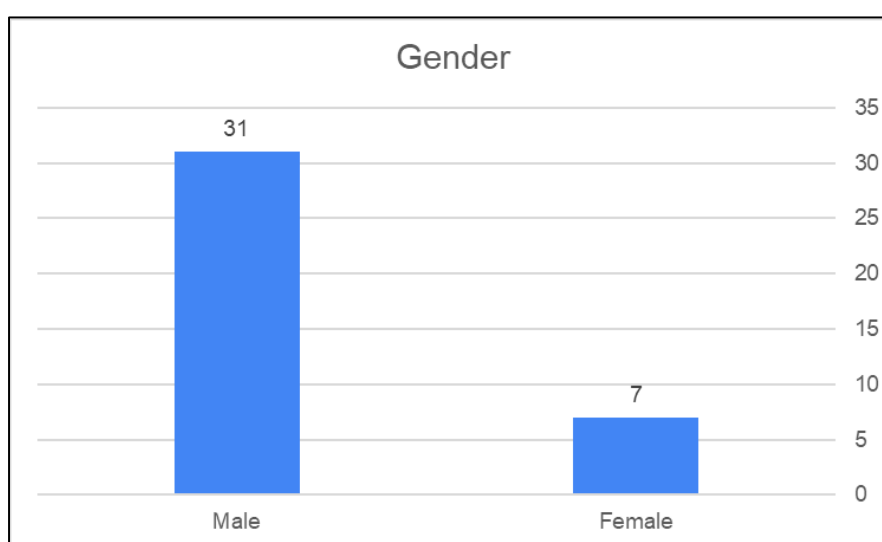
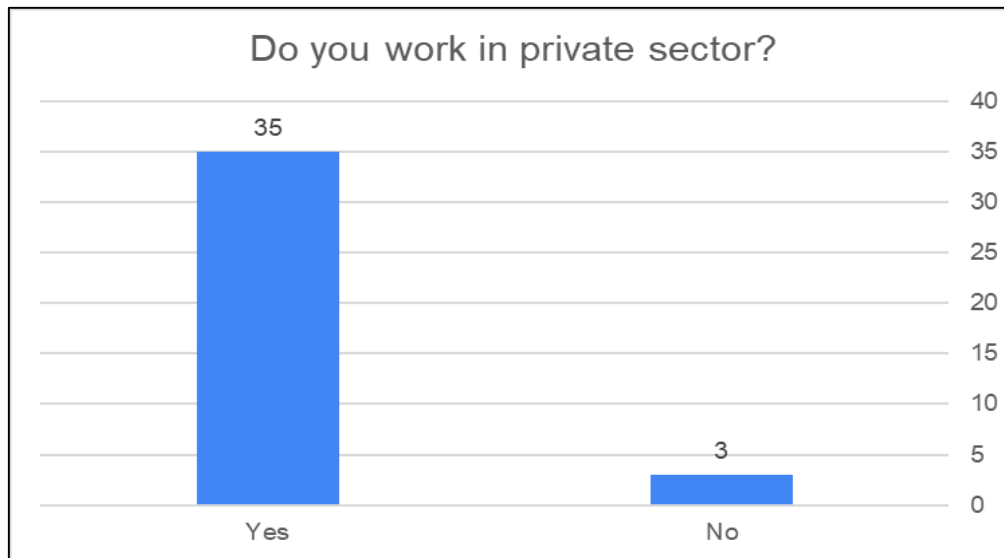


Table No. (4) shows the distribution of respondents according to sector.

sector	Mode	Percentage%
Private	35	91.9%
Government	3	8.1%
Total	38	100%

It is clear from the above table that the percentage of private sector represents (91.9%) of the research sample, while the percentage of government sector represents (8.1%).

Figure No. (2): Distribution of respondents according to sector.



View the questionnaire statements:

Descriptive Statistics: I will present the arithmetic means and standard deviations.

Table No. (5) shows the arithmetic means and standard deviations.

Data Analysis	You feel satisfied in your job?	Your manager explain and clarify to you all your tasks at work?	You feel job perks and income is matching your responsibilities?
Mean	3.11	2.79	3.47
Standard Error	0.25	0.21	0.21
Median	3.00	2.50	4.00
Mode	4.00	2.00	4.00
Standard Deviation	1.52	1.32	1.29
Sample Variance	2.31	1.74	1.66
Kurtosis	-1.44	-1.22	-0.95
Skewness	-0.19	0.19	-0.50
Range	4.00	4.00	4.00
Minimum	1.00	1.00	1.00
Maximum	5.00	5.00	5.00
Sum	118.00	106.00	132.00
Count	38.00	38.00	38.00

Through the above table, the arithmetic mean ranged between 3.47 and where it was highest in the phrase (3) “Do you feel job perks and income is matching your responsibilities?”, where the standard deviation was 1.29, while it was the lowest for the phrase (2) “your manager explains and clarify to you all your tasks at work?”, where the arithmetic mean 2.79, and the standard deviation was 1.32.

Table No. (6) shows the arithmetic means and standard deviations.

Data Analysis	Lack of appreciation is the reason of your next job movement ?	Do you believe that you are affected by job burnout?	Do you feel stressed out due lack of appreciation?
Mean	3.66	3.34	4.00
Standard Error	0.18	0.20	0.18
Median	4.00	3.50	4.00
Mode	4.00	4.00	5.00
Standard Deviation	1.12	1.24	1.12
Sample Variance	1.26	1.53	1.24
Kurtosis	-0.66	-1.15	0.15
Skewness	-0.48	-0.16	-0.99
Range	4.00	4.00	4.00
Minimum	1.00	1.00	1.00
Maximum	5.00	5.00	5.00
Sum	139.00	127.00	152.00
Count	38.00	38.00	38.00

Through the above table, the arithmetic mean ranged between 4.00 and 3.34 where it was highest in the phrase (6) “Do you feel stressed out due lack of appreciation?”, where the standard deviation was 1.12, while it was the lowest for the phrase (5) “Do you believe that you are affected by job burnout?”, where the arithmetic mean 3.34, and the standard deviation was 1.24.

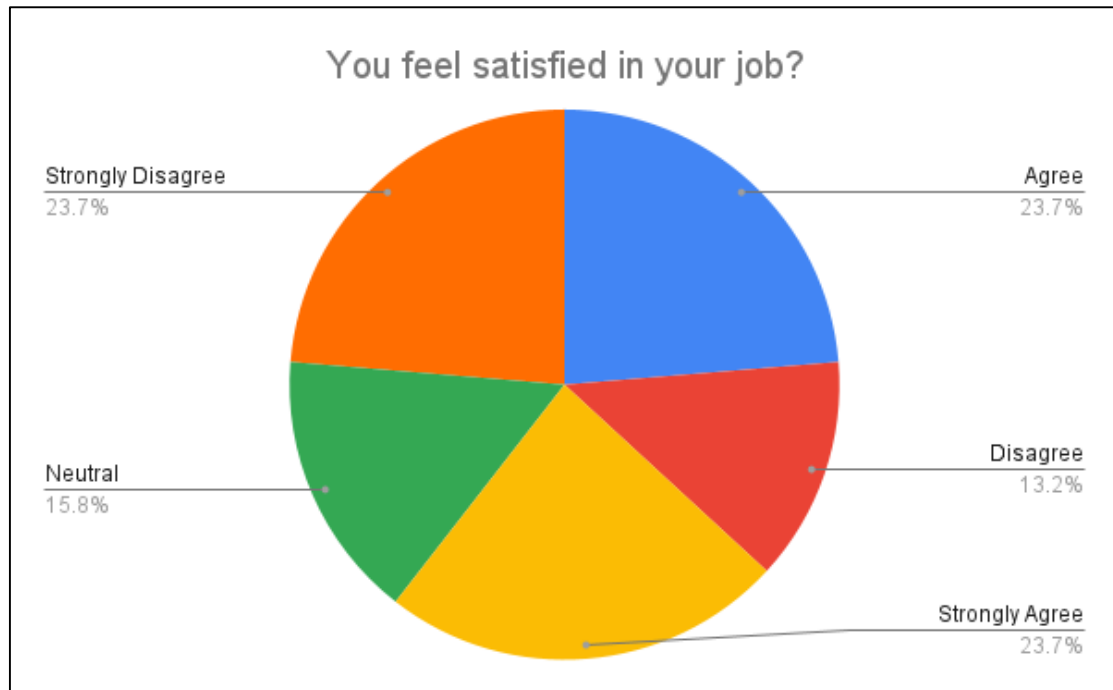


Figure No. (3): Shows employee satisfaction.

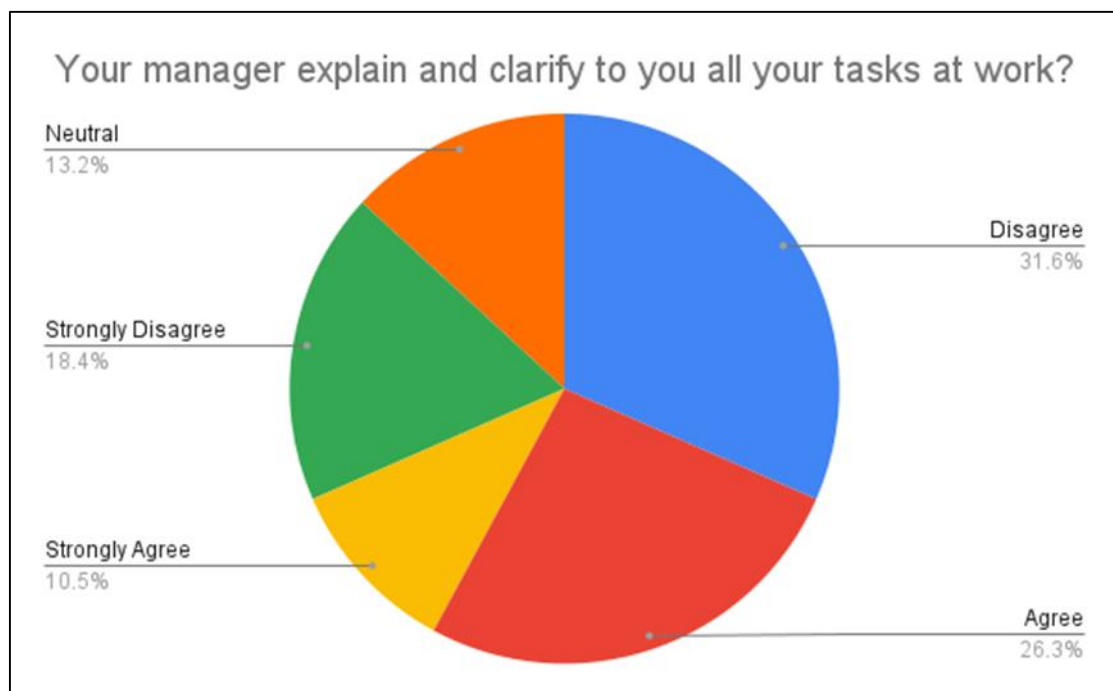


Figure No. (4): shows if the manager is explaining tasks to employee.

From above chart the highest percentage is 31.6% (disagree) which means that lack of providing directions and explanations to employees about their tasks lead to job burnout, also 18.4% choose strongly disagree, while 26.3% choose agree and 10.5% strongly agree.

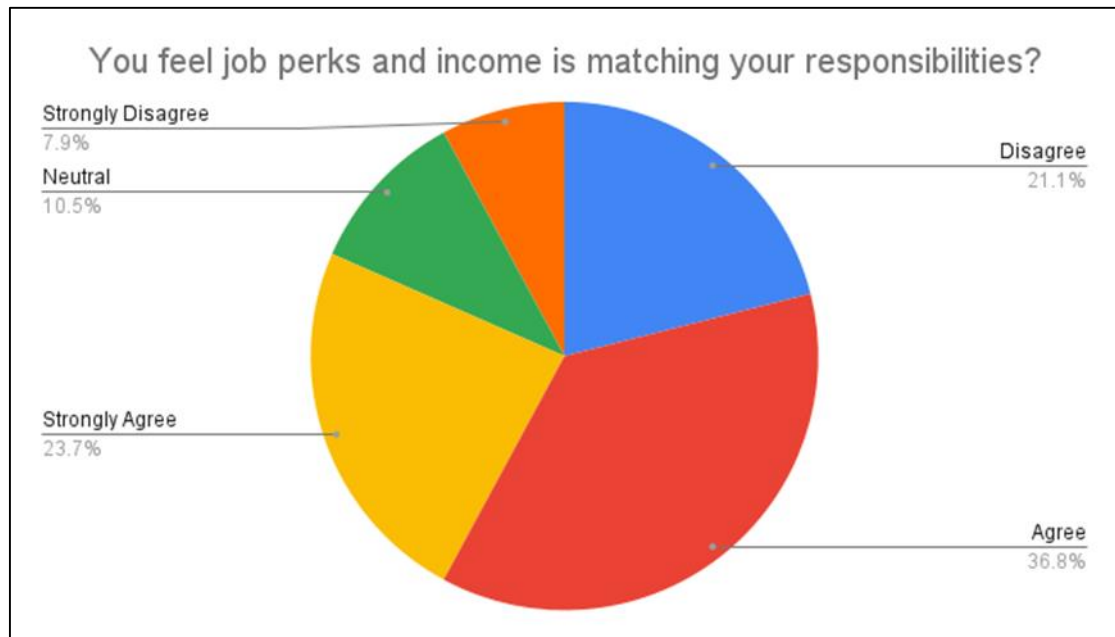


Figure No. (5): shows if job perks and income are matching responsibilities.

From the above chart the highest percentage is 36.8% (agree), 23.7% (strongly agree) which means organizations provide employees a good income and perks to make them satisfied.

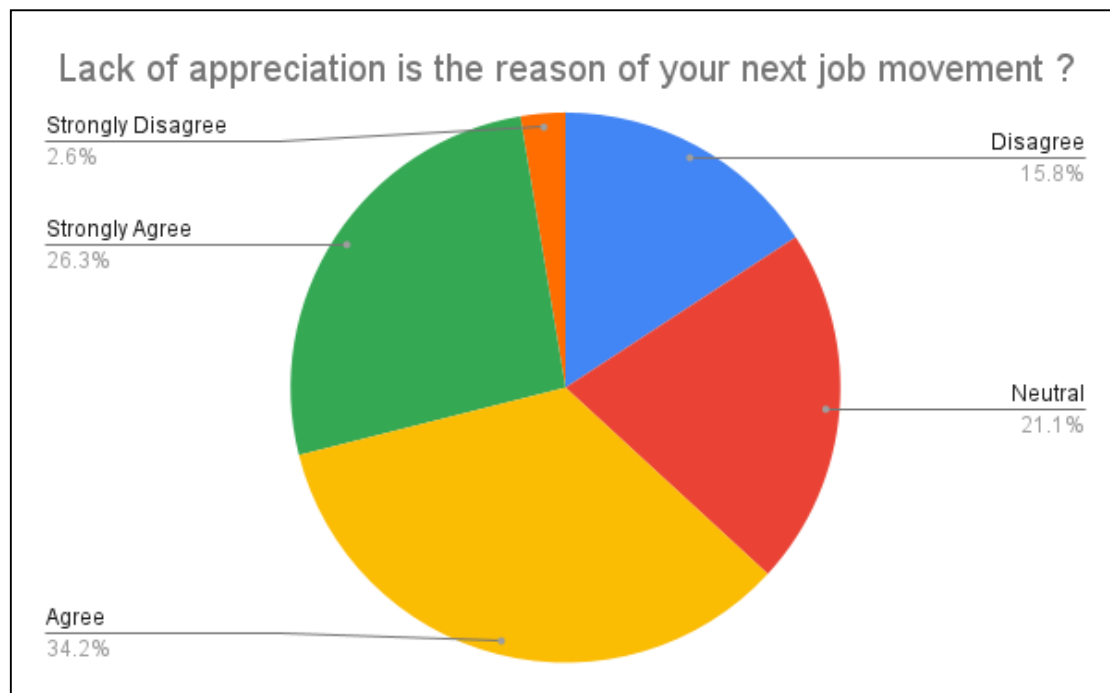


Figure No. (6): Shows by pie chart distribution of career movement due to appreciation.

From the above chart the highest percentage is 34.2% (agree), 26.3% (strongly agree), which means employees will quit from their job because of lack of appreciation that leads to job burnout, this means a huge problem which is called turnover, the organization will face and it will cost them a lot.

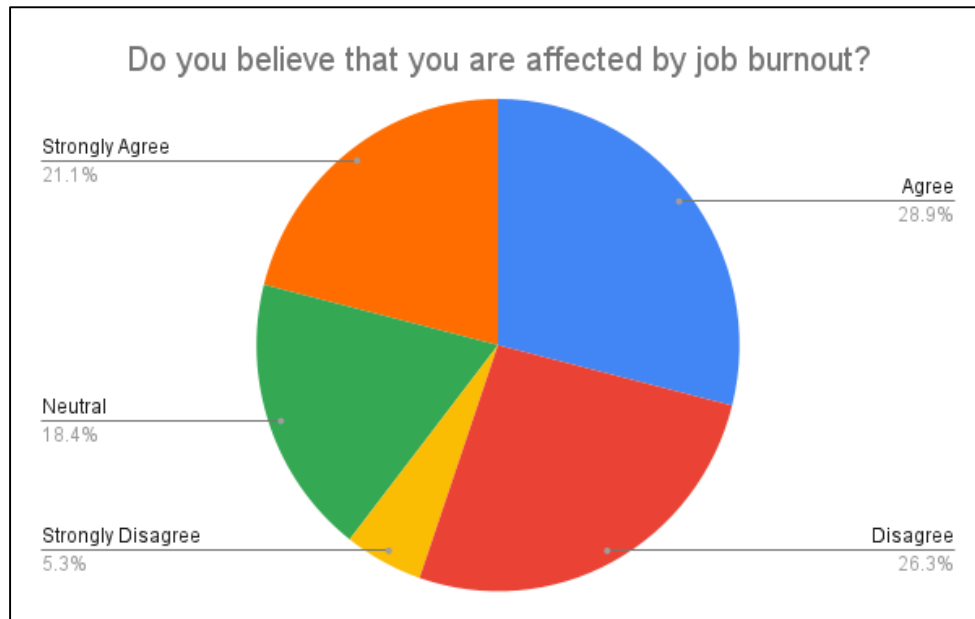


Figure No. (7): shows pie chart distribution of employees believing they are affected by job burnout.

From the above chart the highest percentage is 28.9% (agree), 21.1% (strongly agree) that means employees are affected by job burnout. One of the causes is lack of appreciation which has 60.5%.

26.3% choose disagree and 5.3% strongly disagree.

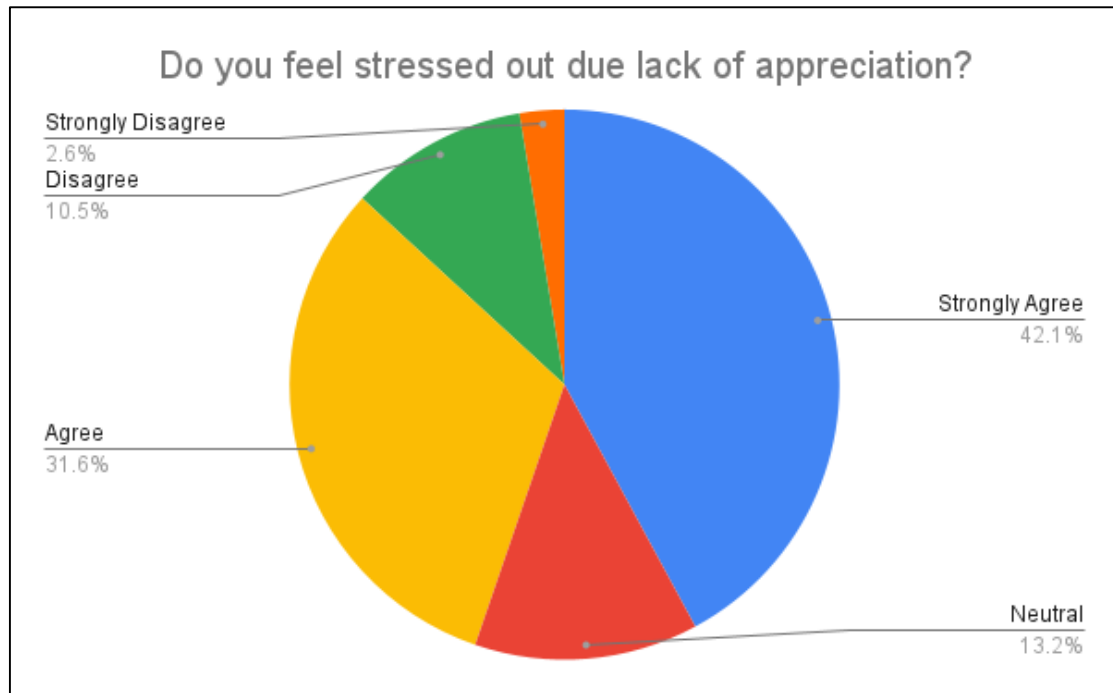


Figure No. (8): Shows if employee stressed out due lack of appreciation.

From the above chart the highest percentage is 42.1% (strongly agree), 31.6% (agree) which means employees stressed out which leads to job burnout that improves number of employees turnover.

Table No. (6) Shows ANOVA analysis.

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	34.00	5.00	6.80	4.19	0.00	2.25
Within Groups	360.47	222.00	1.62	-	-	-
Total	394.47	227.00	-	-	-	-

SUMMARY	Count	Sum	Average	Variance
You feel satisfied in your job?	38.00	118.00	3.11	2.31
Your manager explain and clarify to you all your tasks at work?	38.00	106.00	2.79	1.74
You feel job perks and income is matching your responsibilities?	38.00	132.00	3.47	1.66
Lack of appreciation is the reason of your next job movement ?	38.00	139.00	3.66	1.26
Do you believe that you are affected by job burnout?	38.00	127.00	3.34	1.53
Do you feel stressed out due lack of appreciation?	38.00	152.00	4.00	1.24

Summary

Proceeding from the importance that characterizes the employee within the organization, especially with regard to achieving its goals, vision and advance economic development, I sought in this study to delve into a phenomenon that has a huge impact on employees and the organization, which is the phenomenon of job burnout, so in this study I answered the extent of the impact of Job burnout on the employee and the private sector organizations in Yanbu in the Kingdom of Saudi Arabia, using two methods to complete the research, which are: observation and questionnaire.

Revealing that, employees in private sector organizations in Yanbu, Saudi Arabia, suffer from high degrees of job burnout. And there is a strong correlation between employee performance, employee satisfaction, individual awareness, Organization shutdown and job burnout. Solutions has been reached to this problem, which may cost the organization the human element as well as the financial cost.

Recommendations

1. First of all, managers should explain and clarify all tasks to employees.
2. Knowing the extent of the harm of job burnout and raising awareness about it.
3. Work on preparing counseling programs, and occupational safety on the mental health of employees.
4. Giving employees the opportunity to participate in decision-making in the organization.
5. Motivate and appreciate employees' effort so that will lead to make them satisfied and loyal to the organization.
6. Enhancing the system of incentives and rewards, which helps to reduce job burnout.

Reference List

- Job Burnout in Yanbu - Saudi Arabia Research Questionnaire Form
[Job burnout in Private Sector in Yanbu \(google.com\)](#)
- Burnout and its organizational effects: A study on literature review. (n.d.).
[https://www.researchgate.net/publication/330338619 Burnout and its Organizational Effects A Study on Literature Review](https://www.researchgate.net/publication/330338619_Burnout_and_its_Organizational_Effects_A_Study_on_Literature_Review)
- The effect of Job Burnout Dimension on employees" performance. (n.d.-c).
[https://www.researchgate.net/profile/Mohammadbagher-Gorji/publication/275306213 The Effect of Job Burnout Dimension on Employees%27 Performance/links/5ac60c63458515798c3115dc/The-Effect-of-Job-Burnout-Dimension-on-Employees-Performance.pdf](https://www.researchgate.net/profile/Mohammadbagher-Gorji/publication/275306213_The_Effect_of_Job_Burnout_Dimension_on_Employees%27_Performance/links/5ac60c63458515798c3115dc/The-Effect-of-Job-Burnout-Dimension-on-Employees-Performance.pdf)
- Job burnout: A literature review - world wide journals. (n.d.-b).
[https://www.worldwidejournals.com/paripex/recent_issues_pdf/2016/September/job-burnout-a-literature-review September 2016 5996591050 0206815.pdf](https://www.worldwidejournals.com/paripex/recent_issues_pdf/2016/September/job-burnout-a-literature-review_September_2016_5996591050_0206815.pdf)
- (PDF) job Burnout: A general literature review - researchgate. (n.d.-c).
[https://www.researchgate.net/publication/341112394 Job Burnout A General Literature Review](https://www.researchgate.net/publication/341112394_Job_Burnout_A_General_Literature_Review)
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022, August 7). Impact of work stress and Job Burnout on turnover intentions among Hotel Employees. MDPI. <https://www.mdpi.com/1660-4601/19/15/9724>
- Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022, February 4). Burnout: A review of theory and measurement. International journal of environmental research and public health.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8834764/>
- The impact of work stress and job satisfaction on turnover intentions (n.d.-e). <https://www.tandfonline.com/doi/full/10.1080/09687630902876171>

- Ineme, K. M., & Ineme, M. E. (2016). Impact of job satisfaction and burnout on attitudes towards strike action among employees of a Nigerian university. *Journal of Higher Education Policy and Management*, 1–12. <https://doi.org/10.1080/1360080x.2016.1211976>
- Bika, N. (2023). Employee burnout for employers: costs, causes and cures. *Recruiting Resources: How to Recruit and Hire Better*. [https://resources.workable.com/stories-and](https://resources.workable.com/stories-and-insights/employee-burnout) insights/employee-burnout