

Analysis of the Level and Sources of Job Burnout among Health Sector Employees in Algeria

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Abstract

The study aims to analyze the level and sources of job burnout among the employees of the mother and child specialized hospital institution in Ouargla. Both the questionnaire and the interview tools were used, as interviews were conducted with a group of female employees, the questionnaire was distributed to a sample of (94). The results were analyzed based on the SPSS program using a set of statistical tools and methods. The study found that there is an average level of job burnout among female employees with its three dimensions, as for its causes, it was represented by work pressure as a first rank, followed by social (supportive) relationships as a second rank, and that there are statistically significant differences between the levels of job burnout due to personal variables. Based on the results, we recommend the hospital's administration to pay attention to employment in order to increase the number of female employees and motivate them more, especially moral incentives, along with a better design for the workplace, as for female employees, they should adapt to their work and find a sanctuary to reduce work pressures.

Purpose. The research goals include identifying the burnout level of hospital staff and determining the most influential sources of work pressure, social relations, limited work powers, and positive reinforcement on job burnout.

Results. The study found that there is an average level of job burnout among female employees with its three dimensions, as for its causes, it was represented by work pressure as a first rank, followed by social (supportive) relationships as a second rank, and that there are statistically significant differences between the levels of job burnout due to personal variables. Based on the results, we recommend the hospital's administration to pay attention to employment in order to increase the number of female employees and motivate them more, especially moral incentives, along with a better design for the workplace, as for female employees, they should adapt to their work and find a sanctuary to reduce work pressures.

Scientific novelty. The novelty in the subject of job burnout is that it was applied to a public health institution and during a difficult period, which is the Corona pandemic, so that we can measure the extent to which job burnout has been affected in this critical period.

Practical value. By identifying and addressing job burnout early on, organizations can prevent negative consequences such as decreased productivity, increased absenteeism, and high turnover rates. This can ultimately lead to improved patient care and overall organizational success.

Keywords: job burnout, work pressure, social relations, limited work powers, positive reinforcement.

Introduction:

Job burnout is a common modern disease among employees, especially those working in an environment tinged with pressure, and it has gained great importance among writers and researchers during the past three decades, not only in the field of organizational behavior and medical sciences, but also in the field of administrative development, because it is one of the most important administrative problems faced by both female and male employees whether they work in governmental or non-governmental organizations, leading

them to poor performance. And therefore we are trying through this research paper to address the issue of job burnout from two important points, which are the level and sources according to the following problem :

What is the level and sources of job burnout among the staff (midwives, paramedical, female doctors) of the Mother and Child Hospital in Ouargla?

• **Research hypotheses :**

- The employees of the Mother and Child Hospital in Ouargla suffer from job burnout in its three dimensions: emotional stress, dullness of feelings, and low personal achievement.
- There is a statistically significant relationship between work pressure and job burnout .
- There is a statistically significant relationship between social (supportive) relationships and job burnout.
- There is a statistically significant relationship between limited work powers and job burnout.
- There is a statistically significant relationship between positive reinforcement and job burnout.

Literature review :

- **Nisreen Daoud, Manal Jurdi, and Rasha Qadoun (2016) study entitled: The Impact of the Nursing Work Environment on Burnout for Nurses in Intensive Care Units.** An article in the Tishreen University Journal for Research and Scientific Studies, Tishreen University, Faculty of Nursing, Syria, where the study aimed to determine the impact of the work environment on the functional burnout of nurses in the intensive care units at Al-Assad University Hospital and the National Hospital in the city of Latakia. A questionnaire was used to collect data, it was distributed to all 128 nurses of the Hospitals. The final sample of the research included 111 nurses from the two hospitals. The results of the study showed that the nursing work environment was inappropriate, and this was according to Half of the nurses participating in the study. Furthermore, it was found that communication and relations between doctors and nurses were the most important dimensions achieved in the work environment, followed by adequacy of resources, leadership, nursing supervision, support by the administration, then the participation of nurses in the affairs of the two hospitals, while the appreciation of the nurse's profession and recognition of his role were the least achieved dimensions of the work environment based on the participants's opinions. The results also showed a high level of burnout among nurses, and a relationship between the nursing work environment and job burnout, where it was affected by each dimension of the nursing environment. The research also concluded that poor leadership, nursing supervision, and support from the administration were the most influential dimensions of the nursing environment on Job burnout, while communication between doctors and nurses was one of the dimensions that had the least impact on it.

- **Yannis Georgioul, Aggeliki Fotiou. Burnout Factors in Private Health and Fitness Centers' Sector : A Case Study in Greece, Journal of Anthropology of Sport and Physical Education Volume 03.2019** An article was published in the Anthropology of Sport and Physical Education Magazine. The aim of the research was to explore levels of job burnout among employees in private fitness and health centers in Attica province, Greece. The study targeted a sample of workers, with a total of 185 participants. The questionnaire was used as a tool for collecting information related to demographic factors such as gender, age, marital status, education level, and reference to the three dimensions of job burnout: emotional exhaustion, inhumanity, and low personal achievement. The questionnaire consisted of 16 questions and the researchers relied on the Maslach Scale. As for data analysis, the researchers relied on ANOVA analysis, which did not show any significant statistical differences between demographic factors and the three dimensions of job burnout. The researchers concluded that the reason for job burnout among employees in private fitness and health centers in Attica province is due to the lack of harmony between work environment factors such as ventilation and the content of the work, which leads to job burnout.

- **The Causes, Consequences, and Mediating Effects of Job Burnout Among Hospital Employees in Taiwan, Journal of Hospital Administration Vol2, No 1(2013)**

An original article in the Journal of Hospital Management in 2013 explored the reasons, consequences, and mediators of job burnout among hospital workers in Taiwan. A sample of 371 employees from two departments in the hospital was selected, and questions were asked about the causes of job burnout, such as work pressure, social support, organizational commitment, and mood at work. The results showed that the main reason for job burnout was the increase and high volume of work and role conflict, meaning that the more work

pressure there is, the more likely it is to negatively affect self-evaluation. In addition, the lack of social support causes mood swings and high exposure to exhaustion, while organizational commitment causes a lack of personal achievement.

1. What is Job Burnout :

The concept of burnout is defined as "a clear negative change in an individual's behavior towards themselves and others, resulting in emotional, attitudinal, and motivational disturbances, ultimately leading to a state of exhaustion and depression as a reaction to their inability to cope with work pressures and excessive life burdens beyond their capacity and their inability to improve their current situation in a fast-changing work environment" (Imam, 2018, p. 322).

As described by *Cary Cherniss*, "Emotional or affective exhaustion resulting from excessive job demands, accompanied by a set of symptoms including feelings of failure, anger, stubbornness, and fatigue for most of the day (with little effort), loss of positive feelings toward work, repeated stubbornness and inflexibility, resistance to change, and negativity in general in dealing with others, along with some physiological changes in the individual."

And despite the different definitions of occupational burnout, there are points that most different perspectives agree on, which are that occupational burnout:

- Occurs at an individual level.
- Is a negative internal psychological experience, including emotions, attitudes, motivations, and expectations.
- Involves a negative change in response to others, including negative or inappropriate responses to others.
- Includes negative responses towards oneself and one's concept. (Aljaml, 2012, p. 31)

2. The Mechanism of Occurrence of Burnout:

Burnout occurs in response to the demands placed on employees, which represent stress factors for the employee, such as workload. These demands increase their personal commitments and responsibilities. Due to the high levels of arousal caused by these demands, the employee begins to feel emotional exhaustion when repeatedly exposed to these important demands. Therefore, they resort to using the human or personal element, especially when working in an environment that provides only a limited amount of feedback and rewards for work achievements. Burnout first begins with the deterioration of many positive perceptions or attitudes related to their work. As a result, the employee's sense of satisfaction and work engagement decreases, and their nervous tension increases during work performance. After that, the results of the employee's performance evaluation begin to decline, and some negative physical symptoms appear, leading to an increase in job leakage and a decrease in self-esteem. Signs of deteriorating mental health, poor personal and social relationships appear, leading to the breakdown of work groups (loss of the human element in dealing, so there is a feeling of personal achievement decline, which leads to high levels of emotional exhaustion) (Adais, 2017, p.55).

3. Sources and Causes of Burnout :

Maslach and Leiter (1997) identified them as follows: (Ashour and MagharAbdelwahab, 2017, p.74)

- 1) **Work pressure** : It is a set of interactions that occur between the individual and their environment and that cause an emotionally negative state such as stress and anxiety (Al-Tala, 2012, p.190). Pressure occurs only to the extent that individuals perceive that the situation they face includes some threats and that they will not be able to adapt to the demands of the situation, meaning that the situation is beyond their control (Masoud, 2010, p.14).
- 2) **Limited work authority** : One of the indicators that lead to burnout is the lack of authority to make decisions to solve work problems. This situation arises from the existence of strict policies and systems that do not provide room for freedom of action and the ability to take appropriate measures by employees.
- 3) **Lack of positive reinforcement**: When an employee puts in a lot of effort at work, including extra hours and creative work, without any material or moral compensation, it can lead to burnout.

4) **Lack of socialization** : Sometimes employees need to share their concerns and joys with others and have an outlet, but some jobs require isolation and social detachment from others, where the interaction is more with devices, computers, and inside closed laboratories and offices.

5) **Lack of fairness and justice** : Sometimes, employees are burdened with responsibilities that they are not able to bear, and when they fail to fulfill them, they are held accountable. The poor performance may not be due to the employee's negligence, but due to the poor quality of devices, limited capabilities, and the limited functionality of programs. In addition, there may not be technical expertise capable of performing the required duties.

6) **Value conflict** :An employee may hold values that differ from those of the organization itself, and the possibility of a conflict over values between the employee and the organization increases as commitment and affiliation between the parties decrease.

7) **Measuring job burnout** : The Maslach Burnout Inventory (MBI) was chosen because it has been widely used in previous studies and was relied upon in the field study due to its development and attention. The MBI was designed by Maslach and her student Jackson in 1981, relying on identifying three dimensions of burnout: emotional exhaustion, depersonalization, and reduced personal accomplishment. It has been adopted by many researchers, institutions, and organizations in an effort to understand the experiences generated by employees. It is also considered reliable, as it estimates the level of capabilities, participation, and achievement of employees in institutions and organizations. (Al-Aga, 2015, p. 705)

8) The MBI has been developed in several stages to be able to measure job burnout for all professions. In 1996, the general Maslach Burnout Inventory (MBI-GS) was released to measure burnout across its three dimensions, (Yannis Georgiou, 2019)

– **Emotional stress** : measures the level of stress and emotional tension that an individual feels as a result of dealing with a certain group or in a certain field, and this dimension is measured by (9) items.

– **Emotional numbness** : measures the level of interest or indifference as a result of working with a certain group or in a certain field, and this dimension is measured by (5) items.

– **Lack of sense of achievement** : measures the individual's self-evaluation method and level of competence and satisfaction in their work, and this dimension is measured by (8) items.

Table (1): Levels of job burnout according to the Maslach Burnout Inventory

Dimension	High	medium	low
Emotional Exhaustion	27 or more	between17-26	Less than 16
Depersonalization	13 or more	Between 7-12	Less than 6
Reduced Personal Accomplishment	Less than 31	From 32-38	39 or more

Source: (Al-Jamal, 2012, p. 44)

Methods to resist the phenomenon of job burnout :

There are several strategies to resist job burnout, including the following (Mansour, 2013, p. 20):

1. Strategies related to the individual's psychological and physical well-being : which include:

– The trend towards entertainment and leisure activities, such as entertainment programs and hobbies, leads to avoiding the stress and anxiety caused by work conditions.

– Engaging in physical activities helps maintain an individual's vitality and good physical health. Sports, in particular, are a way of relieving psychological stress and, as such, contribute to maintaining an individual's mental health.

– Taking advantage of leisure time to break the routine of daily life, such as participating in seminars, courses, union work, and charitable associations.

– Mentally and physically withdrawing from the work environment for a certain period and engaging in any other form of entertainment, such as reading books unrelated to work.

– Setting realistic goals that fall within an individual's abilities and capabilities.

2. Strategies related to relationships with others :

include avoiding isolation from colleagues and friends, such as participating in group activities with them, provided that these colleagues share the same interests as the individual. There should be harmony between the individual and the group of colleagues they deal with, and they should engage in cooperative work with colleagues regarding their work.

3. Strategies related to the workplace : it includes:

– Accepting new methods and techniques, believing in their importance, and using them.

– Participating in seminars and courses specialized in the field of work.

– Engaging in professional development activities.

– Maintaining a mentally alert state is important in preventing burnout.

– Utilizing humor and jokes during work activities.

– Diversifying the tasks that an individual performs during work, which can impact their vitality, activity, and ultimately their performance level.

4. **Strategies related to the administrative employer** : are as follows, and they consist of the administrative style adopted by the leader (manager):

– Choosing the administrative style that is suitable for the situation.

– Working on involving employees in setting goals, making decisions, and implementing them.

– Using material and moral reinforcement methods.

– Working on creating groups of coworkers who are in harmony with each other to perform a specific job.

Case Study:

1. Study Methodology and Tools :

– We conducted the study at the Mother and Child Hospital in Ouargla, due to our observation through exploratory interviews with some doctors, staff, and midwives that they suffer from a high level of stress, which undoubtedly contributes, along with other variables, to an increase in their level of burnout. The descriptive methodology was used for its suitability for the study, and both the questionnaire and the interview were used as field study tools. 94 questionnaires were distributed, and we also conducted interviews with a sample of employees to interpret the questionnaire results.

Table (2): The range of weighted average for each level (Likert scale)

Weighted average	level	
	Levels of job burnout	Sources of job burnout
From 1 to 1.66	low	disagree
From 1.67 to 2.33	medium	agree
From 2.34 to 3	high	Strongly agree

Source: Developed by researchers based on previous studies.

2. Study tool stability:

Table (3): Tool stability according to Cronbach's alpha coefficient

Number of items	Cronbach's alpha coefficient
42	0.833

Source: Compiled by researchers based on SPSS software outputs.

Through the table, we note that the value of Cronbach's alpha coefficient for tool stability reached 83.3%, which is a high level of stability. This confirms the stability and validity of the study tool for analysis.

3. Results of the dimension of occupational burnout:

– **First dimension:** Emotional exhaustion

Table (04): Results of the sample's responses to statements of emotional exhaustion dimension

statements	rank	mean	Standard deviation	Overall direction
01- I feel mentally exhausted as a result of practicing this profession.	3	2.04	0.841	average
02- I feel completely drained of energy by the end of my workday.	2	2.44	0.681	high
03- I feel anxious and uneasy when I wake up in the morning to go to work.	4	1.88	0.774	average
04- Dealing with patients all day long causes me stress and exhaustion.	05	1.85	0.789	average
05- I feel that I am putting a lot of effort into my work	01	2.48	0.729	high
06- I feel frustrated in my work	07	1.67	0.808	average
07- I deliberately go to work late because of boredom and monotony.	09	1.46	0.728	low
08- I feel suffocated and close to the end of my career.	08	1.60	0.794	low
09- Dealing directly with patients creates a lot of pressure on me.	06	1.71	0.850	average
First Dimension - Emotional Exhaustion		90.1	0.357	average

Source: Compiled by researchers based on SPSS software outputs.

We notice that the overall average of the statements in this dimension related to emotional stress was (1.90) with a standard deviation of (0.357). statement 05 ("I feel like I put in a lot of effort in my work") ranked first with an average of (2.48) and a standard deviation of (.7290), while statement 07 ("I intentionally go to work late due to boredom and monotony") ranked last among the statements in this dimension with an average of (1.46) and a standard deviation of (.7280). It also appears from the table that the arithmetic averages of most statements in this dimension were moderate, indicating that hospital workers are suffering from burnout in their emotional stress dimension.

– **Second Dimension:** Emotional numbness

Table (05):Results of the Sample Individuals' Responses to Statements on the Emotional Numbness Dimension

statements	ranking	WeightedMean	Standard Deviation	General Direction
10- I feel numb in dealing with patients.	05	1.31	0.529	low
11- I have become tough on people since I started practicing this profession.	02	1.47	0.729	low
12- I feel like I no longer care about what happens to others.	04	1.33	0.575	low
13- I feel anxious and worried about the harshness and emotional numbness caused by my work.	01	1.83	0.888	medium
14- Some patients blame me for problems that happen to them, and I don't care.	03	1.40	0.708	low
Second Dimension: EmotionalNumbness		1.47	0.211	low

Source: Prepared by researchers based on SPSS outputs.

From the table above, it appears that the overall average for the items related to emotional numbness dimension is 1.47 with a standard deviation of 0.211. statement 13 (Feeling disturbed and anxious about the harshness and emotional numbness caused by this job) ranked first with an average of 1.83 and a standard deviation of 0.8880, while statement 10 (Feeling stiff in dealing with patients) ranked last among the items of this dimension with an average of 1.31 and a standard deviation of 0.5290. Additionally, the majority of the averages for the items in this dimension are relatively low, indicating that the specialized hospital workers in Ouargla are not suffering from burnout in the emotional numbness dimension.

– **Third dimension :** Personalunderachievement

Table (06): Results of Participants' Responses to Statements about Personal Underachievement Dimension

Statements	ranking	WeightedMean	Standard Deviation	General Direction
15- I understand the feelings of patients towards my work.	02	2.40	0.693	high
16- I try to deal positively with patients despite the pressure.	01	2.70	0.583	high
17- I feel lazy and lethargic in my work.	07	1.53	0.634	low
18- I feel that I have not achieved valuable things in my work.	06	1.63	0.790	low
19- I can create a suitable atmosphere for performing my work to the fullest.	03	2.73	0.733	high
20- I deal nervously with emotional problems during my practice of this profession.	05	1.70	0.731	medium

21- I effectively deal with patients' problems.	04	2.28	0.739	medium
22- I feel that I do not have a positive impact on the lives of others.	08	1.43	0.695	low
Third Dimension : Personal Underachievement		1.2	0.485	medium

Source: Prepared by researchers based on SPSS outputs.

From the previous table, it appears that the overall average of the statements related to the dimension of personal accomplishment decline was 2.01, with a standard deviation of 0.485. statement 16 (I try to deal positively with patients despite the pressure) ranked first with an average of 2.70 and a standard deviation of 0.5830, while statement 22 (I feel that I do not have a positive impact on the lives of others) ranked last among the statements in this dimension with an average of 1.43 and a standard deviation of 0.695. Additionally, it is evident from the table that the arithmetic means of most statements in this dimension were of an average degree, indicating the suffering of specialized hospital workers in Ourgla in terms of burnout in the personal accomplishment decline dimension.

4. Results of the functional combustion sources axis :

– Work pressure:

Table (07): Results of the sample individuals' responses to work pressure phrases

phrases	ranking	WeightedAverage	Standard Deviation	General Direction
23- I feel tired and exhausted due to work pressure.	02	2.18	0.671	agree
24- My job tasks interfere with my family duties.	04	1.66	0.727	disagree
25- I face difficulty getting time off for rest.	03	1.93	0.833	agree
26- I struggle with the complexity of tasks assigned to me.	05	1.44	0.681	disagree
27- I experience an increase in the number of patients and poor workplace design.	01	2.18	0.803	agree
The first source ; work pressure.		1.88	0.327	agree

Source: Prepared by the researchers based on SPSS outputs.

The previous table shows that the overall average of the items related to work pressure dimension was 1.88 with a standard deviation of 0.327. Item number 27 (I experience an increase in the number of patients and poor workplace design) ranked first with an arithmetic mean of 2.18 and a standard deviation of 0.803, while item number 26 (I struggle with the complexity of tasks assigned to me) ranked last among the items of this dimension with an arithmetic mean of 1.44 and a standard deviation of 0.681. Moreover, the arithmetic means of most items of this dimension were in agreement, indicating the existence of work pressure among the specialized maternity and child hospital workers in Ouargla.

– **Social Relationships (Support):**

Table (08): Results of the sample individuals' responses to the statements of the source of social relationships (support)

– Statements	– Rank	– Weighted Mean	– Standard Deviation	– General Direction
28- I receive help from colleagues when needed.	01	2.28	0.646	agree
29- My relationships with colleagues at work do not exceed formal relationships.	05	1.40	0.574	disagree
30- Personal conflicts hinder the harmony of employees.	02	1.69	0.672	agree
31- I feel that my work deprives me of family and social cohesion.	04	1.66	0.784	disagree
32- When I come home tired, I do not find sufficient help from my family.	03	1.68	0.793	agree
Second source : Social Relationships (Support)		1.74	0.321	agree

Source: Compiled by researchers based on SPSS results.

From the above table, it appears that the overall average for the items related to social support sources was 1.74, with a standard deviation of 0.321. Item 28 ("I receive assistance from colleagues when needed") ranked first with an average of 2.28 and a standard deviation of 0.6460, while item 29 ("My relationships with colleagues at work are limited to formal relationships") ranked last among the items related to this source with an average of 1.40 and a standard deviation of 0.574. Furthermore, the arithmetic means for most of the items in this dimension were in agreement, indicating the presence of social relationships (support) among specialized maternal and child hospital workers in Ouargla.

– **Limitations of job authority:**

Table (09): Sample responses to phrases related to limitations of job authority.

Phrases	Ranking	Weighted Mean	Standard Deviation	Overall Direction
33- My superiors interfere in my work decisions.	04	1.70	0.619	agree
34- I am involved in the decision-making process related to my work.	03	1.70	0.565	agree
35- I can implement work-related decisions without consulting my superiors.	05	1.65	0.714	disagree
36- There is sufficient scope of power and authority available to me to perform my tasks.	01	1.84	0.610	agree
37- The volume of work I do suits my	02	1.74	0.761	agree

abilities and aspirations.				
The third source : limitations of job authority.		1.73	0.073	agree

Source: Prepared by researchers based on spss results

From the previous table, it appears that the overall average for statements related to the limited authority source was 1.73 with a standard deviation of 0.071. statement 36 ("There is sufficient scope of authority and powers available to me to perform my duties") ranked first with an average of 1.84 and a standard deviation of 0.610, while statement 29 ("I can implement work-related decisions without consulting my supervisors") ranked last among statements in this source with an average of 1.65 and a standard deviation of 0.7140. It is also evident from the table that the averages of most statements in this dimension were similar, indicating that the specialized hospital workers for mother and child in Ouargla feel that there is limited authority in their work.

– **Positive Reinforcement:**

Table (10): Results of the sample's responses to statements of positive reinforcement source.

Statements	Rank	Weighted Mean	Standard Deviation	General Direction
38-There are opportunities to receive moral incentives in my work (thank-you messages, certificates of appreciation, etc.).	05	1.35	0.617	disagree
39-My monthly salary represents the effort exerted in my work.	04	1.37	0.586	disagree
40-My work provides me with a satisfactory social status.	01	1.85	0.703	agree
41-There is appreciation for my efforts and work by supervisors and managers.	02	1.66	0.696	disagree
42-My salary is sufficient to meet my basic needs.	03	1.55	0.666	disagree
The fourth source : positive reinforcement.		1.56	0.208	disagree

Source: Compiled by researchers based on SPSS results.

From the previous table, it appears that the overall average for the statements related to the positive reinforcement source reached (1.56) with a standard deviation of (0.208). statement number 40 ("The job gives me a satisfying social status") ranked first with an average of (1.85) and a standard deviation of (0.703), while statement number 38 ("There are opportunities to obtain moral incentives in my work such as thank-you letters, certificates of appreciation, etc.") ranked last among the statements in this source with an average of (1.35) and a standard deviation of (0.617). Additionally, it appears from the table that the arithmetic means of most statements in this dimension are not consistent, indicating that the specialized hospital staff for mother and child feel a lack of positive reinforcement.

5. Discussion and Results:

After obtaining the results of the surveys distributed to the study sample and the interviews conducted with a number of employees at the specialized hospital for mothers and children in Ouargla, in addition to the notes taken during the internship period, we reached a set of results that we will discuss and interpret in this article.

Discussion of individuals' responses on the dimensions of job burnout First, discussion of responses on the first dimension of emotional exhaustion:

– Statement number 05 "I feel like I'm exerting a lot of effort in my work" ranked first with an average of 2.48 and a high direction, indicating that the sample individuals feel a significant pressure at work. This is due to the nature of their work in the healthcare field, which requires a lot of conformity and discipline in their work, as well as the increasing number of patients, which places a significant responsibility on their shoulders.

– As for statement 02 "I feel like I have exhausted all of my energy at the end of my workday" ranked second with an average of 2.44 and had a generally high direction. This supported the previous statement (statement 05) as it represents an inevitable consequence of increasing pressure at work and exerting significant effort by the sample individuals.

– Statement 08 "I feel suffocated and near the end of my career" ranked eighth with an average of 1.60 in a general downward trend. Despite the stress and pressures at work on the sample members, we did not see this feeling reach its peak with them. The rest of the statements came in an average direction, indicating that there is a moderate emotional stress among the workers at the Mother and Child Hospital in Ouargla, due to various reasons, including work pressures and the continuous increase in the number of patients, along with the shortage of workers (doctors, midwives, nurses). The unsuitability of the workplace, which was not originally designed as a specialized hospital, is another contributing factor, and this is what we observed through the interviews.

Second: Discussion of the responses regarding emotional detachment dimension: The responses of the sample regarding the emotional detachment dimension showed a low direction with a mean of 1.47 and a standard deviation of 0.211. The results of the items in this dimension were as follows:

– Item 13 "I feel upset and anxious about the hardness and emotional detachment required by my work" ranked first with a mean of 1.83 and a general direction that was average. We noticed that the sample members are afraid of their emotions changing and turning into hardness and detachment due to their workload, which requires more humanity. However, the rest of the items in this dimension showed a low direction, which reflected the general direction of emotional detachment dimension. Despite the difficulties and problems in their work, the hospital staff for women and children in Ouargla do not show emotional detachment. They make every effort to understand the patients and deal with them with humanity. This is due to the nature of their humanitarian work, and we observed their attempts to deal with patients and their families with kindness, gentleness, and positivity during the study.

Third: Discussion of the responses regarding personal achievement dimension.

– Statement number 16 "I try to deal positively with patients despite the pressure" ranked first with a mean of 2.70 and a high direction. Through the responses of the sample members to this statement, we observed their attempts to deal with patients as dictated by the nature of their humanitarian profession. Despite the pressure, they try to provide the best services to the patients.

– For statement 15, "I understand the feelings of patients towards my work" came in second place with an average score of 2.40, and its direction was "high", as the sample members agreed on understanding the patients' reactions and nervousness towards their performance. They try to deal positively with the patients.

– As for statement 19, "I can create a suitable atmosphere for performing my work to the fullest" came in third place with an average score of 2.37, as the sample members expressed their ability to create a suitable atmosphere for performing their tasks by trying to be positive and understanding of the working conditions, which are often not suitable.

– Statements 18 and 22 came in a low direction, as they reflect the sample members' feeling of achieving an accomplishment in their work and their positive impact on the patients. Saving a patient's life or rescuing a newborn and mother from a difficult childbirth is a valuable humanitarian work for both the worker and the patient at the same time.

– Statements number 20 and 21 came in a medium direction, as the workers do not deal with emotional problems nervously or effectively. This reflects the average direction of the dimension as a whole. The workers

try to be positive and interactive in dealing with problems, but they do not give the impression that they are giving their best. Overall, the average score for the burnout dimension was 1.79, reflecting the medium level of burnout experienced by the workers at the Ourgla Mother and Child Hospital due to the accumulated work pressures and lack of staff.

Discussion of individual responses on the axis of sources of occupational burnout:

First: Discussion of responses on the source of work pressure:

The sample respondents' answers to the items related to this source are as follows:

– Item 27 "I suffer from an increase in the number of patients and poor workplace design" came first with an average of 2.18 and the general direction was agreement. This reflects the fact that the workplace is not designed according to the needs of the specialized hospital for mother and child, and that the increasing number of patients creates a great pressure on the workers. This was evident in our observations during the research, for example, in the narrow corridors and nursing rooms, as well as the lack of lighting and ventilation in the workplace.

– Item 25 "I have difficulty getting leave for rest" was in agreement and had an average of 1.93, as the sample respondents agreed on the difficulty of getting leave at times when they need it due to a shortage of staff (due to recall cases, maternity leave, training courses, specialty studies for doctors), according to the statements of the sample respondents.

second: Discussion of the answers on the source of social relationships (support)

– Statement number 28 "I receive help from colleagues when needed" came first with an average of 2.28 and a general direction that agrees with the responses of the sample indicating solidarity among colleagues and support in times of need.

– As for statement number 30 "Personal conflicts prevent employee cohesion" came second with an average of 1.69, which is in agreement with the direction as the workers see conflicts creating a lack of harmony and understanding among workers, but not to a great extent as the average is close to the neutral range of 1.66.

– Statement 32 "When I return home tired, I do not find sufficient help from my family" came third with an average of 1.68, which is in agreement with the direction, but we notice that there is variation in the responses of the sample regarding family support depending on each worker's circumstances.

– As for statement 31 "I feel that my work is depriving me of family and social cohesion", it came fourth with an average of 1.66, and its direction was not in agreement. However, we see that the average is very close to the neutral range (agree) as the responses of the sample differ. Some see their work as a barrier to family and social cohesion, while others do not see it as an obstacle.

From the results of the paragraphs, the source of social relationships came in an agreeable direction, as the overall average was 1.74, indicating that the sample agreed that the absence of social relationships is one of the sources of job burnout.

Third: Discussion of the limited authority of work responses.

The responses of the sample individuals to the statements of this source are as follows :

– Statement number 35 (I can implement work-related decisions without referring to my superiors) was only responded to in a non-agreeing direction, according to the opinions of the sample individuals. There are no granted authorities for them to make work-related decisions except for those related to the technical aspects of performing their tasks. The rest of the statements in this source were responded to in an agreeing direction, which was reflected in the overall direction of the source, as the average was 1.73, meaning an agreeing direction. Therefore, there are no authorities granted to workers in the workplace. We find that in public institutions, there is no participation of workers in decision-making as they are subject to laws and regulations.

Fourth: Discussing the answers related to the positive reinforcement source.

– Statement number 40 ("The job gives me a satisfactory social status") came in first place with an arithmetic mean of 1.85 and a positive direction, as individuals in the sample believe that their job gives them a

social status. This is evident in the respect and appreciation that nurses and doctors receive from society. However, the remaining statements related to opportunities and moral incentives, sufficiency of monthly salary, and appreciation from superiors, were not in agreement. The sample agreed that there are no moral incentives such as thank-you messages and certificates of appreciation, and that the monthly salary does not match the efforts exerted and is insufficient. The positive reinforcement source came with an average of 1.56, which means it is in a non-agreeing direction, as individuals in the sample agreed on the absence of positive reinforcement in the specialized hospital for mother and child in Ouargla. This source moves inversely with burnout, as the more it is present, the less burnout there is, and vice versa.

Discussion of the results of Pearson correlation analysis

The results of the Pearson correlation analysis indicated that there were two factors that significantly influenced the functional burnout of the employees at the Mother and Child Hospital in Béchar. The first factor was work pressure and the second factor was social relationships (support), with a significance level of $\text{sig}=0.01$. This is due to the high pressure of work and the shortage of employees because of annual leave, maternity leave, referrals for training courses, and the lack of support from their families and colleagues. The employees expressed a lack of support, particularly from their families and colleagues at times.

On the other hand, there was no significant correlation between the source of limited job authority and the employee burnout at the Mother and Child Hospital in Ouargla. The employees believed that they were capable of making decisions related to their work and that was sufficient for them. Additionally, there was no correlation between positive reinforcement and burnout since the majority of the employees chose their profession because they love it, and not for other reasons. Moreover, most of them expressed that they receive respect and appreciation within and outside the institution due to their profession, which made it less impactful on their job burnout at the specialized hospital for mothers and children in Ouargla.

Conclusion :

In this study, we attempted to measure the level of burnout among employees of the mother and Children's Hospital in Ouargla using the Maslach Burnout Inventory. Additionally, we tried to identify the most significant sources of burnout within the institution, using both a survey tool and interviews with sample individuals. Our findings indicated the following:

Study results:

- The level of job burnout was medium among the workers at the Mother and Child Hospital in Ouargla.
- The level of emotional exhaustion was medium among the workers at the Mother and Child Hospital in Ouargla.
- The level of emotional detachment was low among the workers at the Mother and Child Hospital in Ouargla.
- The level of reduced personal accomplishment was average among the workers at the Mother and Child Hospital in Ouargla.
- Work pressure was ranked first in its impact on the level of burnout.
- Social relationships were ranked second in their impact on the level of job burnout.
- Limited job authority is not a source of job burnout among the workers at the Mother and Child Hospital in Ouargla.
- Positive reinforcement is not a source of job burnout among the workers at the Mother and Child Hospital in Ouargla.

Recommendations:

- It is necessary to focus on employment to increase the number of workers in order to alleviate work pressure.
- Officials should focus on moral incentives to enhance positive feelings among workers and encourage them.
- Redesign and organize the workplace in a more suitable way
- Ensure that workloads and tasks assigned are suitable for the abilities and qualifications of the workers to avoid feelings of helplessness and personal achievement decline.
- Working on Adapting to the work life, including work pressures and intensity.
- Strive to create a cooperative and friendly atmosphere among coworkers, as this leads to raising morale and reducing the risk of burnout.
- Maintain calmness, self-control, patience, and avoid succumbing to anger when dealing with patients to avoid emotional stress easily.
- Try to balance work requirements with home requirements and not mix them to avoid pressure.
- Engage in sports and recreational activities that will renew energy, vitality, and enthusiasm.

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