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The Impact of Job Burnout on Employees' Performance: An Analytical Study of Opinions of a Sample of Employees at Polytechnic Colleges of Al-Furat Al-Awsat Technical University

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Abstract: The current study aimed to identify the impact of job burnout dimensions (Emotional Exhaustion, Depersonalization, and Lack of Personal Accomplishment) on employees performance at Polytechnic Colleges (Karbala and Al-Qadisiyah) affiliated with Al-Furat Al-Awsat Technical University (ATU). The study adopted the descriptive-analytical approach, utilizing an electronic questionnaire distributed to the research population. The final sample consisted of (108) respondents. Data were analyzed using the Statistical Package for the Social Sciences (SPSS v.26). The results revealed a statistically significant inverse correlation between job burnout and employee performance. Specifically, "Lack of Personal Accomplishment" was found to have the most significant negative impact on performance. Interestingly, "Depersonalization" did not show a statistically significant effect, indicating employees' professionalism. Furthermore, the results showed no statistically significant differences in job burnout levels attributed to demographic variables.

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1. Introduction

In the contemporary business environment characterized by rapid change and intense competition, human resources are considered the most vital asset for organizations [1] The success of higher education institutions, particularly technical ones, in achieving their academic and strategic goals depends fundamentally on the performance of their employees. Distinguished employee performance reflects not only individual competence but also serves as the true indicator of the institution's ability to survive, grow, and deliver high-quality educational services.

However, the educational sector imposes increasing pressures that may lead to the depletion of employees' psychological and physical energies, a phenomenon known as "Job Burnout [2] This syndrome is characterized by three key dimensions: emotional exhaustion, depersonalization (cynicism), and a reduced sense of personal accomplishment.

Context of Polytechnic Education:

It is crucial to highlight the specific context of this study. Unlike traditional universities, Polytechnic Colleges at Al-Furat Al-Awsat Technical University (ATU) adopt a distinct educational model emphasizing applied skills. This model imposes specific challenges: high contact hours in laboratories and constant technological pressure. The researcher argues that this "high-demand" environment creates a fertile ground for burnout.

Research Problem

Recent reviews [3] emphasize that burnout is a major organizational barrier. Research [4] indicate a dire need to study burnout consequences in specific work contexts. Through the researcher's field observation at ATU Polytechnic Colleges, behavioral indicators were observed among employees (such as complaining and low enthusiasm) that may be attributed to burnout.

The research problem is determined by the main question:

"What is the impact of job burnout, with its various dimensions, on the performance of employees at the Polytechnic Colleges of Al-Furat Al-Awsat Technical University"?

Research Objectives

- **Accurate Diagnosis:** To identify the prevalence level of job burnout across its three dimensions among staff.
- **Measuring Impact:** To test and measure the magnitude of the impact exerted by burnout dimensions on employee performance.
- **Demographic Differences:** To investigate differences in burnout attributed to Scientific Title, Department, and Years of Service.
- **Providing Solutions:** To provide recommendations for designing a supportive work environment [5].

Research Hypotheses

- **H1 :**There is a statistically significant correlation and impact (at 0.05 level) between job burnout dimensions and employee performance.
- **H2 :**There are statistically significant differences in the level of job burnout among the sample respondents attributed to demographic variables.

Operational Definitions (Researcher's Definitions)

- **Job Burnout :**A psychological syndrome affecting Polytechnic staff due to high demands and limited resources, measured by the total score on the Maslach Burnout Inventory (MBI-ES).
- **Employee Performance :**The observable behaviors and outcomes demonstrated by staff, encompassing Task and Contextual performance, measured by the Pradhan and Jena scale.

Theoretical Framework and Literature Review

Job Burnout

The literature [6] defines burnout as a state of fatigue. According to the MBI [7] model, it consists of:

- **Emotional Exhaustion:** Being emotionally drained.
- **Depersonalization:** Detached attitude toward others.
- **Reduced Personal Accomplishment:** Feeling of incompetence.

Researcher's Perspective: "Technostress"

The researcher believes that the definition in polytechnic colleges should be expanded to include (technological pressure) that burdens employees with the constant demand to keep pace with rapid technological progress, which leads to a gap between inputs and outputs.

Employee Performance

Research [8] define performance as measurable behaviors contributing to organizational goals . It is divided into **Task Performance** and **Contextual Performance**.

Researcher's Perspective: "Adaptive Performance"

The researcher assumes that (adaptability) is required to distinguish high performance in polytechnic colleges, which gives the members of these colleges the ability to change roles between (academic lecturer, technical trainer, and administrative officer), but fatigue directly attacks this ability to adapt

Theoretical Relationship

The researcher believes that workers reduce their efforts when they feel that the organization they work for does not appreciate their performance. The relationship between job shutdown and performance can be explained based on the researcher's Conservation Theory (COR) [9] which requires that employees reduce efforts to protect their remaining resources. This is consistent with the researcher's theory of social exchange (SET) [10].

Literature Review

- In a study Chinese universities [11] found that the dimension of "emotional exhaustion" is the strongest indicator of low performance.
- Research in Pakistan [12] based on a study they conducted, there is a strong correlation between the dimension of (low personal achievement) and the decline in performance.

While the study [13] was in line with our current study. It did not find any statistically significant differences based on years of service [14], [15].

2. Methodology

A. Research Design

The study adopted the **Descriptive Analytical Approach**.

B. Population and Sample

The population consists of all staff at Polytechnic Colleges (Karbala and Al-Qadisiyah). A convenience sample of **(108)** respondents was analyzed.

C. Research Instrument

- **Job Burnout** :Maslach Burnout Inventory (MBI-ES) [7].
- **Performance** :Pradhan & Jena scale [8].

D. Reliability

Table 1. Reliability Statistics (Cronbach's Alpha).

Level	Cronbach's Alpha	Items	Variables
High	0.821	10	Job Burnout
High	0.865	8	Employee Performance
Very High	0.844	18	Total Questionnaire

Source: Prepared by the researcher based on SPSS outputs.

3. Results and Discussion

1. Sample Description

Table 2. Distribution of Study Sample.

Percentage(%)	Frequency	Category	Variable
%47.2	51	Administrative Dept.	Department
%22.2	24	Technological Dept.	
%20.4	22	Units & Divisions	
%10.2	11	Medical Dept.	
%38.0	41	5 - 1Years	Years of Service
%5.6	6	10 - 6Years	
%2.8	3	15 - 11Years	
%15.7	17	20 - 16Years	
%38.0	41	More than 20 Years	
%60.2	65	Academic Staff	Scientific Title
%39.8	43	Technical/Admin	
%100.0	108		Total

Source: Prepared by the researcher based on field data analysis.

2. Hypothesis Testing

a. First Hypothesis (H1)

H1 :There is a statistically significant correlation between job burnout and employee performance".

Table 3. Correlation Matrix (Pearson).

Decision	Sig.	Correlation (r)	Dimensions
Significant	0.004	**0.257-	.1Emotional Exhaustion
Not Sig.	0.147	0.102-	.2Depersonalization
Significant	0.000	**0.332-	.3Lack of Accomplishment
Significant	0.001	**0.287-	Total Burnout

Source: Prepared by the researcher based on SPSS outputs.

From the above table, it is clear that the dimension of (lack of Accomplishment) had the strongest negative effect among the dimensions of the independent variable, while the dimension of (depersonalization) had no significant effect, which indicates that the workers in the polytechnic faculties of the Middle Euphrates Technical University have high professionalism that enables them to separate their feelings from the tasks assigned to carry them out.

b. Second Hypothesis (H2)

H2 :There are statistically significant differences in burnout levels attributed to demographic variables".

Table 4. Summary of One-Way ANOVA.

Result	Sig.	F-Value	Mean Square	df	Sum of Squares	Variable
Rejected	0.886	0.287	0.151	4	0.602	Scientific Title
Rejected	0.905	0.187	0.098	3	0.293	Department
Rejected	0.317	1.197	0.606	4	2.423	Years of Service

Source: Prepared by the researcher based on SPSS outputs.

Discussion:

The second hypothesis was rejected because all values (sig > 0.05) showed that job shutdown is a general phenomenon that all employees are exposed to regardless of demographic factors.

4. Conclusions and Recommendations

A. Conclusions

- Professional separation: The lack of effect of "numbness" on performance reflects functional maturity in polytechnic faculties and the ability to separate emotions from duties.
- Crisis of meaning: Lack of a sense of accomplishment is considered the number one enemy of employees' performance. This means that employees are looking for recognition and moral value for their work .
- The comprehensiveness of the problem: The absence of demographic differences confirms that the work environment imposes equal pressures on everyone (professor and technician, modern and old), which calls for solutions in the work environment rather than individual solutions.

B. Recommendations

- Instant Feedback: Create a recognition system to boost the sense of accomplishment.
- Inclusive Support: Programs should target all departments and ranks equally.
- Smart Job Rotation: Provide new challenges to renew the sense of achievement.

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