



A SCIENTIFIC PAPER TITLED: THE IMPACT OF JOB BURNOUT ON THE PERFORMANCE OF HEALTH PERSONNEL IN THE GOVERNMENT HEALTH SECTOR IN THE KINGDOM OF SAUDI ARABIA

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Summary

This research aims to study the impact of work burnout on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia. The study seeks to answer four main questions related to indicators of work burnout and its impact on work satisfaction and performance of health personnel, in addition to organizational factors and potential strategies to deal with this problem. The research objectives include determining the prevalence of work burnout and its factors in the Kingdom of Saudi Arabia, assessing its impact on work satisfaction and the quality of care provided, evaluating the effectiveness of available supports and interventions, in addition to proposing evidence-based strategies to prevent and manage work burnout among health personnel. The research aims to provide an effective contribution to understanding the challenges facing the government health sector in the Kingdom of Saudi Arabia and improving the work environment to ensure better performance of health personnel and the quality of care provided to patients.

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Introduction:

Job burnout among health personnel in the government health sector in the Kingdom of Saudi Arabia is a critical issue that can significantly affect their performance and overall well-being. Job burnout is a state of physical, emotional, and mental exhaustion caused by long-term involvement in demanding work situations. In the healthcare sector, job burnout can have serious consequences, such as decreased job satisfaction, reduced quality of patient care, increased medical errors, and higher staff turnover rates. (Alqudah, Ashraf, 2020).

Understanding the impact of job burnout on the performance of health personnel in the government health sector in Saudi Arabia is essential for developing effective strategies to address and prevent burnout. This study aims to explore the causes and consequences of job burnout among health personnel in the government health sector in Saudi Arabia and to identify potential solutions to mitigate its effects. (Cohen, 1994).

By examining the relationship between job burnout and performance among health personnel in Saudi Arabia, this research can provide valuable insights for healthcare organizations and policymakers to improve the well-being and effectiveness of healthcare professionals in the country. (Fink, 2016).

Study Problem:

Many healthcare personnel in the government sector in the Kingdom of Saudi Arabia are experiencing job burnout, which is a psychological condition resulting from severe fatigue and continuous stress in the workplace. Job burnout is becoming an increasingly prevalent issue in the healthcare sector and can significantly impact the performance of healthcare professionals and, consequently, the quality of medical services provided to patients. (Hoppock, 1935).

Through the current study, we aim to analyze the impact of job burnout on the performance of healthcare personnel in the government sector in the Kingdom of Saudi Arabia. We will focus on identifying key indicators of job burnout, such as emotional and psychological exhaustion, and engagement in work. Additionally, we will examine the relationship between these burnout factors and the performance of healthcare professionals in delivering healthcare services and patient care (Kaliski, 2007).

This problem merits in-depth study and analysis to provide effective recommendations and solutions that contribute to improving the work environment and enhancing the performance of healthcare

personnel in the Kingdom of Saudi Arabia (.Maslach,2017).

Study questions

1. What are the primary indicators of job burnout among healthcare personnel in the government health sector in the Kingdom of Saudi Arabia?
2. How does job burnout affect the job satisfaction and performance of healthcare professionals in Saudi Arabia's government health sector?
3. What organizational factors contribute to the prevalence of job burnout among healthcare personnel in the government health sector in Saudi Arabia?
4. What strategies can be implemented to effectively mitigate and manage job burnout among healthcare professionals in the government health sector in Saudi Arabia?

Objectives of the study

The objectives of the study could be as follows:

1. To identify and assess the prevalence of job burnout among healthcare personnel in the government health sector in the Kingdom of Saudi Arabia.
2. To explore the factors contributing to job burnout among healthcare professionals in the government health sector in Saudi Arabia.
3. To examine the impact of job burnout on the job satisfaction, performance, and quality of patient care provided by healthcare personnel in Saudi Arabia's government health sector.
4. To evaluate the effectiveness of existing support systems and interventions in addressing and mitigating job burnout among healthcare professionals in Saudi Arabia.
5. To propose evidence-based strategies and recommendations for preventing and managing job burnout among healthcare personnel in the government health sector in Saudi Arabia.

Study Limitations:

1. Sampling Bias: The study's findings may be affected by sampling bias if the sample of healthcare personnel is not fully representative of all healthcare professionals in the government health sector in Saudi Arabia.
2. Self-reporting Bias: Data collected through self-reporting methods, such as surveys or interviews, may be subject to bias due to participants' tendency to provide socially desirable responses or inaccuracies in self-assessment.
3. Cross-sectional Design: The study's cross-sectional design may limit its ability to establish

causal relationships between job burnout and healthcare professionals' performance, as it captures data at a single point in time rather than over an extended period.

Literature Review

Titled Duarte Teixeira, Castro, Marina, Ribeiro, Jácome, & Serrão, 2020 Study "Burnout Among Portuguese Healthcare Workers During Coronavirus" 19 epidemic Extreme stress or burnout among Portuguese health practitioners during the Covid-19 pandemic

The study aimed to evaluate health practitioners in terms of some demographic variables and mental health variables on three dimensions of job burnout: at the personal level, at the work level, and in relation to patients. A specific questionnaire was designed and disseminated among health practitioners via social media, based on several scales, namely the Copenhagen Burnout Scale, the Depression, Anxiety and Psychological Stress Scale, the Life Scale, and the Flexibility Scale. (2008) health practitioners participated in the study, and the study found that the gender factor was male or female) and the condition Social life, having children to practice health care, and lack of income were very important factors for job burnout on the personal level. While health problems and direct contact with infected patients had a significant impact on job burnout resulting from the personal as well as work-related levels. In general, health practitioners suffer from increased rates of burnout at the three levels: personal, work-related, and patient-related. On the other hand, the high rates of satisfaction and resilience in the face of adversity were higher at low levels of burnout in its three dimensions. The study recommended the importance of paying attention to the three dimensions of burnout when designing future programs to prevent burnout among health practitioners, given the importance of the topic (Lazarus,1966).

(Galán, Fernández, Lirola, Pichardo, Masero, Troya, & Martinez, 2020 study)

'Professional Quality of Life and Perceived Stress in Health *بعضون* Professionals before COVID-19 in Spain: Primary and Hospital Care Quality of work life and perceived stress among health practitioners during the Covid-19 pandemic in Spain in hospitals and primary care centres

This study aimed to analyze the quality of work life and perceived stress among health practitioners during the health disaster caused by the Covid-19 virus, through a questionnaire based on the quality of work life scale and the perceived stress scale, along with an analysis of the relevant demographic

variables. (537) health practitioners (54.7%) from hospitals and (45.3%) from primary care centers participated in the questionnaire, and it was found that there was satisfaction resulting from compassion of a medium value, while there was stress resulting from compassion of a high value, while the amount of severe stress was also of a medium value. It was also noted that the average stress resulting from empathy and satisfaction resulting from empathy were relatively higher in primary care centers, while the average severe stress was higher in hospitals. When health practitioners in primary care centers were divided according to function, there were clear differences with regard to perceived stress and the three categories of the quality scale. Work life While for health practitioners within hospitals, there were clear differences when looking at compassion stress and perceived stress between males and females. When looking at severe stress, differences were clear due to gender among males females, the type of employment contracts, the nature of work hours, as well as the position between doctors and nurses). The study indicated

The Covid-19 pandemic has had an impact on the mental health and quality of work life of practitioners Health experts recommended the need for long-term emergency programs directed at improving health Psychological and mental health practitioners.

study Burnout among Portuguese entitled Pereira, et al, 2021 Radiographers during the COVID-19 pandemic".

Job burnout among health practitioners in radiology departments in Portugal during the Covid-19 pandemic. This study aimed to evaluate the impact that the Covid-19 pandemic had on job burnout among radiology department employees in Portugal. To measure the level of job burnout, a questionnaire was adopted based on the job burnout survey model for the Human Resources Inventory, which consists of 22 questions. Customized questions were also designed to determine demographic and social characteristics and the impact of the pandemic on radiology department staff. After collecting data from the study population, the number of participants reached (386) employees, including (68.7) females and (31.3%) males. The data were analyzed based on descriptive statistics and using the Mann-Whitney test and the Kruskal-Walls test, and correlation was analyzed. The results showed that the average age of the research participants was (36.3) years, with a confidence interval (9.1) years more or less), and (43.5%) had high levels of fatigue, while (45.5%) had depersonalization, and

on the other hand, (59.8%)) They have low levels of personal achievement. In general, (23.3%) of the participants suffered from a high level of job burnout in terms of the three dimensions tested, while (77.2%) had at least one high dimension. The study concluded that radiology department employees were at a high level of risk of job burnout during a pandemic(Stamm, 2010)

Corona virus, and the study concluded that health facilities must monitor and report on the mental state of health practitioners and develop effective strategies that enable them to maintain the emotional state within normal limits, prevent the occurrence of functional absenteeism, and increase the quality of medical care provided to patients. This is because job burnout of health practitioners has It has a very strong impact on health service organizations, which in turn leads to an increase in employee absenteeism, a high rate of errors, frequent late attendance at work at the required time, not to mention a lack of productivity, a lack of job satisfaction, conflicts of interest within and between health specialties, a high rate of work turnover, and a high rate of leaving work.

The lack of quality of health services received by beneficiaries (Vroom,1964).

Al-Zayut (2018) study entitled: The relationship between the phenomenon of job burnout and job satisfaction among workers in the Jordanian private sector

The study aimed to examine the phenomenon of job burnout and its negative consequences on job satisfaction among workers in the Jordanian private sector. The study adopted the quantitative descriptive approach. To this end, a questionnaire developed by the researcher was used for this purpose, collecting data from (266) participants from sectors of the Jordanian labor market. Using the SPSS program and after analyzing the results, the study found that there was a statistically significant correlation between the level of job burnout and job satisfaction among employees, as the levels of job burnout felt by employees explained (18.6%) of their job satisfaction, which indicated that there was a gap between what workers endured. From stress and job burnout and what the job offers them in terms of working conditions, salaries, incentives and fair practices in addition to their relationship with co-workers and bosses. The study recommended the need to reconsider the working conditions of this sector to be parallel to the stress and emotion that workers endure in order to raise the levels of job satisfaction among workers to be reflected positively. On performance those sectors. (Rue, 2003)

Study Methodology:

The researchers in this study adopted a descriptive-analytical approach, utilizing a survey questionnaire to gather the opinions of the study community, comprised of all healthcare workers at King Fahad Medical City in Riyadh. This methodology was chosen because it aligns with the nature of the study and is considered one of the most suitable methods for descriptive research, given its flexibility and ease of application, allowing the researcher to achieve the study's objectives effectively.

Study Participants:

Participants in the study included all healthcare workers employed at King Fahad Medical City in Riyadh, Saudi Arabia. This encompassed a diverse range of healthcare professionals such as physicians, nurses, allied health professionals, and administrative staff. The study aimed to capture perspectives from various roles within the healthcare setting to provide a comprehensive understanding of job burnout in the context of the hospital environment.

Study Sample:

The researchers employed a simple random sampling technique to select participants from the healthcare sector under study. They distributed the questionnaire to a sample of healthcare professionals at King Abdulaziz Medical City in Jeddah, Saudi Arabia. The sample size was determined to be 168 individuals.

Study Tool and Design Stages:

For this study, researchers selected a structured questionnaire as the primary data collection tool, considering its suitability for investigating the impact of job burnout on the performance of healthcare personnel in the government health sector in the Kingdom of Saudi Arabia. A structured questionnaire allows for standardized data collection and facilitates comparisons across participants.

External Validity (Content Validity) of the Study Tool:

Ensuring the content validity of the questionnaire is essential to ensure that it accurately measures the constructs of interest. To achieve this, the researchers collaborated with experts in healthcare management and psychology to develop the questionnaire items. These experts provided valuable insights and suggestions for refining the questionnaire to ensure its relevance and comprehensiveness.

After finalizing the questionnaire, it underwent a validation process by being administered to a group of healthcare professionals working at King Abdulaziz Medical City in Jeddah, Saudi Arabia. These professionals were chosen based on their expertise and experience in the field. Their feedback and suggestions were carefully considered, leading to adjustments and refinements to the questionnaire items.

The questionnaire consists of two main sections:

1. The first section collects demographic information about the participants, including age, gender, educational background, years of experience in the healthcare sector, and job role.
2. The second section explores the impact of job burnout on various aspects of job performance, such as productivity, quality of care, and interpersonal relationships. It consists of Likert-scale items and open-ended questions designed to capture both quantitative and qualitative data.

The questionnaire underwent rigorous review and validation processes to ensure its content validity. Feedback from experts and participants at King Abdulaziz Medical City was instrumental in refining the questionnaire items and ensuring its readiness for data collection.

Results:

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

After building the study tool and ensuring its apparent validity by presenting it to a group of specialized and experienced arbitrators, Pearson's Coefficient Correlation was calculated to verify the validity of the internal consistency between the statements of each goal and the total score for the belonging axis.

The questionnaire was administered to a pilot sample of 30 healthcare staff to confirm internal reliability, with researchers calculating correlation coefficients to assess the internal validity of the study tool, as the following tables show:

Table (1): Correlation coefficients of each items in the first sector (Emotional Exhaustion) with the total score of this section.

Statement number	R
1	0.771**
2	0.707**
3	0.895**
4	0.636**
5	0.508**
6	0.694**
7	0.689**

** : p value <0.001

Table (2): Correlation coefficients of each item in the second sector (depersonalization) with the total score of this section.

Statement number	R
1	0.627**
2	0.496**
3	0.621**
4	0.540**
5	0.525**
6	0.517**
7	0.603**
8	0.667**
9	0.854**

** : p value <0.001

Table (3): Correlation coefficients of each item in the third sector (Personal Achievement) with the total score of this section.

Statement number	R
1	0.689**
2	0.516**
3	0.768**
4	0.622**
5	0.624**
6	0.694**
7	0.841**
8	0.796**
9	0.812**

** : p value <0.001

It is clear from the previous tables (1 -3) that all of the statements are significant at the 0.01 level, as the values of the dimensional correlation coefficients ranged between (0.496 - 0.895), which are good correlation coefficients, and this gives an indication of high internal consistency coefficients as well. It indicates high validity indicators that can be trusted in applying the current study tool.

Reliability of the study tool:

As for measuring the reliability of the questionnaire, we used Cronbach's alpha coefficient, and the following table shows the reliability axes of the study tool as follows:

Table (4): Cronbach's alpha coefficient reliability coefficient for the total score of the questionnaire

	No. of statements	Cronbach's alpha
Emotional Exhaustion	7	0.784
Depersonalization	9	0.937
Personal Achievement	9	0.941
Total score	25	0.859

The table showed that the Cronbach's alpha reliability coefficient the first sector (Emotional Exhaustion) was (0.784), second sector (Depersonalization) was (0.937), third sector (Personal Achievement) for the total score of the questionnaire was (0.859), which is a high reliability coefficient suitable for the study.

Application Method of the Study Tool:

After collecting the study data, the researchers reviewed it in preparation for inputting it into the computer for statistical analysis. Subsequently, they transcribed it onto appropriate tables, provided commentary, and linked it to previous

studies. Responses were given five levels: strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), and strongly disagree (1 point). To determine the length of the pentavalent scale cells used in the study Phrases, the range (5-1=4) was calculated and divided by the number of questionnaire cells to obtain the correct cell length (4/5=0.80). This value was then added to the lowest value on the scale (or the beginning of the scale, which is one) to determine the upper limit of the cell. The following table illustrates the method for correcting the Likert pentavalent scale.

Table (5): Method for correcting the scale.

Scale	The weight	The average arithmetic mean value ranges
Strongly Disagree	1	From 1 to less than 1.80
Disagree	2	From 1.81 to less than 2.60
Neutral	3	From 2.61 to less than 3.40
Agree	4	From 3.41 to 4.20
Strongly agree	5	From 4.21 to 5.

Table (6): Socio demographic characteristics of the studied participants

Sociodemographic variables	Cases (n=168)	
	No.	%
Age category (years)		
Less than 25 years	69	41.1%
From 26 to 35 years	47	27.9%
From 36 to 47 years	14	8.33%
More than 47 years	38	22.6%
Gander		
Male	90	53.6%
Female	78	46.4%
Marital status		
single	94	55.9%
married	74	44.1%
Job		
doctor	48	28.5%
pharmaceutical	32	19.0%
specialist	24	14.3%
Technical	21	12.5%
nurse	32	19.0%
Administrative	11	6.5%
Educational status		
Diploma or less	81	48.2%
Bachelor's	50	29.7%
Postgraduate studies (PhD - Master)	37	22.1%
Years of experience		
1 – 5 years	67	39.9%
6 – 10 years	40	23.8%
11 - 15 years	51	30.4%
16 – 25 years	10	5.9%

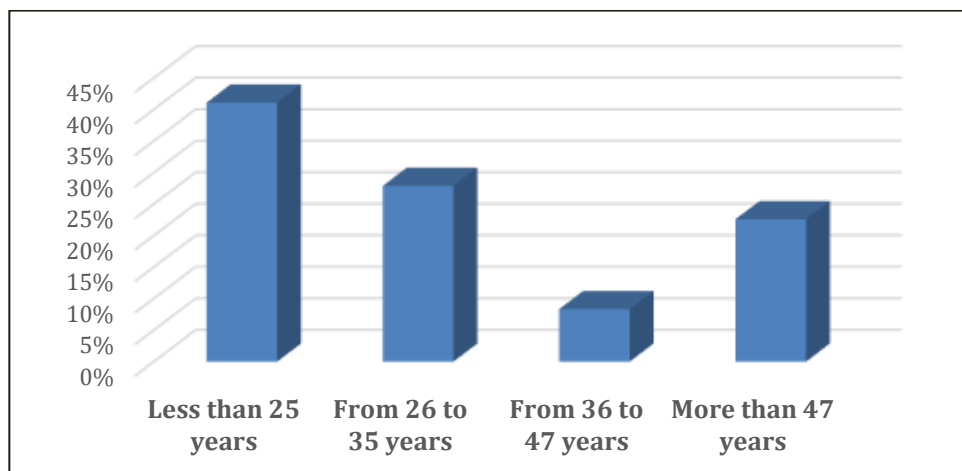


Fig (1): Age distribution among the studied participants

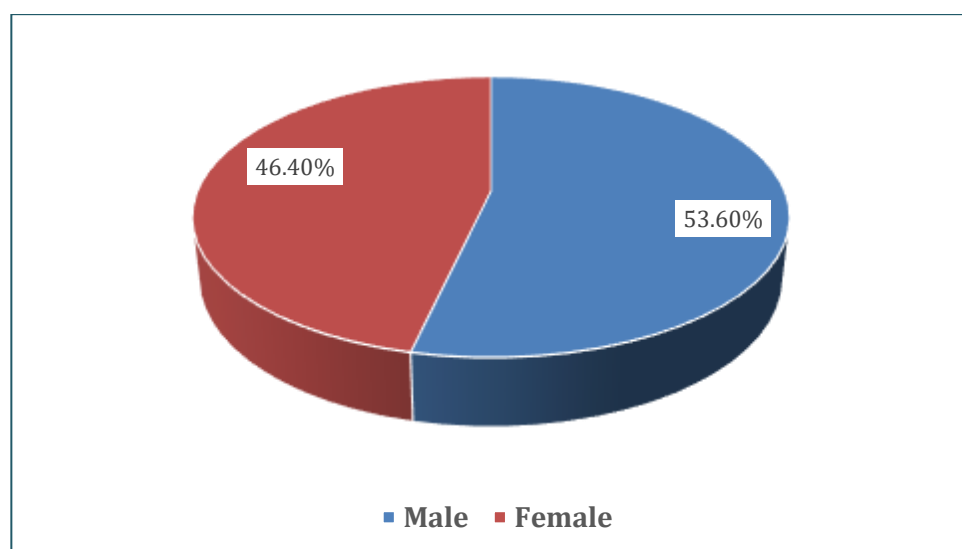


Fig (2): gender distribution among the studied participants

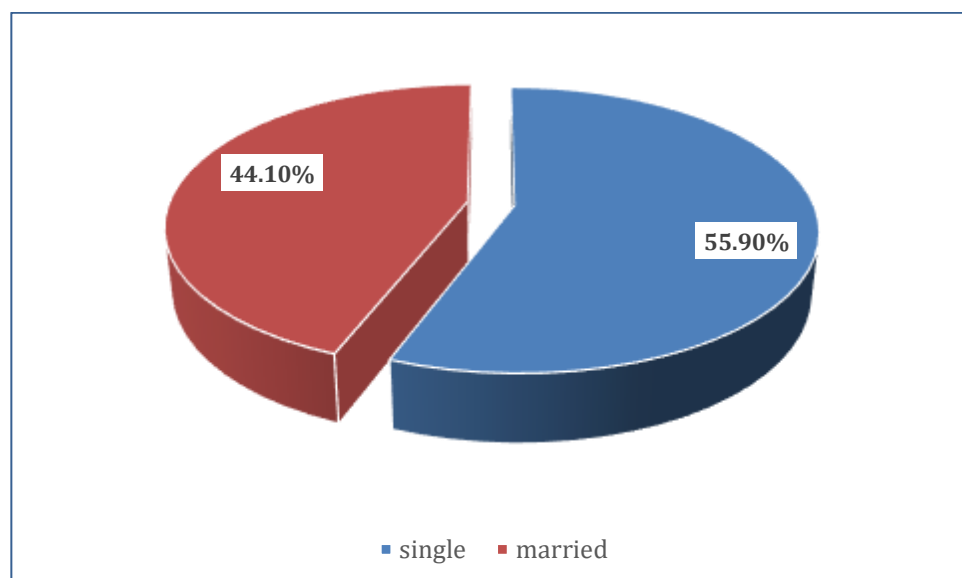


Fig (3): marital status distribution among the studied participants

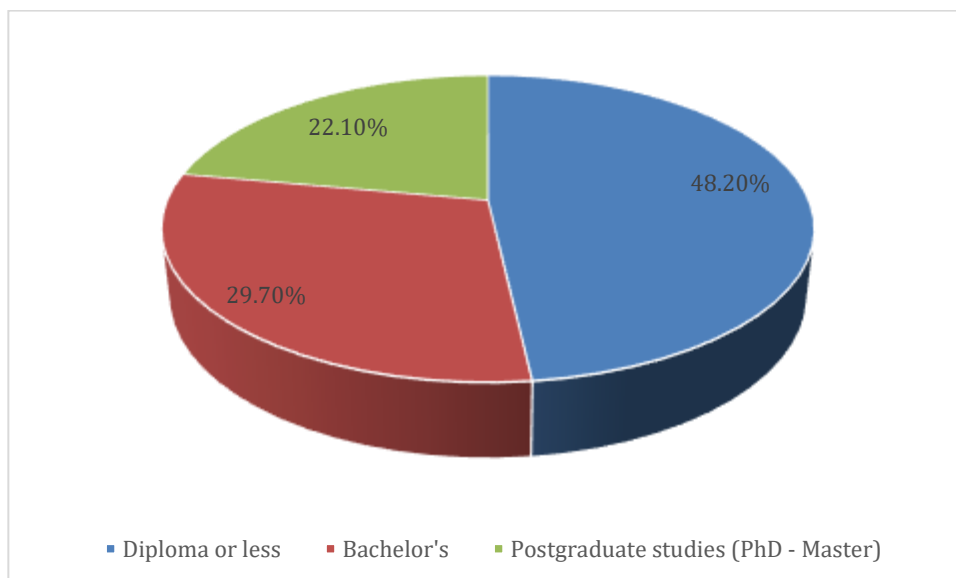


Fig (3): educational level distribution among the studied participants

Table (1) & Figure (1-3) showed that 41.1% and 27.9 % of the studied participants were aged less than 25 years and 26-35 years respectively. Regarding to the gender, near to half (53.6%) were males and 46.4% were females. 29.7% of the studied participants were bachelor's while

48.2% was diploma or less. As regard to years of experience, 39.9% of the studied participant worked for 1 – 5 years and 30.4% of the studied participants worked from 11 – 15 years. Secondly: Results Related to the Axes of the Questionnaire:

First question: What are the primary indicators of job burnout among healthcare personnel in the government health sector in the Kingdom of Saudi Arabia?

Table (7): response of the studied participants regarding to Emotional Exhaustion

No.	Emotional Exhaustion	Cases (n=168)			
		Mean	SD	Category	Rank
	You feel that the demands of your job exceed your ability to cope with them	4.207	0.77	Agree	3
	You feel emotionally drained from your work	3.845	0.85	Agree	5
	You experience physical symptom such as headaches or fatigue due to your job	4.224	0.80	Strongly Agree	2
	You feel overwhelmed by the workload at your job	3.897	0.68	Agree	4
	You feel unfulfilled in your work tasks	3.569	0.79	Agree	6
	You have recently experienced a decline in your job performance	3.379	0.73	Agree	7
	Your work affects your mental health	4.345	0.76	Strongly Agree	1
Total score		4.25	0.71	Strongly Agree	

Table (7) showed the response of the studied participants as regard to the impact of burnout among healthcare personnel in the government health sector in the Kingdom of Saudi Arabia on emotions. It was found that the work affects the mental health come in the first rank with a mean score (4.35) then job can cause physical symptom such as headaches or fatigue due to your job came

in the second rank with a mean score of 4.22. the phrase You feel that the demands of your job exceed your ability to cope with them came in the third rank with a mean score of 4.20 and lastly having recently experienced a decline in your job performance came in the seventh rank with a mean score of 3.37

Second question: How does job burnout affect the job satisfaction and performance of healthcare professionals in Saudi Arabia's government health sector?

Table (9): response of the studied participants regarding to Depersonalization

No.	Depersonalization	Cases (n=168)			
		Mean	SD	Category	Rank
	You find it difficult to focus on your work tasks due to stress	4.71	0.915	Strongly Agree	1
	You notice any changes in your personal relationships at work due to work pressures	4.65	0.96	Strongly Agree	2
	. You feel supported by your colleagues and supervisors in managing work-related stress	4.45	0.96	Strongly agree	3
	You've thought about quitting your job due to burnout	4.60	0.98	Strongly Agree	4
	You feel that the organization provides adequate resources to support your well-bein	4.33	0.91	Strongly Agree	5
	You feel motivated to do well at your job	4.10	0.24	Strongly agree	6
	You feel that your job conflicts with your personal life	4.09	0.51	Strongly agree	7
	You experience any negative effects on patient care due to fatigue	4.05	0.943	Agree	8
	You believe that job burnout is a common problem among health workers in the government health sector	4.01	0.85	Strongly agree	9
Total score		4.36	0.74	Strongly Agree	

Table (9) reported that job burnout affects the job satisfaction and performance of healthcare professionals in Saudi Arabia's government health sector

- **The phrase of** You find it difficult to focus on your work tasks due to stress come in the first rank with a score of agreement of 4.71
- You notice any changes in your personal relationships at work due to work pressures come in the second rank with a score of agreement of 4.65
- . You feel supported by your colleagues and supervisors in managing work-related stress come in the third rank with a score of agreement of 4.45
- You've thought about quitting your job due to burnout come in the fourth rank with a score of agreement of 4.41
- You feel that the organization provides adequate resources to support your well-bein come in the fifth rank with a score of agreement of 4.33
- You feel motivated to do well at your job come in the sixth rank with a score of agreement of 4.1
- You feel that your job conflicts with your personal life come in the seventh rank with a score of agreement of 4.09
- You experience any negative effects on patient care due to fatigue come in the eighth rank with a score of agreement of 4.02
- You believe that job burnout is a common problem among health workers in the government health sector come in the last rank with a score of agreement of 4.01

Third question: What organizational factors contribute to the prevalence of job burnout among healthcare personnel in the government health sector in Saudi Arabia?

Table (10): response of the studied participants regarding to Personal Achievement

Personal Achievement	Cases (n=168)			
	Mean	SD	Category	Rank
You believe the organization values the well-being of employees	3.259	1.08	Neutral	8
You have received training or support to deal with work-related stress	2.776	1.28	Neutral	9
You believe that addressing job burnout would improve overall performance in the health sector	3.707	1.05	Agree	7
Satisfied with the support the organization provides to manage work-related stress	3.852	0.99	Strongly agree	6
Perception of work-life balance in your current job.	4.276	0.79	Strongly agree	3
Frequency of feeling emotionally exhausted from work.	4.345	0.76	Strongly agree	2
Confidence in the organization's strategies to prevent burnout.	3.931	0.79	Agree	5
Willingness to seek professional help for managing job-related stress.	4.172	0.90	Agree	4
Perception of the organization's recognition of employees' efforts in managing workload.	4.621	0.55	Strongly agree	1
Total score	4.36	0.87	Strongly agree	

Table (10) reported organizational factors contribute to the prevalence of job burnout among healthcare personnel in the government health sector in Saudi Arabia. It was found that:

- The phrase Perception of the organization's recognition of employees' efforts in managing workload came in the first rank with a level of agreement of 4.621
- Then the phrase of Frequency of feeling emotionally exhausted from work came in the second rank with a level of agreement of 4.345
- Perception of work-life balance in your current job came in the third rank with a level of agreement of 4.276
- Willingness to seek professional help for managing job-related stress came in the fourth rank with a level of agreement of 4.172
- Confidence in the organization's strategies to prevent burnout came in the fifth rank with a level of agreement of 3.931
- Satisfied with the support the organization provides to manage work-related stress came in the sixth rank with a level of agreement of 3.852
- You believe that addressing job burnout would improve overall performance in the health sector came in the seventh rank with a level of agreement of 3.707
- You believe the organization values the well-being of employees came in the eighth rank with a level of agreement of 3.259
- You have received training or support to deal with work-related stress came in the ninth rank with a level of agreement of 2.776

Discussion

The research utilized both validity and reliability tests to ensure the robustness of the study tool. For internal consistency reliability, Pearson's coefficient correlation was employed after presenting the tool to specialized arbitrators, indicating strong validity between the statements of each goal and the total score for the belonging axis. The subsequent administration of the questionnaire to a pilot sample of 30 healthcare staff further confirmed internal reliability, with correlation coefficients ranging between 0.496 and 0.895, signifying good internal consistency. The high significance of all statements at the 0.01 level and the strong correlation coefficients suggest a high level of validity and internal consistency in the study tool. This indicates that the tool effectively measures what it intends to measure, providing reliable results that can be trusted in practical applications.

For assessing the reliability of the questionnaire, Cronbach's alpha coefficient was employed, which is a commonly used measure for assessing the internal consistency of a scale or questionnaire. The reliability coefficients for the total score of the questionnaire were calculated and presented in Table (4). The values of Cronbach's alpha coefficient provide an indication of the extent to which the items in the questionnaire are interrelated, thus measuring the internal consistency of the instrument.

Overall, the combination of validity tests, such as Pearson's coefficient correlation, and reliability tests, such as Cronbach's alpha coefficient, provides a comprehensive assessment of the study tool's effectiveness in measuring the intended constructs accurately and consistently. These findings lend credibility to the study's results and ensure confidence in the application of the research tool in healthcare settings.

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