

The Impact of the Internal Work Environment on the Degree of Job Burnout: An Empirical Study - Civil Status and Passports Department

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Abstract

This study aims to explore the impact of the internal work environment (participation in decision-making, social relations, work pressure, incentives) on the degree of job burnout dimensions (emotional exhaustion, depersonalization, and personal accomplishment).

The study targeted administrative staff in all senior and middle and lower levels of Civil Status and Passports Department- Amman. The study relied on the analytical, descriptive approach, using both of its parts: theoretical and field. For the purposes of this study, (200) questionnaires consisted of (49) items were distributed, (183) of which were valid for analysis so were analyzed, the study showed a number of results including:

-The respondents' perceptions about the importance of the internal working environment were on an average level, as well as their perceptions about the degree of job combustion which were on an average level also

-The study showed that there is a significant effect of the four dimensions of internal work environment on the degree of Job Burnout in the Civil Status and Passports Department, where the dimension of (work pressure) is the most influential.

The study recommended the need to pay attention to workers and the creation of a strong social relationships environment, filled with both types of incentives. It recommended also the need to create suitable atmosphere to reduce work pressure so as to prevent the occurrence of Job Burnout.

Keywords: internal work environment, job burnout, Civil Status and Passport Department.

1. Introduction

Meeting the requirements of the workers in the organization is considered one of its success and sustainability factors. Among the most important factors of those factors is the work environment, as the environment contributes to raising the morale of workers and thus strengthens their belongings and their love for their organization resulting in increasing their productivity and administrative interaction. The internal work environment includes all the factors that have an impact on workers because of the interaction between the environment and workers, smart organizations are those that pay big attention to the morale of workers; this could be achieved through wages, incentives, bonuses, participation in decision-making, authorization and social relations, thus contributing to modify their behavior to become more willing to give and enjoying their work so that it affects positively on the reputation of the organization.

The work environment means all the conditions surrounding workers in the workplace while performing their job, the spatial or temporal or moral and material conditions. The workplace might be suitable where the facilities and services the workers need are available thus they do their utmost in their work, but when the work place is bad where the minimum of comfort requirements are not available, employees and workers will be suffering from lethargy, lack of motivation and poor creativity. There is the time element as well, that the working hours might be long and tiring so that workers spend long hours at work and hardly have enough time to rest and sleep at home, this affects their production negatively. On the other hand, when the work time and duration is convenient, employees will be satisfied and stimulated to work and production. Finally there are tangible and intangible factors that contribute significantly in providing the right environment for staff and employees, for example, when the employer gives the employees bonus or an increase on their salary at the end of each year, this will be an incentive to them, and when he thanks them for their work orally or in writing, this is also a motivation for them. All of these factors contribute greatly to the improvement of working conditions and increase workers' activity. Improving the work environment is important because it can be the reason of job burnout.

Job Burnout phenomenon among workers in government jobs is the result of psychological stress, so workers shall practice how to manage these stresses effectively. Job Burnout is a contemporary common condition and is classified sometimes under the vital administrative problems that indicate that the current organizations are in crisis that might lead towards their collapse and failure.

It should be noted that the term "Job Burnout" was coined by the American psychoanalyst (Herbert Freudenberger), he came up with the term as a result to treating patients attending his psychiatric clinic in New York at the time, and he was the first to enter it into the academic use on (1974) after he noticed that workers in human services occupations are more prone to job burnout because of the daily dealings with large numbers of people and failing to achieve what is expected of them often (Ouda: 17)

Christine Maslach, a psychology professor at the American University of Berkeley, is truly a leader in the study of developing job burnout concepts which are known as "a group of symptoms which are mental and emotional exhaustion, depersonalization and a sense of dissatisfaction of personal accomplishment and professional performance."

Job Burnout occurs when the nature of work does not match the nature of individual, and the more variation, the greater the Job Burnout. Maslach indicated that the basis Job Burnout lies in a number of factors, the most important of which are technological conditions and administrative philosophy of the organization of work. (aleqtisadiah: www.aleqt.com).

Kelabi and Rasheed (2001: 114) see that the phenomenon of Job Burnout appear in individuals who show interest in their jobs, characterizes by idealism and commitment. Engineers and secretaries show these symptoms also. Recent studies have shown that job burnout appears in administrative occupations.

The researcher noticed through her previous administrative experience that the psychological and social working conditions of the public sector institutions are not free from such phenomenon, for example, the employee who work for an organization for long years and remain in the same department without any development or change will inevitably be prone to job burnout and a victim of routine and the monotony of repetitive work.

Therefore; it was necessary to draw attention to this phenomenon, especially since this era requires attention to the staff of public institutions and diligence to get rid of routine and murderous bureaucratic regulations and help the staff get rid of sagging administrative regulations and change policies and sent the spirit of renewal and vitality among employees, to as to spare them being victims of job burnout.

For the application of this study, Civil Status and Passports Department in the capital Amman was chosen because of this department importance in the life of every citizen. Then because it is among the most important and critical departments in HKJ, it must therefore be provided with trained human cadres to work on achieving its goals with high quality and satisfying the workers, which will reflect positively on satisfying its clientele and due to the importance and responsibility of this department, its internal environment work ought to be developed and improved. Internal environment work reflects the psychological and morale condition of employees, which in the end reflect their performance and competence in dealing with the citizens and the ability to solve problems quickly and skillfully.

2. Study Problem

No foundation of our governmental institutions is devoid from work pressure just like other institutions, as the traditional tools are still used in these institutions and it is affected with administrative slack and losing enthusiasm to what is new, so the environment of these institutions is directly responsible about the workers' status and vigor when they perform their duties. Work pressures has spawned many of the current defects of institutions, changing its and its workers conditions, hence the phenomenon of Job Burnout must be discussed, which is so to speak is the a widespread phenomenon that affects the human resources due to an unhealthy work environment, thus job burnout increases with the increase of the complexities of an unstable environment. The work environment is the place where employees share with colleagues all assets of the organization, whether tangible or intangible, and this partnership, including social relationships, values, work pressure and enhancements and incentives that will support the employee and strengthens his relationships with the institution or it makes him disinclined to work for that organization, hates his work and burned by a job and relationships that he does not want to keep, but is forced on them. The purpose of this study is to investigate the impact of the internal work environment on the degree of job burnout, thus the following questions were raised: -

- What is the nature of internal work environment that surrounds the workers in the Civil Status and Passports Department?
- What is the prevalence of Job Burnout phenomenon among workers in the Civil Status and Passports Department?
- What is the impact of the internal work environment on Job Burnout among workers in the Civil Status and Passports Department?

3. The Importance of the Study

Studying the impact of internal work environment on the job burnout degree is theoretically important as it provides information about the phenomenon of job burnout, including suggesting solutions and guidance in order to prevent the spread of the phenomenon as this has a negative impact on public and private institutions. The study practically seeks to inform officials and stakeholders to determine the extent of this phenomenon and specify the causes and make recommendations based on the results of the research

This study is important as it discusses a subject directly related to human resources, on which shoulders the organization stands since the beginning of the appointment, human resources also achieve the organization's goals, carry its culture and identity, store its knowledge, handle and transmit it, as this study draws links between

the internal work environment where the employee works and interact with, and its relation to job burnout, which is one of the important and rarely discussed in the field of administration to the knowledge of the researcher, because it was among the important topics of the specialty of education, psychology and sociology.

4. Objectives of the Study

This study links between two important variables; internal work environment and the phenomenon of job burnout. This study will achieve its goals through the following goals:

- Determining the level of the phenomenon of Job Burnout in the Civil Status and Passports Department.
- Identify internal work environment in the Civil Status and Passports Department.
- Identify the impact of the internal environment of its elements on the degree of Job Burnout among workers in the Civil Status and Passports Department.
- Make recommendations to prevent the emergence of Job Burnout among employees and take actions, if job burnout is found, to help workers get rid of it.

5. The Theoretical Framework and Previous Studies

5.1. Internal Work Environment

The internal environment is of the important issues that contribute to provide the proper work atmosphere for workers. Pioneers of modern thought researchers noticed the concept of the environment and realized its impact on workers and their behavior in the organization, especially in the non-profit organizations, which workers bear the responsibility of maintaining the organization with its culture, knowledge and reputation. Qaryouti (2009: 303) liken the internal work environment to air surrounding us.

Some believe that the internal environment includes several elements, such as organizational structure, human and functional behavior, the degree of sense of responsibility, prevailing relationships within the organization, discretion, the ability to withstand risks, the degree of belonging to the organization, rewards systems, the degree of support in the work (Sherbini 1997, 230).

Viewing the literature of the study the researcher found that there is an agreed- on set of elements such as:

The type of technology used in the organization, regulations and instructions, social relations, the incentive system, the work pressure, leadership style, methods of communications, roles conflict, ambiguity of roles (Qaryouti 303), the researcher has chosen among those elements the ones that suit her study. Elements are to be detailed later.

5.1.1. Participation in Decision-Making

Decision-making process occupies an important place in the activities of the organizations as it contributes to solving the problems and issues that may hinder the work of the organization, and is one of the most important functions of the organization's manager (Tarawneh, 2014).

Participation in decision-making is an important source of expressing workers' ideas and support them morally, which makes them feel their worth and their humanity, helps them strive to improve the working methods and reduce conflicts, train them on ways of brainstorming to extract new ideas, contribute to unlock potentials, it also affects their work satisfaction with the work and motivation and raise productivity have (Herzu-Allah, 2007: 35)

- Advantages of Participation in Decision-Making (Herzu-Allah, 2007: 37-38)

There are many advantages of participation in decision-making in the organization, which positively reflect on systems, employees and officials, those advantages are: first: make employees feel their importance that make them sense their importance and that they're effective valuable individuals. Second: involving workers in decision prevents their resistance to change, third: improve the efficiency of work where observations showed that production rates increase and then employees satisfyingly accept responsibilities, improve the quality of decisions because when notes are made on decisions, possible errors could be predicted early, ensure the assistant in leadership development at the lower levels. In addition, shared decisions are more palatable and are significantly accepted by workers this raises their morale. Another advantage of Involving employees in decision-making allows the discovery of talents and abilities, lastly: shared decisions make work atmosphere open, especially between senior management and other levels.

5.1.2.. Social Relations

Al-Amyan (2013) divides groups within the organization into two groups: formal and informal. Formal groups are those established on the basis of the job within the formal structure, work teams, which are responsible for a specific task, the committees. Informal groups, on the other hand, are those which form as a result of social relations because of friendship ties, personal connections and affiliation to a particular social class. Social relations is considered to be of a significant effect on the organization of in many ways (Mughrabi 2004), including: informal communications offer a chance to get to know the real feelings and attitudes of workers, it is also a way to spread facts and information they want by passing it through unofficial ways. Besides, informal groups are characterized by a degree of cohesion and coherence so that they give higher productivity. Thus it is clear that social relations between individuals saturate the psychological and social needs that are between

employers and employees and between employees themselves, such relationships bestow an atmosphere of cordiality and harmony on the internal work environment and so that it is an incentive for action and cooperation, harmony, and thus increase the loyalty of the organization.

Examining social relations within the organization is a vital and important dimension of dimensions of the organization, because the recognition of how important the nature of these relations reflects the extent of workers' achievements and psychological health and thus their production, these relations, with their advantages and disadvantages, are important and are the basis of the internal work environment, especially as they are related to the human element, which is the intellectual source and the prime operator in most administrative functions.

5.1.3. Lack of Positive Reinforcement

Financial and Moral Incentives

Incentives are what the senior management plan to providing workers of financial rewards and encouragement aiming to encourage them and motivate them to activate their performance to reach the summit of productivity. It is considered among the administrative elements of the internal work environment that help raise the quality of performance and productivity, if it was applied legally and with justice to meet the needs and requirements in the organization.

Qaryouti (2009) says that incentives meant to encourage or stimulate certain individuals to increase production, example of incentives: financial reward, prize or gift all those fall under individual incentives. However, collective incentives aim to encourage cooperation between workers and promote team spirit, thus each individual in the team will be careful not to conflict with colleagues so that their work will not be affected. Examples of collective incentive, prizes awarded to a branch of the bank, a department of a Ministry or a college of a university. Administration can offer the two types of incentives.

There are several types of incentives such as giving workers share of the profit.

Incentives are classified into types:

- Financial incentives: such as Remuneration depending on number of units produced, plans for the sharing profits, incentives on the basis of acquired skills.
- Moral incentives: are very important. Examples include involving workers in setting goals, such as Management by Objectives, recognizing the efforts of the workers like praising workers. Moral prizes might include naming the ideal employee, giving paid recreation vacations, sending thank you letters to employees or giving decorations.

Before giving incentives, motivations of individuals and groups should be examined, as some groups or individuals do not find financial incentives as motives but prefer being given more powers at work, or being invited to participate in conferences.

5.1.4 Work Pressure

The environment in which we live is full of stimuli which have, no doubt, affected the individual not only at home and school but also at work. These pressures had their negative impact on the individual making him live in a state of anxiety, emotion and instability which reflect in his duties at work, as well as his relationship with colleagues in the organization and then affect his health and body. This topic has become one of the most important fields of research for many of the researchers in the administrative and organizational thought; however, these researches remained theoretical studies without being applied. For several reasons the most important of which are: the diversity and overlap of the factors causing pressure, another reason is that researchers do not agree on a specific concept for the work pressure, this makes the researcher far from the subject and makes him adopt a concept consistent with his personal convictions. (Al-Amyan, 2013: 159-162).

Jadallah (2002: 23-24) sees that the pressure is a response to three stages: alarm stage or warning, the resistance stage, and the stage of exhaustion where burnout occurs.

Maher (2011: 384-385) says that there are many causes of work pressures including: the difficulty of the work, problems related to submission to the authority, incompatibility between individual's character and the regulation, competition for resources and conflict on roles and these roles lack clarity.

5.2. Job Burnout

Job Burnout is a common disorder these days, and is one of the things that captured the researchers' thinking due to its negative impacts on the victim, the workplace and colleagues. Definitions of the term "Job Burnout" have abounded, although they all based on the fact that it is caused by stress. Rjuat Metwally (2005) reported that interest in the psychological burnout started in 1960 in the stage of enlightenment, the reason was that some researchers in the industry field noticed a decline in the performance of some of the workers and other negative behaviors including absence from work for long periods. Then in the seventies numerous articles addressed psychological burnout, these articles focused on humanitarian workers, as described by the psychiatrist Freudenberg as a negative phenomenon among professionals who work in the drug addicts' clinic due to excessive pressure on the workers there, then Maslach (1979), a researcher in social psychology, noted that

psychological exhaustion affects individuals with overload and constant pressure which causes the individual to lose feelings toward customers she related that to mental illness and disorder.

Thus we can conclude that the perception was that job burnout affects workers in health care, as they are exposed to a high degree of pressure because they deal with patients, and sometimes witness the death of some patients, in addition to the conflicts with colleagues and managers.

Then the concept of Job Burnout evolved in the early eighties of the twentieth century and became more systematic, where a list was developed for measuring Job Burnout by Maslach and her student Susan Jackson (1981), the list they developed was the first attempt to measure the Job Burnout in the field of health care, then this tool has been developed in (1986) to measure the job burnout for those working in the field of social professions to measure three dimensions: emotional exhaustion, depersonalization, and the lack of a sense of personal accomplishment.

Herbert Freudenberger, the American psychoanalyst who of the term b (burnout) to the academic field in (1974), defined the term as excessive in the individual work in order to be able to meet the work requirements which exceed his capacity.

Maslach defined "Job Burnout" as a psychological stress, emotional exhaustion, depersonalization, and a sense of personal dissatisfaction of personal accomplishments and professional performance.

Rashdan (1995: 24) defined the term as a state of exhaustion affects the stored mental energy of the individual which leads to a status of psychological imbalance (disorder) that develops as a result of severe psychological stress caused by workload and requirements. This case reflects negatively on customers and the workplace.

5.2.1. *Symptoms of Job Burnout Occurrence*

Job Burnout can be inferred of the following symptoms:

- A sense of psychological and physical exhaustion leading to the loss of psychic or moral energy, lack of vitality and activity, lack of sense of self-esteem, negative sense toward work, loss of motivation, negative outlook/perspective of self and the sense of hopelessness and failure.

- Perform work routinely, resistance to change and development, the loss of innovation and the spirit of creativity, lack the motivation to go to work, weak performance of work, a feeling of fatigue and exhaustion, avoiding meeting and communicating with others, in addition to the irrational sense of guilt and remorse (Hayek, 2000: p. 20).

5.2.2 *Theories Explaining Job Burnout*

Three psychological theories have dealt with the concept of Job Burnout through their public frames, where it was linked to the pressures of work and these theories are:

➤ Freudian Theory (Psychoanalytic Theory)

The psychoanalytic theory interpreted Job Burnout as the product of the individual pressure on ego for a long time in order to get the job duties done, causing a great effort and the inability to cope with these pressures in a healthy way. It's the result of the process of repression or abstaining from desires that are unacceptable or even conflicting with personality components so that the conflict between those components ends up in its extreme stages to Job Burnout. or it is a result of the loss of ego its role model which leads to a gap between the ego and the other to whom it was attached, and that the individual loses the support he was waiting for. The theory suggests a remedy for the state of Job Burnout which is emotional venting.

➤ Behavioral Theory

This theory explains Job Burnout as an abnormal behavior the individual learned as a result of inappropriate environmental conditions, the school teacher, for example, may face lack of teaching aids, suffer from uncooperative colleagues and manager, students who lack the motivation to learn, in addition to the pressure of having to provide for his family (wife and children) with the rising cost of living, all this is lead to the stage job burnout. The theory suggests techniques to combat job burnout including: technique of reinforcement and increase support to the individual and self-regulation through relaxation and taking warm baths.

➤ Existential Theory

Existential Theory focuses in the interpretation of job burnout on the lack of existence in the life of the individual, as the loss of meaning of life leads to suffering and existential emptiness that makes him feel the insignificance of his life, and deprive him of the esteem which help him continue his life, leading to not achieving his goal, this makes him prone to job burnout. So the relationship between Job Burnout and loss of sensation of one's significance is mutual as the Job Burnout leads to the loss of meaning of a person's life, and the loss of meaning leads to Job Burnout.

These are the theories that addressed the subject of Job Burnout each of its point of view. Knowing that these three opinions can be combined as the job burnout is psychological pressure resulted from the interaction between the individual attributes and qualities with the surrounding environment, if the surrounding environment was not suitable, this causes psychological burnout which definitely causes job burnout. This may lead the individual to make unwise decisions like quitting his job and this reflects negatively on the whole society (Abu Masoud, 2010: 19-20).

5.2.3. *The Dimensions of Job Burnout*

- Emotional Exhaustion: the employee's loss of sense of self, loss of offering customer care and his sense that his emotional sources are depleted, this exhaustion is usually accompanied by frustration and then the individual loses the sense of his ability to bestow or to perform the responsibilities entrusted to him. Among those feelings also is the sense of dread and awe when thinking of going to work every morning. The state of emotional exhaustion is caused by the large number of customers' demands.

- Feeling of Low Personal Accomplishment

When the employee assess himself and feels like a failure and low sense of competence in the performing his job and his interaction with others, and this happens when the employee sense the loss of personal commitment in labor relations, and because of his failure to continue delivering positive results, this leads to the emergence of stress and depression, and at this stage he believes that his efforts will not yield any effective results and successes so he give up trying.

- Depersonalization in Customer Handling

It is when employees lose the personal character by losing the humane or personal sense in dealing with customers, so employees stop treating them as people but as objects. In this case the employee is characterized with cruelty, pessimism, frequent criticism and blame of colleagues and clients, he is characterized also as frosty, apathetic and does not pay attention to customer care, but tend to go in prolonged rests, and make long telephone calls.

5.2.4. *The Causes of Job Burnout*

Zyoud (2002: 95) says that the causes of job burnout are usually related to work environment with all of its conditions that cause the feelings of pressure, frustration and oppression for long periods of time, in addition to the fact that a few of bonuses are given to employees. These reasons are:

- Personal working relationships, the burden, ambiguity and conflicts on the role, clerical work, lack of rewards and support, poor feedback about the efficiency or inefficiency of performance, wages and incentives systems, increasing bureaucratic tasks, lack of employees' willing to manage work pressure, supervision, boredom at work, personal characteristics of the individual, irritable customers and clients, vague or arbitrary policies, ineffective communication systems and stringent and rigidity of the regulation, Mohammed (2008: 8) adds that there are personal reasons of job burnout, including that the most committed-to work and sincere employee is the most vulnerable to burnout. there are also professional reasons as the individual's career level plays an important role in composition of his personality, as it makes him feel valued, respected and independent so if it lacks enthusiasm and excitement and is overshadowed by the supervision, it will inevitably lead to job burnout which will lead to failure of achieving personal needs and then he will not feel job satisfaction which will lead to job burnout.

5.3 *Civil Status and Passport Department - Amman*

In 1941 offices of the Civil Status and Passport Department were established in different governorates of the Hashemite Kingdom of Jordan, In the West Bank passports office was established in Jerusalem then in Nablus and in Hebron, in the east bank an office was established in the governorate of Irbid and then in Zarqa. In 1966 was the establishment of Civil Status Department to issue the family's books, personal identification cards and temporary residence cards for the people of the Gaza Strip residing in Jordan. This Department and the General Department of passports were both directed by one general manager.

In 1988 the Departments of Civil Status and the General Department of Passports were merged into one department under the name of (Civil Status and Passport Department), and in 1991 ten new offices of the department were established in different regions of the kingdom, then of offices of the department were established, the number of offices in 2001 reached about 74 offices covering all large civil gatherings in the kingdom.

The Department has been developed remarkably as it began using computing systems to store information in the computer and the then the national number was used after that the use of manual records was stopped and then the department shifted completely to the use of computers. Main offices of the department were connected to computer systems in addition to the development of issued documents, for example, the (plastic) personal identification cards. Then the department began to issue machine-readable passport (MRP) and then after encryption system to the department system, in addition to taking personal photos and attaching them to the passport by an images scanner instead of manually stick the photo on the passport, as well as adding shadow image, along with the original photo in the passport and in the personal identification card.

Due to the nature of the department and the data and information available in its database that makes it a suitable base to connect with different state institutions, so it has been involved in the e-government program, at the initiative of his Majesty King Abdullah in 2001. Then procedures were carried out for the development of staff by training sessions and the Cambridge program. A private internet network was set up for the Civil Status and Passport Department and electronic mail –email- service was activated and web-surfing service.

5.4 Previous studies

5.4.1. Studies in Arabic

- Ben Rahmon, Seham 2014, "internal work environment and its impact on job performance" a study on a sample of administrators of faculties and institutes of the University of Batna- Department of Sociology.

The study aims to determine the impact of the internal work environment and its components on the job performance of the administrators of colleges and institutes. Descriptive approach was used. The study population consisted of 529 administrators of the university's colleges and institutes. Among the most important results of the study were: the internal work environment meets its administrative elements positively and effectively (leadership, rules and regulations, specialization Administrative control, administrative contact, official and informal relationships and the system of incentives and rewards), internal work environment meets also its physical elements (lightening, heating, ventilation and office equipment). Results also showed that the leadership style of is not lawless, it also showed that the rules and regulations are not clear and inflexible, and that there are inadequacy between the respondents' specializations and their jobs which is reflect their negative performance. Administrative control is weak. Regarding formal and informal relationships, they are relatively good, while the incentive system is not satisfactory. The study recommended the following: The need to provide a renewed and sophisticated administrative work environment, to explain and clarify the regulations and instructions through pamphlets, to put the right man in the right place, to provide an effective communication system.

- As-Salkhi, Mahmoud (2013) burnout levels among Islamic education teachers working in private schools in the city of Amman, in the light of some variables.

The study aimed to identify the burnout levels among teachers of Islamic education working in the private schools, in Amman, within the following variables (sex, qualification, years of experience, monthly income, age, marital status and the educational taught by the teacher). The study was applied on a random sample of (166) male and female teachers. The researcher used Maslach Burnout Inventory (MBI) of psychological burnout. the study results showed that burnout level among teachers of Islamic education was moderate according to Maslach standards on the dimensions of emotional exhaustion and depersonalization, while burnout level was high on the dimension of lack of personal accomplishment, the results also showed a significant difference of male teachers' burnout level on the emotional exhaustion dimension, and no statistically significant differences on the variables of age and social status. Results showed that highly qualified teachers and teachers with long years of experience and high income are more prone to burnout. Results also showed statistically significant difference depending on the variable of the educational stage taught by the teacher in favor of the primary stage. The most important recommendations of the study are: develop prevention plans by the Directorate Special Education in the capital to curb the spread of the phenomenon of burnout among teachers of Islamic education.

- Qahtani, Saad (2012) the internal work environment's relationship to the morale of workers at the Passports Institute of in Riyadh - Naif Arab University for Security Sciences - Department of Administrative Sciences

The purpose of the study is to identify the relationship between the internal work environment and the morale of workers at Passports Institute in Riyadh, 147 complete-data questionnaires were collected. For the purposes of this study, the researcher used the descriptive approach with both aspects of documentary, and the entrance to the social survey. The most important of the study results are: there are good human relations and restraint between colleagues, that there were no statistically significant differences in the sample population members' perspective about the internal work environment characteristics depending on the variable of rank, years of experience and number of training courses. The most important recommendations of the study are: the need to transfer the current headquarters to a suitable place, increasing moral incentives, diversifying training programs and increasing the rate of participation in decision-making.

- Al-Jaml, Amani (2012), Job Burnout among women working in the Palestinian National Authority institutions in the Gaza Strip

The study aimed to identify the extent of the phenomenon of Job Burnout among women working in the Palestinian Authority's institutions and the impact of the female workers in the study variables (work pressure, leadership style, career recycling, participation in making supportive social decisions) on the degree of Job Burnout among female workers and identify the extent of the existence of statistically significant differences among the sample's answers that rely on personal variables. The study population consisted of all women in the institution of power, who were (9773) female workers and the study was applied on 417 of them. To achieve the objectives of the study, the questionnaire was divided into three axes - personal data- burnout scale- burnout sources. The study results showed that the female workers do not suffer from any of the Job Burnout dimensions (emotional exhaustion, depersonalization, and personal accomplishment), results showed also a positive relationship between the degree of the three dimensions burnout and each of the following variables: work pressure, leadership style, participation in decision-making and social support.

The study recommended the need to provide training programs for the working women to figure out

ways to deal with Job Burnout and develop guidance programs to manage work pressure, and the need to provide social support from family and colleagues.

- Abu Musa, Anwar, 2012. "Job Burnout impact on the employees performance, Case Study on the administrative staff in the Reconstruction Association for Development and Rehabilitation (Emaar)" – Palestine, Khan Younis

The study aims to identify the degree of Job Burnout among administrators in the Reconstruction Association for Development and Rehabilitation- Palestine, Khan Younis and the impact of Job Burnout on the performance of employees, and to reveal the relationship between the phenomenon of Job Burnout and some demographic variables (age, sex, marital status, experience and educational level). Maslach Burnout Inventory (MBI) of psychological burnout was applied on a sample of (50) employees in the Reconstruction Association. Study results showed the degree of job burnout among all the respondents is medium on the emotional exhaustion and depersonalization dimensions, on personal accomplishment dimension the degree of job burnout was low, and there are differences between the respondents on the variable of sex in favor of female workers where their degree of job burnout is higher than that of males. There is no difference between the respondents on the variable of number of years of service. The most important recommendations of the study are: emphasizing on the religious dimension and the need of patience, easing the burden on the workers, put the right man in the right place, holding training courses, redefine work hours.

- Jarrar, Sanabel (2011), the relationship between earnestness in work and burnout among public secondary schools' principals in the provinces of northern West Bank.

The study aimed to determine the impact of each of the variables (sex, educational qualification, experience, salary, location of the school, the number of students, and BA specialization) on the burnout level among school principals.

The study population consisted of all public secondary schools' principals in the northern West Bank's (N=338) principals, and the study was applied on (n=121) of them.

The most important results of the study: the degree of earnestness in work was high; the degree of job burnout was medium on the emotional exhaustion dimension of and low on personal accomplishment dimension, a medium degree on depersonalization toward others. Results showed also that there is a statistically significant correlation between the levels of the concept of earnestness in work: (challenge and change, commitment and involvement, command and control) and the levels of the concept of emotional burnout with its dimensions (emotional exhaustion, depersonalization, and personal accomplishment).

The study recommended: easing the work burden on managers by providing a device that assists the manager in facilitating his work, improve the financial and moral reward system to improve the conditions of managers.

- Abu Asal, Khalil Awad (2011) the moral climate and its relationship to burnout and organizational commitment among the heads of departments in the departments of Education- Jordan

This study aimed to investigate the relationship between the moral climate patterns, burnout and organizational commitment of the heads of departments in 40 of the departments of Education in Jordan (north, center and south regions). 400 questionnaires were distributed to the sample study, which consisted of males only.

The most important study results were: the level of the prevailing moral climate patterns from the viewpoint of heads of departments in general was medium. The degree of burnout was high in the areas of emotional exhaustion and depersonalization. The organizational commitment degree among the sample was medium. The results also show a statistically significant negative relationship between Job burnout and moral climate patterns prevailing in their directorates, and that there is a positive relationship between organizational commitment and the prevailing moral climate patterns, and there were no statistically significant differences in burnout degrees among heads of department's differences on qualification and years of experience variables.

- Abu Masoud, Samaher (2010) Job Burnout phenomenon of the administrative staff at the Ministry of Education and Higher Education in the Gaza strip causes and how to treat it

The study aimed to identify the prevalence of Job Burnout and a number of demographic factors (such as age, salary, sex, job title, marital status). The study population consisted of (N=821) employees. The researcher used Maslach Burnout Inventory (MBI) with some modifications.

The study results included: the workers in general suffer from an average level of job burnout on its two dimensions (emotional exhaustion and depersonalization), while the level of job burnout was low on the dimension of (personal accomplishment). There was a positive relationship between lack of social relationship, work pressure, the conflict of values and the level of job burnout attributed to the (marital status, age, educational qualification, years of service, administrative level), and there was an inverse relationship between the powers of the work and the lack of promotion and the degree of Job Burnout.

The study recommended the need to embrace religious values by colleagues in dealing with each other, the need to break the routine and provide entertainment and incentives for workers by decision-makers so as to mitigate the spread of the phenomenon.

- Zahrani, Nawal (2008), the relationship between Burnout and some personality traits among female workers with persons with special needs, Umm Al Qura University - Department of Psychology

The study aimed to find out the relationship between burnout and some personal traits (emotional stability, sociality, control and responsibility) and find out if there are differences between the mean scores of the burnout levels as a result of differences in demographic variables (years of experience, age, qualification, marital status). The study sample consisted of 150 female workers. Maslach Burnout Inventory (MBI) in addition to a number of statistical analyzes were applied.

The study results were: there is a statistically significant correlation between burnout and some personality traits, and there is an inverse correlation between burnout and the responsibility characteristic,

For the differences, results showed that there are differences between the high degrees and low degrees of burnout on the emotional stability trait, and there are differences in favor of women with working experience of 11-15 years, and differences on the following variables: age, social status and educational qualification.

The study recommended that the need to develop outreach programs to help in the selection of female workers according to professional and personal standards, design and the need to develop preventive programs to help female workers combat the problem of burnout.

5.4.2.. Studies in English

- Thomas, M& others, (2014) “Correlates of Job Burnout among Human Services Workers: Implications for Workforce Retention” California

The study aimed to examine the relationship between Job Burnout on humanitarian service staff in central California. The researchers used a model composed of 13 elements of burnout which have been distributed to (n=288)

The results showed that there is a medium to high average level of job burnout on the elements of work pressure, age, sex and educational level and experience. The results of statistical analysis showed that the pressure work pressure was the most influential element on Job Burnout among staff.

The study recommended: the need to develop creative ways to manage the work pressure, reconsider the laws and regulations in line with the new economic situation of the sector of the workers in humanitarian services sector, support workers with Job Burnout by developing strategies including work teams, support teams, provide breaks for workers, reschedule work hours to make the work flexible and identify time management skills.

- Sowmya & Panchanatham, (2011), ”Job Burnout : An outcome of Organization Politics in Banking Sector “ in India

The study aimed to find out the main reasons that cause Job Burnout as outputs of regulatory policies, and work to make suggestions to mitigate this phenomenon, the study was applied on workers in the banking sector in the Indian city of Chennai.

The most important of the study results were: the workers in this sector, whether public or private feel completely exhausted, and they are bound to obligations and responsibilities related to the work environment including arduous tasks, they are also emotionally exhausted and they suffer from work stress as a result to dealing with the public. One of the most important results of this study was that the job burnout among younger workers is significantly high.

As for the most important recommendations of the study: the need to working on solving problems in a short time to prevent stress and anxiety that can raise the job burnout levels among workers

- Bayram, & others, (2010)”Burnout, Vigor and Job Satisfaction among Academic Staff” in Turkey

The study aimed to identify the degree of job burnout and vigor among the academic staff and its relationship to job satisfaction, depression, anxiety and stress. For the purposes of this study, a questionnaire form was distributed to academics workers in the Turkish institutions.

Among the most important of the study results were: the Job Burnout phenomenon is wide spread among academics. The most common dimension was the emotional exhaustion. Female workers are more prone to job burnout than males. Depression is directly related to job burnout, while anxiety and stress are linked indirectly to job burnout through the influence of depression.

The most important recommendations of the study were: the need to providing breaks for academics through organizing the course and the need to provide means of entertainment within universities, providing a suitable environment for communication and social life.

- Doganer & Alparslan (2009) “Relationship between levels of burnout of midwives who work in Sivas, Turkey province center and identified sociodemographic characteristics”

This exploratory study aimed to identify the relationship between some of the demographic variables and levels of burnout among midwives in Sivas Eastern Turkey province center. The study population consisted of (N=257) midwives, the study was applied on a sample of (n= 147), the rest of the midwives (110) refused to participate in the study. The research data were collected on a 28-item questionnaire prepared.

The study results included: that there some socio-demographic characteristics of midwives (personal

characteristics, place of employment, work schedule, length of employment, school from which graduated) had an impact on burnout. Age, marital status, number of children, work area and work schedule were not found to have an impact on the midwives' burnout.

The most important recommendations of the study were: Young people need to be kept informed when they make their choice of profession, shift work systems may be arranged to meet ergonomic criteria and the personal of midwives. In addition, occupational health education should be given to midwives to improve their professional skills.

5.5 Operational Definitions

- **Job Burnout:** a state of emotional and physical exhaustion, as a result to suffering from pressures, that is, it refers to the negative changes in the relationships and attitudes of the individual towards others, because of the emotional and psychological excessive requirements and that will be measured in the resolution of (1-21)
- **Emotional Exhaustion:** physical and emotional depletion and a feeling of being exhausted in terms of emotion and mind and conscience, leading to deficits, anxiety and nervousness in addition to low morale, and he felt that he had nothing to offer due Daot work and this is caused by the depletion of the emotional energy that will be measured in resolution (1-9)
- **Depersonalization:** is the detachment from the personal properties that is lack of interest of work and others which have a negative and cynical attitudes, dealing with colleagues as objects positions and practicing cruelty with negative feelings, which will be measured in the questionnaire (1-14)
- **Lack of Personal Accomplishment:** the employee assess himself in a negative way and not feel that he is not competent and not capable of achievement, feels that he is incompetent to deal with employees and customers, suffers from a lack of ability to cope with problems which he faces at work, and then start complaining of work (15-21).
- **Work Environment:** is everything that surrounds the organization whether tangible or intangible assets, including: organizational structure, technology, buildings, the culture of the organization, work pressure, leadership, work clocks, positive reinforcement, social relations, decision-making, participation of workers and the leadership style, which will be measured by paragraphs (22-49)
- **Participation in Decision-Making:** means the freedom granted to employees to make decisions, freedom to express opinions and freedom in the performance of the tasks assigned to the employee. (22-26)
- **Social Relations:** are the relationships that arise between the workers themselves and between them and managers, and these relationships is an employee of belonging and provide help to solve problems and exchange views, visits and make the workplace a place for expression of cooperation and love, which will be measured to paragraphs (27-34)
- **Work Pressure:** is everything that surrounds the individual within the organization and forces him to interact with it, which might cause him oppression, emotion and instability, which might be threats or opportunities for him. These will be measured in paragraphs (35-40)
- **Lack of Positive Reinforcement (Incentives):** reinforcement means the moral and financial support in exchange for efforts and perseverance of the employee, incentives may include: promotion, bonus, a thank you book, an increase on the salary, or training courses (41-49).

5.6. Hypotheses

5.6.1 The First Major Null Hypothesis

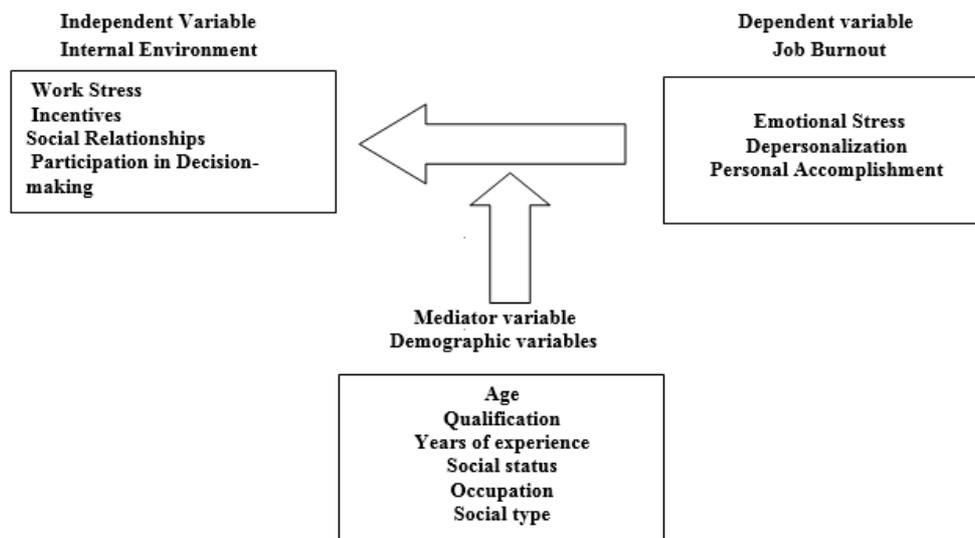
There is no statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) on the level of Job burnout dimensions (emotional exhaustion, depersonalization and lack of sense of personal accomplishment) among workers in the Civil Status and Passports Department. This hypothesis can be subdivided into the following sub-hypotheses:

- **First Sub-Hypothesis:** There is no statistically significant effect of the internal work environment on the degree of emotional exhaustion among workers in the Civil Status and Passports Department.
- **Second Sub-Hypothesis:** There is no statistically significant effect of the internal work environment on the degree of depersonalization among workers in the Civil Status and Passports Department.
- **Third Sub-Hypothesis:** There is no statistically significant effect of the work environment on the degree of feeling of personal accomplishment among the administrative staff in the civil Status and Passports Department.

5.6.2. Second Major Null Hypothesis

No statistically significant differences between the respondents' answers about the degree of the three dimensions of job burnout among workers in the Civil Status and Passports Directorate Department attributed to demographic variables

The Study Model



6. The Study Methodology

Previous studies and theoretical research that enhances the theoretical framework upon which the study have been reviewed, then the information was collected from the field by a questionnaire developed and analyzed based on a number of means and statistical tools for the purposes of this study in order to identify the impact of the internal work environment on the degree burnout among workers in the civil Status and Passports Department.

6.1. The Study Population

The study population consisted of all administrative staff in the civil Status and Passports Department. (200) questionnaires were distributed among which (17) were excluded, leaving (183) valid questionnaires for analysis.

6.1.1. Description of the Study Sample Characteristics

This section includes a description of identifiable and demographic characteristics of the study sample individuals, namely: (gender, age, educational qualification, years of experience, and career level). In order to describe the characteristics of the study sample, the following were found: duplicates and percentages of demographic variables for members of the study sample as follows:

Table (1) the Distribution of Respondents on Demographic Variables

Variable	Category	Repetition (Sample size = 183)	Percentage %
Type	Male	97	53.0%
	Female	86	47.0%
Age	30 years and less	50	
	31- 40 years	62	33.9%
	41- 50 years	57	31.1%
	51- 60 years	14	7.7%
Qualification	High school or less	26	14.2%
	Intermediate Diploma	70	38.3%
	BA	62	33.9%
	Higher education	25	13.7%
Years of experience	5 years old or less	54	29.5%
	6-10 years	48	26.2%
	11- 15 years	45	24.6%
	Older than 15 years	36	19.7%
career level	Director General or assistant director	39	21.3
	Unit director or department director	30	16.4
	Department head	41	22.4
	Writer	73	39.9

It is shown in Table 1 that the percentages of males and females in the civil Status and Passports Department are approximate, where the percentage of males was (53.0%), while the percentage of females was (47.0%), and this shows the fairness of the selection in recruitment where the selection is based on meeting standards, not on the sex. the sample was classified also by age groups, where in the percentage of the category (51-60 years) was the lowest percentage (7.7%); this is due to the retirement system as this Department follow the Civil Service Bureau.

The medium-diploma and bachelor holders were the majority of the sample, where the intermediate diploma holders formed (38.3%) of the sample, while bachelor's degree holders were (33.9%) because these are the educational degrees required for recruitment as the university graduate holds a bachelor's and college graduate degrees holds a diploma degree.

We note also that the respondents were distributed on the experience categories in approximate ratios, where the category of experience (over 15 years) was the lowest, and this is consistent with the age groups. Finally, the function of (writer) is the largest proportion, which amounted to (39.9%), while the other job categories were of lower rates, and this is consistent with the administrative hierarchy of organizations, where the number of employees increases towards the base of the pyramid.

6.2. The Study Tool:

the researcher used a questionnaire, which consists of two parts:

The first section includes demographic variables (personality traits)

The second section includes the areas of the study which consists of 49 items classified into two axes

The first axis is the internal work environment, which is consisted of (28) items and measures four areas, namely: the work pressure, social relations, incentives and participation in decision-making.

The second axis is Job burnout Scale which consisted of (21) items developed by Maslack and Jackson, known as Maslach Burnout Inventory (MBI), where the scale is divided into three dimensions (emotional exhaustion which consists of nine paragraphs – depersonalization which consists of five paragraphs - and personal accomplishment which consists of 7 paragraphs. Likert scale has been used to measure respondents' responses which are five points.

6.2.1 Test the Reliability of Study Tool

the researcher tested the stability of the tool used to measure variables included in this study by using Cronbach Alpha Coefficient testing, where the result of the scale is statistically acceptable if the value of Cronbach's alpha is greater than (0.60) (Sekaran, 2006, 311), and the closer the value to 100% this indicates a higher degree of stability of the study tool. Data in table (2)

Cronbach Alpha internal consistency Coefficient was measured to the variables of the study and to the dimensions and the study tool as a whole, to find out the consistency in the answers; and that, as in Table (2):

Table (2) Internal Consistency Coefficient Values

No.	Dimension	Alfa value
1	Emotional exhaustion (EE)	0.826
2	Depersonalization (D)	0.774
3	Personal accomplishment (PA)	0.753
4	Job Burnout	0.865
5	Participation in decision-making	0.756
6	Social relations	0.722
7	Work pressure	0.818
8	Incentives	0.871
9	Work environment	0.912
All paragraphs		0.937

The results of reliability in Table (2) show that values of the internal consistency Cronbach's alpha coefficient of the paragraphs of the study tool ranged between (0.722-0.912), the alpha value for all paragraphs reached (0.937), this confirms the consistency between the paragraphs of the study tool, and its reliability and that it can be used for statistical analysis of the study, because all the values are greater than the conventional measure of the stability of (0.60).

6.3 Statistical Treatment

6.3.1 Analysis of the Study Questions

Table (3) the arithmetic means, and standard deviations for the dimensions of Job burnout, and comparison between them

No.	Dimension	mean	Standard deviation	Rank	Relative importance
1	EE*	3.504	0.755	2	medium
2	D **	3.257	0.872	3	medium
3	PA ***	3.540	0.725	1	medium
Job burnout		3.434	0.585		medium

*EE: emotional exhaustion. **D: depersonalization. ***PA: personal accomplishment

<p>The results (Table 3) show that the level of Job burnout scale in terms of the relative importance is medium, with a mean (3.434) and standard deviation (0.585), the table also shows that the (personal accomplishment) dimension came in first place with an average (3.540) and standard deviation (.725), and medium relative importance, while the (depersonalization) dimension came in the latest rank with average (3.257) and standard deviation (0.872), and medium relative importance. General scale</p>	3.526	0.702	medium
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Arithmetic means of the dimensions of the independent variable (work environment) and the comparison between its dimensions, as in the following table:

Table (4) The Arithmetic Means, and Standard Deviations of the Paragraphs of the Work Environment

No.	Dimension	Mean	Standard Deviations	Rank	Relative Importance
1	participation in decision-making	3.578	0.817	1	medium
2	Social relations	3.526	0.702	2	medium
3	Work pressure	0.889	0.889	3	medium
4	Incentives	0.897	0.897	4	medium
work environment		3.440	0.636		medium

Results in table (4) show that the level of the work environment scale is medium relative importance, with mean (3.440) and standard deviation (0.636), the table also shows that the mean of the (participation in decision-making) dimension is (3.578) standard deviation (0.817), and the relative importance of medium making this dimension come in first place. While the dimension (incentives) came in the latest rank, with a mean (3.265) and standard deviation (0.897), and a medium the relative importance.

6.3.2 Multicollinearity Test

To test the suitability of the study data for the analysis of linear regression analysis and parametric tests, Multicollinearity has been tested, this phenomenon indicates that two or more predictor variables are highly correlated, which inflates the Coefficient of determination R² and makes it larger than the actual value, therefore; variance inflation factor (VIF) of each variable was calculated according to the hypothesis being tested, and the results were as follows:

Table (5): Results of the Multicollinearity between Independent Variables

Variable	VIF
Participation in decision-making	1.528
Social relations	1.497
Work pressure	1.447
Incentives	1.593

Table (5) shows that the variance inflation coefficient values were all greater than 1 and less than 10, which indicates the **Multicollinearity** problem is not found between the variables of the study.

To confirm the previous result was used Pearson correlation coefficients between the independent variable dimensions to make sure that there is no **Multicollinearity** problem between sub-variables to the independent variable.

Table (6) The Correlation Matrix Dimensions of the Work Environment

variable	Participation in decision-making	Social relations	Work pressure	incentives
Participation indecision-making	1.000			
Social relations	0.511**	1.000		
Work pressure	0.390**	0.397**	1.000	
Incentives	0.512	0.444**	0.512**	1.000

(**) At the level of significance 0.01

table (6) shows that the highest correlation between the independent variables is (0.512) between the two variables (work pressure) and (incentives), while the correlation coefficient values between other independent variables was less than that, this shows the Multicollinearity phenomenon is not found between the independent variables of the study, where they all came less than (0.80); therefore the sample is free of Multicollinearity problem (Gujarati, 2004, 359).

6.3.3 Testing Hypotheses

In this part of the study we review the test hypotheses, where the first major hypothesis and the relative hypotheses were analyzed using Multiple linear regression, while the second hypothesis was tested by Independent sample t-test, and Oneway- ANOVA, the results were as follows:

-Testing the First Main Hypothesis H01

There is no statistically significant effect of internal work environment dimensions (participation in decision-making, social relations, work pressure, incentives) among workers in the Civil Status and Passports Department on the degree of Job burnout.

Table (7) Testing Results of the Impact of Work Environment Dimensions Pooled on Job Burnout

variable	Model Summery		ANOVA		Coefficient table				
	R	R ²	Calculated F	Sig F	Dimension	B	SE**	T	Sig t
Job Burnout	0.708	0.501	44.754	0.000	Participation in decision-making	0.158	0.047	3.374	0.001
					Social relations	0.109	0.054	2.023	0.045
					Work pressure	0.323	0.042	7.716	0.000
					Incentives	0.022	0.044	0.506	0.613

* The impact is statistically significant at the level of ($\alpha \leq 0.05$)

**SE: Standard error

Results in Table (7) indicate that the impact of the independent variables (the dimensions of the work environment) on the dependent variable (Job Burnout) is a statistically significant effect, where the F calculated value is (44.754), and the level of significance (Sig = 0.000), which is less than 0.05, where it the value of the coefficient of determination is (R2 = 0.501) which indicates that (50.1%) of the variance in (Job Burnout) can be explained by the variation in (the dimensions of the work environment) pooled.

Coefficients table showed that the value of B on (participation in decision-making) dimension is (0.158) and that the t-value of it is (3.374), and the level of significance (Sig = 0.001), suggesting that the impact of this dimension is significant. The value of B on the dimension of (Social Relations) is (0.109) and t-value of it is (2.023), and the level of significance (Sig = 0.045), suggesting that the impact of this dimension is significant also. Value B on the (work pressure) dimension is (0.323) and the t-value of it is (7.716), and the level of significance (Sig = 0.000), suggesting that the impact of this dimension is significant. The value of B on the (incentives) dimension is (0.022) and t-value of it is (0.506), and the level of significance (Sig = 0.613), suggesting that the impact of this dimension is insignificant.

Based on the foregoing, the first main hypothesis is rejected and the alternative hypothesis is accepted, the alternative hypothesis states:

There is a statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) among workers in the Civil Status and Passports Department on the degree of Job Burnout.

-Testing the First Sub-Hypothesis H01-1

There is no statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) on the degree of emotional exhaustion among workers in the Civil Status and Passports Department.

Table (8) *test results of the Impact of the Pooled Dimensions of Work Environment on Emotional Exhaustion

variable	Model Summary		ANOVA		Coefficient table				
	R	R ²	Calculated F	Sig F	Dimension	B	SE**	T	Sig t
Emotional exhaustion	0.605	0.366	25.723	0.000	Participation in decision-making	0.091	0.068	1.337	0.183
					Social relations	0.170	0.079	2.166	0.032
					Work pressure	0.474	0.061	7.780	0.000
					Incentives	-0.145	0.063	-2.291	0.023

* The effect is statistically significant at the level of ($\alpha \leq 0.05$)

**SE: Standard error

Results in Table (8) indicate that the impact of the independent variables (the dimensions of the work environment) on the dependent variable (emotional exhaustion) is a statistically significant effect, where the F calculated value is (25.723), and the level of significance (Sig = 0.000), which is less than 0.05, The value of the coefficient of determination ($R^2 = 0.366$) which indicates that (36.6%) of the variation in the (emotional exhaustion) can be explained by the variation in (the dimensions of the work environment) pooled.

Coefficients table showed that the value of B on (participation in decision-making) dimension is (.091) and t-value of it is (1.337), and the level of significance (Sig = 0.183), suggesting that the effect of this dimension is a significant. The value of B on the dimension of (social relations) is (0.170) and the t-value of it is (2.166), and the level of significance (Sig = 0.032), suggesting that the impact of this dimension is significant. Value B on the (work pressure) dimension is (0.474) and the t-value of it is (7.780), and the level of significance (Sig = 0.000), suggesting that the impact of this dimension is significant. The value of B on the (incentives) dimension is (-0.145) and the t-value of it is (-2.291), and the level of significance (Sig = 0.023), suggesting that the impact of this dimension is insignificant.

Based on the foregoing, the first null sub-hypothesis is rejected and the alternative hypothesis is accepted, the alternative hypothesis states:

There is a statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) among workers in the Civil Status and Passports Department on the degree of emotional exhaustion.

- Testing the Second Sub-Hypothesis H01-2

There is no statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) on the degree of depersonalization among workers in the Civil Status and Passports Department.

Table (9) *Test results of the Impact of the Pooled Dimensions of Work Environment on Depersonalization

Variable	Model Summary		ANOVA		Coefficient table				
	R	R ²	Calculated F	Sig F	Dimension	B	SE**	T	Sig t
Depersonalization	0.573	0.328	21.759	0.000	Participation in decision-making	-0.120	0.084	-1.483	0.140
					Social relations	0.132	0.093	1.419	0.158
					Work pressure	0.411	0.072	5.672	0.000
					Incentives	0.216	0.075	2.867	0.005

* The effect is statistically significant at the level of ($\alpha \leq 0.05$)

**SE: Standard error

Results in Table (9) indicate that the impact of the independent variables (the dimensions of the work environment) on the dependent variable (depersonalization) is a statistically significant effect, where the F calculated value is (21.759), and the level of significance (Sig = 0.000), which is less than 0.05, The value of the coefficient of determination ($R^2 = 0.328$) which indicates that (32.8%) of the variation in the (depersonalization) can be explained by the variation in (the dimensions of the work environment) pooled.

Coefficients table showed that the value of B on (participation in decision-making) dimension is (-120) and t-value of it is (-1.483), and the level of significance (Sig = 0.140), suggesting that the effect of this dimension is insignificant. The value of B on the dimension of (social relations) is (0.132) and the t-value of it is (1.419), and the level of significance (Sig = 0.158), suggesting that the impact of this dimension is significant.

Value B on the (work pressure) dimension is (0.411) and the t-value of it is (5.672), and the level of significance (Sig = 0.000), suggesting that the impact of this dimension is significant. The value of B on the (incentives) dimension is (0.216) and the t-value of it is (2.867), and the level of significance (Sig = 0.005), suggesting that the impact of this dimension is significant.

Based on the foregoing, the second null sub-hypothesis is rejected and the alternative hypothesis is accepted, the alternative hypothesis states:

There is a statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) among workers in the Civil Status and Passports Department on the degree of depersonalization.

- Testing the third sub-hypothesis H01-3

There is no statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) on the degree of personal accomplishment among workers in the Civil Status and Passports Department.

Table (10) *Test results of the impact of the pooled dimensions of work environment on personal accomplishment.

variable	Model Summary		ANOVA		Coefficient table				
	R	R ²	Calculated F	Sig F	Dimension	B	SE**	T	Sig t
personal accomplishment	0.624	0.390	28.452	0.000	Participation in decision-making	0.503	0.064	3.374	0.001
					Social relations	0.025	0.074	0.335	0.738
					Work pressure	0.084	0.057	1.460	0.146
					Incentives	-0.005	0.060	-0.077	0.938

* The effect is statistically significant at the level of ($\alpha \leq 0.05$)

**SE: Standard error

Results in Table (10) indicate that the impact of the independent variables (the dimensions of the work environment) on the dependent variable (**personal accomplishment**) is a statistically significant effect, where the F calculated value is (28.425), and the level of significance (Sig = 0.000), which is less than 0.05, The value of the coefficient of determination ($R^2 = 0.390$) which indicates that (39.0%) of the variation in the (**personal accomplishment**) can be explained by the variation in (the dimensions of the work environment) pooled.

Coefficients table showed that the value of B on (participation in decision-making) dimension is (0.503) and t-value of it is (7.830), and the level of significance (Sig = 0.000), suggesting that the effect of this dimension is significant. The value of B on the dimension of (social relations) is (0.025) and the t-value of it is (0.335), and the level of significance (Sig = 0.738), suggesting that the impact of this dimension is insignificant. Value B on the (work pressure) dimension is (0.084) and the t-value of it is (1.460), and the level of significance (Sig = 0.146), suggesting that the impact of this dimension is insignificant. The value of B on the (incentives) dimension is (-0.005) and the t-value of it is (-0.077), and the level of significance (Sig = 0.938), suggesting that the impact of this dimension is insignificant.

Based on the foregoing, the third null sub-hypothesis is rejected and the alternative hypothesis is accepted, the alternative hypothesis states:

There is a statistically significant effect of the internal work environment dimensions (participation in decision-making, social relations, work pressure and incentives) among workers in the Civil Status and Passports Department on the degree of personal accomplishment.

- Testing the second main null hypothesis H02

There are no statistically significant differences in the degree of the three dimensions of job burnout among workers in the Civil Status and Passports Department attributed to demographic variables.

the sub-hypotheses of this hypothesis were tested using Independent Sample T-TEST and One-way ANOVA test. The results were as follows:

1. Gender

Table (11). *Testing differences in job burnout attributed to the gender variable

Gender	Mean	Standard deviation	Value of difference	t-value	Sig
Male	3.4606	0.6299	0.0576	0.664	0.507
Female	3.4030	0.5312			

*The effect is statistically significant at the level of ($\alpha \leq 0.05$)

The table indicates that the difference between the means of male and female responses about job burnout is (0.0576) in favor of males, which is not statistically significant, where the calculated t-value of it is ($t = 0.664$) and the level of significance ($Sig = 0.507$) which is greater than 0.05, thus we can conclude that there are no significant differences in job burnout attributed to gender.

2- Age

Table (12). Testing differences of job burnout attributed to the age variable

Age	source of variation	Sum of squares SOS	Degree of freedom DF	Mean Square MS	Calculated t-value	Sig
Job burnout	Between groups	5.435	3	1.812	5.709	00.01
	Inside groups	56.799	179	0.317		
	Total	62.234	182			

The table shows that there are significant differences in the responses of respondents on job burnout attributed to the age variable, where the calculated t-value of it is ($t = 0.664$) and the level of significance ($Sig = 0.507$) which is greater than 0.05, thus we can conclude that there are no significant differences in job burnout attributed to gender.

To identify the source of the difference; Scheffé's test for a posteriori comparisons was used, and the results were as follows:

Table (13) Scheffé's test for a posteriori comparisons between means of the *differences to identify the differences in job burnout attributed to the age variable

Category	Mean	30 years and less	31- 40 years	41- 50 years	51- 60 years
		3.2886	3.3323	3.6877	3.6478
30 years and less	3.2886				
31- 40 years	3.3323	-0.0437			
41- 50 years	3.6877	-0.3991*	-0.3554*		
51- 60 years	3.6478	-0.0762	-0.0325		

(*) Significant at significance level of 0.05.

Table (13) shows that there is a statistically significant difference in the sample responses about job burnout attributed to the age variable between the age category: (41-50 years old) on one hand, and the two age categories: (30 years and below) and (31-40 years old) on the other hand, where the value of the difference (0.3991) and (0.3554) in favor of the two categories (30 years and below) and (31-40 years old)

3- Qualification

Table (14). Testing differences of job burnout attributed to the qualification variable

Age	source of variation	Sum of squares SOS	Degree of freedom DF	Mean Square MS	Calculated t-value	Sig
Job burnout	Between groups	3.048	3	1.016	3.072	0.029
	Inside groups	59.186	179	0.331		
	Total	62.234	182			

The table shows that there are significant differences in the responses of respondents on job burnout attributed to the qualification variable, where the calculated t-value at the significance level ($\alpha \leq 0.05$) is ($t = 5.709$) and the level of significance ($Sig = 0.001$) which is less than 0.05, thus we can conclude that there are significant differences in job burnout attributed to qualification.

To identify the source of the difference; Scheffé's test for a posteriori comparisons was used, and the results were as follows:

Table (15) Scheffé's test for a posteriori comparisons between means of the differences to identify the differences in job burnout attributed to the qualification variable

Category	mean	High school or less	Intermediate Diploma	BA	Higher education
		3.5220	3.3782	3.3418	3.7239
High school or less	3.5220				
Intermediate Diploma	3.3782	0.1438			
BA	3.3418	0.1802	-0.0364		
Higher education	3.7239	-0.2019	-0.3821*		

(*) Significant at significance level of 0.05

Table (15) shows that there is a statistically significant difference in the sample responses about job burnout attributed to the educational qualification variable between the (higher education) category and (BA) category, where the value of the difference is (0.3821) in favor of the (higher education) category.

4. Years of Experience

Table (16). Testing differences of job burnout attributed to the experience variable

Years of Experience	source of variation	Sum of squares SOS	Degree of freedom DF	Mean Square MS	Calculated t-value	Sig
Job burnout	Between groups	0.965	3	0.322	0.940	0.423
	Inside groups	61.269	179	0.342		
	total	62.234	182			

The table shows that there is no significant differences in the responses of respondents on job burnout attributed to the experience variable, where the calculated t-value at the significance level ($\alpha \leq 0.05$) is ($t = 0.940$) and the level of significance ($Sig = 0.423$) which is greater than 0.05, thus we can conclude that there is no significant differences in Job Burnout attributed to the number of years of experience.

5- Career level

Table (17). Testing differences of job burnout attributed to the career level variable

Career level	source of variation	Sum of squares SOS	Degree of freedom DF	Mean Square MS	Calculated t-value	Sig
Job burnout	Between groups	10.614	3	3.538	12.269	0.000
	Inside groups	51.620	179	0.288		
	total	62.234	182			

the table shows that there are significant differences in the responses of respondents on job burnout attributed to the career level variable, where the calculated t-value at the significance level ($\alpha \leq 0.05$) is ($t = 12.269$) and the level of significance ($Sig = 0.000$) which is less than (0.05), thus we can conclude that there are significant differences in job burnout attributed to the career level

To identify the source of the difference; Scheffé's test for a posteriori comparisons was used, and the results were as follows:

Table (18) Scheffé's test for a posteriori comparisons between means of the differences to identify the differences in job burnout attributed to the career level variable

Category	Mean	Director General or assistant director	Unit director or department director	Department head	writer
		3.5220	3.3782	3.3418	3.7239
Unit director or department director	3.8289				
Unit director or department director	3.5297	0.2992			
Department head	3.4158	0.4131*	0.1139		
Writer	3.1929	0.6360*	0.3368*	0.2229	

(*) Significant at significance level of 0.05.

Table (18) shows that there is a statistically significant difference in the sample responses about job burnout attributed to the career level variable between the category: (Director General and assistant director) on one hand, and the two categories: (head of department) and (writer) on the other hand, where the value of the difference (0.4131) and (0.3630) in favor of the category of (Director General and assistant director).

There was also a statistically significant difference in sample responses about job burnout attributed to the functional level variable between the category: (unit manager or director of department) and the (writer) category, where the value of the difference is (0.3368) in favor of the (unit manager or director of Department) category.

7. Conclusions and Recommendations

7.1. Conclusions

In light of the foregoing, the study concluded the following conclusions:

How widespread is the phenomenon of job burnout among workers in the Civil Status and Passports Department?

The results showed from the perceptions of the respondents that the phenomenon of job burnout exists on a medium level among the workers in the Civil Status and passports Department, which had a mean (3.434), the mean personal accomplishment dimension (3.540), and it was found that after personal accomplishment came in

the first rank, that is because workers cannot stop the work even if they were bothered, but to cope with problems quietly seeking accomplishment. Depersonalization came on last rank with a mean (3.257) because employees cannot get tough on the reviewers, but have to deal respectfully with all reviewers otherwise they will be subjected to accountability and punishment.

The results also showed that a medium nature of the internal work environment that surrounds the workers, and had a mean (3.440). It is found that the dimension of participating in decision-making came in the first place this is due to the importance of the workers' participation and the high spirit they feel when they participate in decision-making and this makes them feel not marginalized them and they are significant to their employers. Incentives came in the last rank; that is because of the biased promotions, non-continuous appreciation expressed by employers and that the senior management overlooks the importance of thank-you books and appreciation books in boosting employees' morale. In addition to the workers' feeling that their salaries are not commensurate with the load of work they do.

Results showed that there is a statistically significant effect of the internal work on the degree of job burnout, where the value of the coefficient of determination ($R= 0.501$) which indicates that (50.1%) of the variation in the Job Burnout can be explained by the variation in the pooled dimensions of the work environment. the value of sig was less than the value of alpha, this confirms that there is an impact of the internal work environment on the degree of job burnout among workers, and this leads to reject the main hypothesis: "There is no impact of the internal work environment on job burnout" and accept the alternative hypothesis: "There is a statistically significant effect of internal work environment on job burnout" in the Civil Status and Passports Department. this shows that the healthy work environment characterized by flexibility and cooperation have a significant effect on the psychological health which spares employees of job burnout risks and strengthens the workers' relationship with their institutions and prevents job rotation.

The results lead to conclude that there is no difference in the degree of job burnout between male and female workers in the Civil Status and Passports Department, this shows that tasks is not assigned to employee based on sex. Results show that the employees of the younger age categories (less than 30 years) and (31-40) years are more susceptible to job burnout than the employees of the age category ranging between (41- 50) years; as the employees of this age category enjoy greater degree of patience, endurance, and experience than the younger age categories. The respondents responses on job burnout showed that the higher education graduates are more burned out than the respondents with bachelor's degree, this is attributed to the large number of responsibilities they bear and the tasks entrusted to them make them more tense and more careful to perform their properly and distinctively.

As for the years of experience no differences were found in the variable of sex, and that this is due to that the tasks assigned to employees regardless of their sex, as mentioned before.

As for the functional level there are clear significant differences. it was found that the degree of job burnout was greater among (Director General and Assistant Director) as well as (unit director and director of the Directorate) who have a higher degree of job burnout than the (department head and writer), meaning that the higher the job title on the career pyramid the higher the job burnout among staff.

7.2. Recommendations

1. The study recommends the need to alleviate the pressures of work during office hours, by allocating some time to talk and exchange knowledge, and group session with the manager with a cup of coffee would activate the staff, and relief their work pressure.
2. Spread the spirit of teamwork and encourage the establishment of good social relations that help relieve pressure at work.
3. Providing places for entertainment and involving workers in health clubs and restaurants to consolidate their relationships and strengthen their belonging to the Department
4. Not overworking employee with tasks more than what they can achieve, so that they do not become exhausted all the time.
5. Giving more financial and morale incentives, as it make workers stay at their job positions and reduce job rotation and prevents job burnout.
6. encouraging informal relations, allowing the establishment of good relations between employees as this help increases the employees belonging to the Department.

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