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Analyze the relationship between burnout and work stress and their impact on the job performance of nursing professionals An Applied Study in nursing care working in a Saudi hospital in the eastern province

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Abstract:

The research aims to identify the nature of the relationship between burnout dimensions (psychological and physical exhaustion and low personal achievement and the negative trend towards self and others) and work stress dimensions (physical work environment and sources) of workload, regulatory environment, and the role of the individual and social relations inside and outside the job and regulatory environment. and job performance dimensions (voltage, capacity and recognize the role or task) among workers in the nursing profession in a Saudi hospital in the eastern province, has been selected a random sample size of 105 nurses working in three surveyed hospitals in Wasit province, the most important conclusions

There is no correlation between job stress and burnout at the macro level, but she found relationships negative correlation between the role of the individual, social relations, and off-the-

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job with burnout and a positive relationship with the physical work environment and psychological combustion, and the existence of a positive correlation-pressure relationship Working with job performance at the macro level and the level of sub-relations, also concluded that the combustion of psychological and moral factors is inversely associated with job

Keywords: burnout, work stress, job performance, nursing professionals, Saudi hospital, eastern province, healthcare, healthcare professionals, emotional exhaustion, work environment, organizational factors, stressors, healthcare system.

Introduction:

Burnout and work stress have emerged as critical concerns in various professional domains, with the healthcare sector being particularly susceptible due to its demanding and emotionally taxing nature. The proposed study aims to delve into the intricate relationship between burnout, work stress, and job performance among nursing professionals in a Saudi hospital located in the eastern province. [1]

Healthcare professionals, including nurses, play an indispensable role in ensuring the well-being of patients. However, the nature of their work often exposes them to high levels of stressors, which can lead to burnout—a state of emotional, physical, and mental exhaustion caused by chronic workplace stress. Burnout is characterized by feelings of depersonalization, emotional exhaustion, and reduced personal accomplishment. Studies have shown that healthcare workers, including nurses, experience elevated rates of burnout compared to other professions. This is attributed to factors such as long working hours, high patient loads, emotionally charged interactions, and a demanding work environment.[2]

Work stress is a key precursor to burnout and is closely linked to job demands and the resources available to cope with those demands. In the context of nursing professionals, work stressors can encompass excessive workload, staff shortages, time pressure, exposure to traumatic events, and lack of decision-making autonomy. Prolonged exposure to these stressors can lead to emotional exhaustion, decreased job satisfaction, and compromised job performance, ultimately impacting patient care and overall healthcare system effectiveness.[3]

Saudi Arabia, specifically the eastern province, has witnessed significant developments in its healthcare infrastructure. However, the impact of these changes on the well-being of nursing professionals remains an underexplored area. The cultural context, societal expectations, and gender norms in Saudi Arabia might influence the experiences of burnout and work stress among nursing professionals, making it crucial to investigate these factors within this specific setting.[4]

Concept of Burnout: In recent years, researchers have shown considerable interest in this phenomenon, and burnout has become a subject of research and debate. [5]

The phenomenon of burnout leads to individuals losing their energy and ability to perform job tasks. It occurs among individuals who provide social services, as they struggle to cope with work pressures due to the feeling of providing more services than they receive in terms of financial compensation or moral support from their management and society. These effects manifest in behavioral, psychological, and physical responses, ultimately resulting in decreased job satisfaction, productivity, and job performance. Researchers generally agree that burnout is

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prevalent among individuals who deal with the public, which is a characteristic inherent in the nursing profession. Nurses are exposed to long working hours and emotionally demanding situations, as well as environmental risks related to exposure to various diseases and pollutants. All of these factors require nurses to exert intensified emotional efforts.[6]

Some studies have found that burnout occurs when there is a lack of alignment between the nature of the work and the individual's nature, and it tends to increase with the discrepancy. This can lead nursing professionals to experience burnout, especially when they engage in this profession without a genuine desire or when a conflict arises between personal and professional values.[7]

Symptoms and Effects of Burnout: Initial research conducted by Diego, an extension of Freudenberger's research from the early 1970s to the early 1980s, indicated that burnout can lead to a deterioration in the quality of service or care provided by workers. It also contributes to employee turnover, absenteeism, low morale, and various self-reported symptoms, including physical fatigue, insomnia, alcohol and drug abuse, and marital and family problems. Reports also suggest that burnout is associated with various self-reported symptoms, including physical fatigue, insomnia, alcohol and drug use, and marital and family problems. Additionally, burnout has been linked to reduced job performance, job satisfaction, and the overall well-being of workers.[8]

A hundred possible symptoms and consequences associated with burnout, ranging from anxiety to a lack of enthusiasm, mentioned that burnout results in an increased job turnover rate, decreased job satisfaction, decreased performance level, and reduced productivity. [9]

Table 1: the results of self-immolation according to Greenberg [9]

physical (organic) condition	Behavioral changes	Performance at work
Tremor/Shaking	Increased susceptibility to arousal	Decreased efficiency
Weakness	Mood changes	Decreased initiative
Low Blood Pressure	Increased susceptibility to frustration	Lack of resilience at work
Stomach Disorders	Increased irritability	Reduced ability to perform effectively under pressure
Fatigue	Increased lack of resilience in risk tolerance	Rigid and inflexible thinking
Nausea	Use of tranquilizers and alcohol	

C. P. Fortunatti and Y. K. Palmeiro-Silva argue that nursing professionals are seriously threatened by this phenomenon, as are the patients receiving the service. Burnout and psychological distress have negative effects, causing employees to feel dissatisfied with their job, whether towards the organization or the work itself. It also affects employees' perception of the

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organization, as they may lose trust in it and exhibit a weaker commitment, leading to detachment from the organization and reduced psychological attachment. Fear of burnout creates various psychological pressures, resulting in feelings of resistance to going to work, fatigue, and exhaustion after work.[10]

The work-related symptoms of burnout include feelings of failure, guilt, and self-blame; experiencing negativity and isolation; withdrawal; loss of positive feelings towards others; lack of focus and deep listening to others; a tendency to maximize rules and regulations; strict adherence to documents and instructions; avoiding discussions with colleagues during work; continuous feelings of headache and indigestion; rigidity in thinking; and resistance to any change, development, or update. Meanwhile, the psychological symptoms accompanying burnout consist of anxiety, stress, anger outbursts, sleep disturbances, disturbing dreams, crying spells, doubts, worries, feelings of depression, sadness, excessive concerns, and physical and mental fatigue. [11]

Garcia et. al. organizational factors leading to employee burnout, encompass various dimensions: Firstly, work pressure arises from excessive tasks within limited time and resources. Secondly, limited authority inhibits the ability to make decisions, hindering problem-solving. Thirdly, inadequate positive reinforcement leaves employees unrewarded despite investing considerable effort, including overtime and creative work. Fourthly, social isolation results from working conditions like closed environments or laboratories. Fifthly, unfairness and injustice emerge when employees are burdened with overwhelming responsibilities or held accountable for failures stemming from equipment malfunction or resource scarcity. Lastly, value conflicts arise as employees confront tasks contradicting their values and principles. [12]

The Concept of Work Stress: The concept of work stress is widely used in various scientific and professional literature, such as medicine, law, psychology, sociology, and social work. Work stress refers to the pressures associated with the nature of tasks, duties, and activities that employees perform in their work. Therefore, it is referred to as job stress or occupational stress, which are often used interchangeably. [13]

The importance of studying work stress. There has been an increasing interest in this phenomenon in recent years among researchers in the fields of medicine, psychology, and organizational behavior, as work stress represents the psychological response. [14]

According to a study conducted in 2022 by Hellín, work stress has been shown to affect the psychological and behavioral responses of individuals to changes and events in their surrounding environment. Research has revealed that 69% of employees consider work to be the most significant source of stress, with 41% of them experiencing stress during work hours. Moreover, 51% of them reported decreased productivity due to work pressures, leading 52% to consider changing their lifestyles by seeking new jobs or leaving their current positions. [15]

The average number of workdays missed due to anxiety, stress, or related disorders was 25 times higher than the average for six non-fatal diseases. Work-related stress costs the industry in the United States approximately 300 billion dollars annually due to absenteeism, turnover, decreased productivity, and medical, legal, and insurance costs. [16]

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In a 2021 study conducted in the healthcare sector in the United States, it was confirmed that this phenomenon is on the rise in the nursing sector despite precautionary measures taken to limit it. The study highlighted the cost and negative impact of the phenomenon on the provided service. The increased workload is associated with higher levels of conflict pressure with patients, leading to customer-related burnout. [17]

Dimensions of work pressure: Multiple conceptual models have been developed to study work pressure based on different fields of expertise, such as psychology, sociology, organizational management, administration, medicine, and others. We will attempt to familiarize ourselves with some of these models and adopt variables that are relevant to the nursing environment in Iraq. The Kinicki and Kreitner model is one such model (please refer to the source provided for more detailed information). [18]

Based on the model developed by A. Orgambídez-Ramos and H. de Almeida, it illustrates the organizational causes of pressure on individual group members and external pressures (such as economic situations, family life, and others). Individual differences also play a role in how individuals perceive sources of pressure and consequently affect the level of pressure and its outcomes. The management of pressure at the individual and organizational levels is discussed. [19]

Pérez-Fuentes and colleagues' model emphasizes the role of individual differences (cognitive, emotional, and demographic) in an individual's perception of the stressful conditions they face. Robbins' model aims to understand the causes and effects of pressure on individual employees separately and identifies them as external environmental factors, organizational factors, and personal factors. Individual differences and the consequences of pressure manifest in physical, psychological, and behavioral symptoms. [20]

Incorporating established models that encompass individual, environmental, and organizational factors influencing work pressure, our study adopts a comprehensive set of dimensions tailored to the nursing context. Drawing from prevalent research and survey-based insights, we identify specific stressors within the nursing environment, which encompass the following dimensions: firstly, the physical work environment, encompassing factors such as lighting, ventilation, temperature, humidity, noise levels, and overall workplace comfort and safety; secondly, sources linked to workload, considering both quantitative and qualitative aspects of the tasks; thirdly, an individual's work role, including elements of role ambiguity and role conflict; fourthly, heightened responsibilities, which are further categorized into responsibilities towards individuals, involving situations with life-and-death implications, and responsibilities towards inanimate factors; fifthly, factors associated with social interactions in the workplace, involving colleagues, management, patients, and patients' families; sixthly, the organizational climate, which includes structural elements, teamwork dynamics, incentive structures, communication approaches, technological integration, collaborative work efforts, employee involvement in decision-making, and prevailing leadership styles; and finally, additional sources encompassing the societal perception of the nursing profession. This multidimensional approach allows for a comprehensive assessment of the various stressors

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experienced within the nursing profession, enhancing our understanding of the complex interplay between work pressure and the nursing environment. [21]

Job Performance: The concept of performance is the achievement of a specific task measured by a set of criteria, including accuracy, completeness, cost, and speed. According to the employment contract, performance is considered fulfilling all obligations and responsibilities specified in the contract. Nursing performance refers to the behavior that a nurse chooses in their work to fulfill its intended purpose or achieve personal goals, reflecting the results they will achieve in their work. Thus, it serves as a gauge of an individual's ability to perform their current job and what is expected of them in the future. Nursing performance is an expression of the nursing staff's productivity at the hospital level, based on their integrated and diverse medical and health activities and tasks. [22]

Dimensions of nursing performance: The behavior of nursing professionals is determined by a set of dimensions that constitute nursing performance, as illustrated in Equation (1). To achieve high nursing performance, the following equation must be fulfilled:

Equation 1: achieve high nursing performance [23]

$$Nursing\ Performance = Ability\ x\ Motivation\ x\ Opportunity$$

When nursing professionals work in a hospital, their behavior consists of a series of actions and activities. It is given by them as a result of their dynamic engagement with their surroundings, which is what we refer to as job performance. [24]

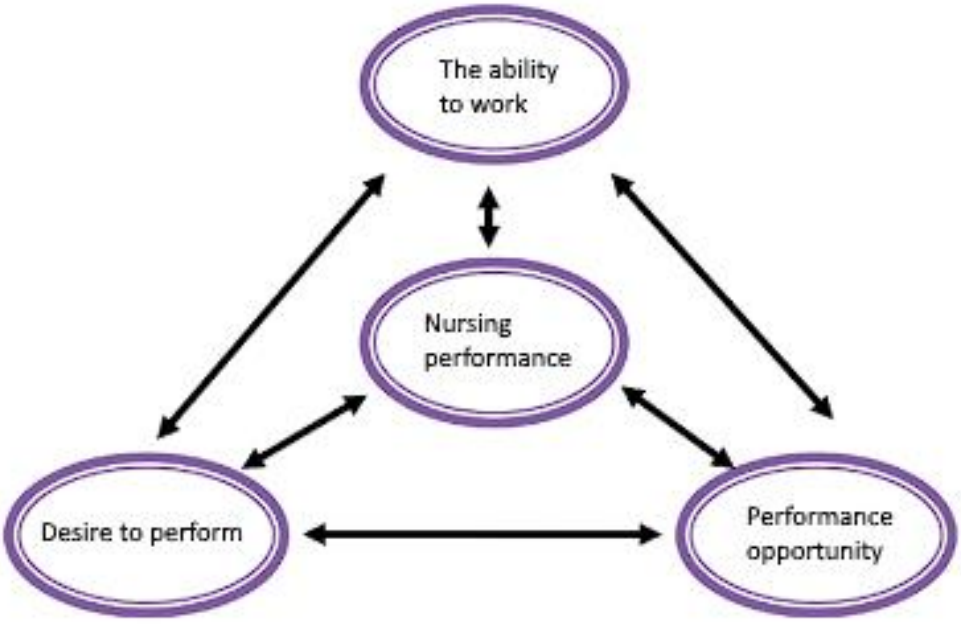

Figure 1: Dimensions and elements of nursing performance [24]

The three areas of nursing performance are as follows. The capacity to carry out: It is exhibited in the work of nursing professionals as developed energy, real knowledge, or developed skill. It is not a latent or hidden talent, and it is influenced by a variety of variables, including intelligence, general health, education, training, experience, readiness on their part, and hereditary skills. [25]

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Desire to perform: This is exemplified by the force that moves and arouses a person to carry out the tasks assigned to him to the best of his ability by satisfying his material and moral needs and desires. Desire to perform can be improved by motivation by creating work teams and performance groups, providing suitable natural working conditions, and meeting his various needs. [26]

Performance Opportunity: It refers to providing suitable opportunities for nursing professionals to perform well. This requires the manager to analyze the various factors influencing the performance of the nursing staff, such as the technology used, the planning system, decision-making, and empowerment. [27]

Aim of the study

This research aims to achieve the following objectives:

1. Provide stakeholders and interested parties with theoretical and practical information that reflects the nature of burnout and the underlying causes of its occurrence within the nursing environment in Wasit Governorate, with current and future applicability.
2. Identify the extent to which work stress influences the occurrence of burnout on the one hand and its impact on job performance on the other hand among nursing professionals.
3. Understand the level of job performance and its correlation with the occurrence of burnout among nursing professionals.
4. Uncover the variations in nursing professionals' perception of work stress, considering demographic variables and their respective work departments.
5. Examine the differences in the impact of work stress within the nursing environment among the researched hospitals, considering their geographical location, specialties, and bed capacity.
6. Provide recommendations to Iraqi healthcare organizations for adopting coping strategies to manage work stress and achieve desired objectives while promoting a clear vision.

Research Hypotheses:

The first main hypothesis suggests that work stress is positively and significantly correlated with its dimensions (work environment, workload sources, individual role, social relationships within and outside work, and organizational climate) and is positively related to burnout and its dimensions (emotional and physical exhaustion, reduced personal accomplishment, and negative attitudes towards oneself and others).

The second main hypothesis suggests that work stress is positively and significantly associated with its dimensions (work environment, workload sources, individual role, social relationships within and outside work, and organizational morale) and job performance and its dimensions (effort, capabilities, and role perception).

The third main hypothesis states that burnout is positively and significantly associated with its dimensions (emotional and physical exhaustion, reduced personal accomplishment, and

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negative attitudes towards oneself and others) and job performance and its dimensions (effort, capabilities, and role perception).

The fourth main hypothesis indicates that there is a significant impact of work stress on job performance.

The fifth main hypothesis indicates that there is a significant impact of burnout on job performance.

The sixth main hypothesis suggests that the impact of work stress on job performance increases when mediated by indicators of burnout.

Methodology

Research Problem: The research problem can be formulated in the general question: What is the nature of the relationship between burnout, work stress, and job performance among nursing professionals in hospitals in Wasit Governorate? From this general question, the following sub-questions emerged:

- What are the work stressors faced by nursing professionals?
- Is there a relationship between work stress and burnout among these professionals?
- Does burnout have an impact on job performance?

Research Significance and Justifications for Choosing the Topic:

Theoretical Significance: The research delves into studying the relationship between two administrative and organizational subjects, both related to organizational behavior: work stress and job performance. Additionally, it explores burnout as a psychological and occupational phenomenon to investigate its interrelations and impact within the nursing work environment.

Practical Significance: Examining the existing work stress in the Saudi hospital in the eastern province nursing environment and understanding the effects of these stressors on both burnout and job performance are of great practical importance.

Research Population and Sample:

The research community comprises three hospitals in Saudi hospitals in the eastern province. The study sample includes 105 male and female nurses, constituting 30% of the nursing workforce in the investigated hospitals.

Research Tools and Data Collection Methods:

1. Theoretical Aspect: The research relies on available specialized Arabic and foreign sources, including books, journals, and the internet, as well as relevant research papers, theses, and dissertations related to the research topic.

Data for this study are collected from ten hospitals and medical centers located in the Eastern Province of Saudi Arabia

Statistical analysis

The results obtained by the researchers will be displayed and analyzed, Data were fed to the pc and analyzed using IBM SPSS software package version 20.0. (Armonk, NY: IBM Corp). We will display the arithmetic means of the questionnaire responses obtained from the sample and present the standard deviations to identify the degree of variation in those responses by

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displaying the frequencies and their percentages to identify the level of responses about the variables.

Reliability and Validity of the Questionnaire:

The questionnaire's reliability was tested using the split-half method, and the correlation coefficient was found to be 0.789, indicating high reliability. The Cronbach's Alpha coefficient was calculated for the total questionnaire items and yielded a value of (0.958), indicating a high level of reliability and suitability for application.

Results and Discussion

First: Analysis of Correlation Hypotheses

A- The first main hypothesis suggests that work pressures and their dimensions (work environment, sources of workload, individual roles, social relationships within and outside work, and organizational climate) are positively and significantly correlated with burnout. Burnout includes emotional and physical exhaustion, reduced personal accomplishment, and a negative attitude toward oneself and others. Table (2) confirms the absence of a significant positive correlation between work pressures and burnout, with a correlation coefficient of (-0.2) and a significance value of (0.101). Thus, this result leads to the conclusion that the first main correlation hypothesis between the explanatory variable (work pressures) and the mediator variable (burnout) is not supported.

Regarding the subsidiary hypotheses, the following results were observed:

Table (2) indicates the relationship between work pressures and dimensions of burnout. It showed no significant correlation between the main variable (work pressures) and emotional and physical exhaustion, with a correlation coefficient of (-0.12) and a significance value of (0.3). Similarly, there was no significant correlation between work pressures and reduced personal accomplishment, with a correlation coefficient of (0.1) and a significance value of (0.32). However, a significant correlation was found between work pressures and a negative attitude toward others.

There is a positive correlation between work pressures and a negative attitude towards oneself and others. The correlation coefficient is (0.38), with a significance value of (0.001).

The first subsidiary hypothesis indicates a positive and significant correlation between the work environment and burnout, including emotional and physical exhaustion, reduced personal accomplishment, and a negative attitude toward oneself and others.

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Table 2: The relationships of the correlation between the explanatory variable of work stress and its dimensions, and the mediating variable of psychological burnout and its dimensions.

Studied variables	Psychological and physical exhaustion		Decreased personal accomplishment		Negative self and others' orientation		Burnout	
	R	Significant	R	Significant	R	Significant	R	Significant
Work pressures	-0.12	0.3	0.1	0.32	0.38	**0.001**	-0.2	0.101
Physical work environment	0.13	0.289	0.31	**0.005**	0.16	0.18	0.28	**0.012**
Sources of workload	-0.1	0.311	0.17	0.15	-0.2	0.14	-0	0.75
Individual's role	-0.38	**0.0011**	-0.23	**0.03**	-0.2	**0.06**	-0.4	**0.001**
Social relationships within and outside of work	-0.52	**<0.0001**	-0.21	0.06	-0.3	**0.021**	-0.5	**0.0001**
Organizational climate	-0.13	0.252	0.19	0.08	-0	0.65	-0.1	0.46

** The correlation is significant at the (0.01) level.

* The correlation is significant at (0.05) level.

Table (2) illustrates the correlation relationships assumed by the first subsidiary hypothesis, confirming the existence of a positive and significant correlation between the work environment and burnout.

Work Pressures: There is a weak negative correlation between work pressures and psychological and physical exhaustion (R = -0.12, p = 0.3), a weak positive correlation with decreased personal accomplishment (R = 0.1, p = 0.32), a moderate positive correlation with negative self and others' orientation (R = 0.38, p = 0.001), and a weak negative correlation with overall burnout (R = -0.2, p = 0.101).

Physical Work Environment: There is a weak positive correlation between the physical work environment and psychological and physical exhaustion (R = 0.13, p = 0.289), a moderate positive correlation with decreased personal accomplishment (R = 0.31, p = 0.005), a weak positive correlation with negative self and others' orientation (R = 0.16, p = 0.18), and a moderate positive correlation with overall burnout (R = 0.28, p = 0.012).

Sources of Workload: There is a weak negative correlation between sources of workload and psychological and physical exhaustion (R = -0.1, p = 0.311), a weak positive correlation with decreased personal accomplishment (R = 0.17, p = 0.15), no significant correlation with negative self and others' orientation (R = -0.2, p = 0.14), and no correlation with overall burnout (R = -0, p = 0.75).

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Individual's Role: There is a strong negative correlation between an individual's role and psychological and physical exhaustion (R = -0.38, p = 0.0011), a moderate negative correlation with decreased personal accomplishment (R = -0.23, p = 0.03), a weak negative correlation with negative self and others' orientation (R = -0.2, p = 0.06), and a strong negative correlation with overall burnout (R = -0.4, p = 0.001).

Social Relationships: There is a strong negative correlation between social relationships within and outside of work and psychological and physical exhaustion (R = -0.52, p < 0.0001), a weak negative correlation with decreased personal accomplishment (R = -0.21, p = 0.06), a moderate negative correlation with negative self and others' orientation (R = -0.3, p = 0.021), and a strong negative correlation with overall burnout (R = -0.5, p = 0.0001).

Organizational Climate: There is a weak negative correlation between organizational climate and psychological and physical exhaustion (R = -0.13, p = 0.252), a weak positive correlation with decreased personal accomplishment (R = 0.19, p = 0.08), no significant correlation with negative self and others' orientation (R = -0, p = 0.65), and no significant correlation with overall burnout (R = -0.1, p = 0.46).

In general, the data suggests various relationships between work stress, its dimensions, psychological burnout, and its dimensions. For instance, factors like an individual's role and social relationships show significant correlations with psychological burnout and its dimensions. The study's findings underscore the intricate interplay between these variables and provide insights into potential areas for interventions to mitigate burnout and improve overall well-being in the context of the studied nursing environment.

The second main hypothesis states that work pressures are positively and significantly correlated with job performance dimensions (effort, capabilities, and role perception). Table (3) presents the correlations assumed by the second main hypothesis, confirming the existence of a positive and significant correlation between work pressures and job performance. The correlation coefficient was 0.3, with a significance value of 0.0081. Thus, the second main hypothesis, stating the positive relationship between the explanatory variable (work pressures) and the response variable (job performance), is achieved.

Regarding the subsidiary hypotheses: Table (3) indicates a significant positive correlation between the main variable (work pressures) and effort and capabilities. The correlation coefficients were (0.37, 0.35), respectively, and the significance values were (0.001, 0.0041), respectively, at a confidence level.

Table 3: The relationships of correlation between the explanatory variable of work stress and its dimensions, and the response variable of job performance and its dimensions.

Studied variables	Effort		Abilities		Role perception		Job performance	
	R	Significant	R	Significant	R	Significant	R	Significant
Work pressures	0.37	0.001	0.35	0.0041	0.191	0.081	0.3	0.0081
Physical work	0.25	0.028	0.07	0.53	-0.05	0.62	0.061	0.56

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environment								
Sources of workload	0.19	0.076	0.19	0.11	0.12	0.32	0.16	0.18
Individual's role	-0.1	0.421	0.03	0.76	0.16	0.22	-0.01	0.919
Social relationships within and outside of work	0.2	0.061	0.3	0.0072	0.11	0.24	0.24	0.031
Organizational climate	0.35	0.0021	0.25	0.034	0.13	0.26	0.26	0.022

The provided data outlines the correlations between the explanatory variable of work stress and its dimensions and the response variable of job performance and its dimensions. The relationships are as follows:

Work Pressures: Work pressures exhibit a moderate positive correlation with effort ($R = 0.37$, $p = 0.001$), a moderate positive correlation with abilities ($R = 0.35$, $p = 0.0041$), a weak positive correlation with role perception ($R = 0.191$, $p = 0.081$), and a moderate positive correlation with overall job performance ($R = 0.3$, $p = 0.0081$).

Physical Work Environment: The physical work environment shows a moderate positive correlation with effort ($R = 0.25$, $p = 0.028$), no significant correlation with abilities ($R = 0.07$, $p = 0.53$), no significant correlation with role perception ($R = -0.05$, $p = 0.62$), and no significant correlation with overall job performance ($R = 0.061$, $p = 0.56$).

Sources of Workload: Sources of workload demonstrate a weak positive correlation with effort ($R = 0.19$, $p = 0.076$), a weak positive correlation with abilities ($R = 0.19$, $p = 0.11$), a weak positive correlation with role perception ($R = 0.12$, $p = 0.32$), and no significant correlation with overall job performance ($R = 0.16$, $p = 0.18$).

Individual's Role: The individual's role exhibits no significant correlation with effort ($R = -0.1$, $p = 0.421$), no significant correlation with abilities ($R = 0.03$, $p = 0.76$), a weak positive correlation with role perception ($R = 0.16$, $p = 0.22$), and no significant correlation with overall job performance ($R = -0.01$, $p = 0.919$).

Social Relationships: Social relationships within and outside of work show a weak positive correlation with effort ($R = 0.2$, $p = 0.061$), a moderate positive correlation with abilities ($R = 0.3$, $p = 0.0072$), a weak positive correlation with role perception ($R = 0.11$, $p = 0.24$), and a weak positive correlation with overall job performance ($R = 0.24$, $p = 0.031$).

Organizational Climate: The organizational climate demonstrates a moderate positive correlation with effort ($R = 0.35$, $p = 0.0021$), a weak positive correlation with abilities ($R = 0.25$, $p = 0.034$), a weak positive correlation with role perception ($R = 0.13$, $p = 0.26$), and a weak positive correlation with overall job performance ($R = 0.26$, $p = 0.022$).

The data suggests varying relationships between work stress dimensions and job performance dimensions. Work pressures and organizational climate appear to have significant correlations with multiple aspects of job performance, indicating that these factors may impact the efforts and abilities of individuals in their roles and overall job performance. On the other hand, the physical work environment and individual's role show relatively weaker correlations

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with job performance dimensions. The findings highlight potential avenues for intervention and improvement in the workplace to enhance job performance based on these observed relationships.

The third subsidiary hypothesis states that the individual's role is positively and significantly related to job performance dimensions (effort, capabilities, and role perception). Table (3) shows no significant positive correlation between the individual's role and job performance. The correlation coefficient was (-0.01), and the significance value was (0.919). Furthermore, regarding the relationship between the individual's role and the dimensions of job performance, table (3) confirmed the absence of a significant correlation between the main variable (the individual's role) and each effort, capabilities, and role perception. The correlation coefficients were (0.03), (0.16), and (-0.01), respectively, with significance values of (0.421), (0.76), and (0.22), respectively.

The fourth subsidiary hypothesis indicated a significant positive correlation between social relationships within and outside the workplace and job performance dimensions (effort, capabilities, and role perception). Table (3) shows a significant positive correlation between the main variable (social relationships within and outside the workplace) and job performance. The correlation coefficient was (0.24), with a significance value of (0.031) at a confidence level of (0.95). However, regarding the relationship between social relationships within and outside the workplace and the dimensions of job performance, Table (3) confirmed the absence of a significant positive correlation between the main variable (social relationships within and outside the workplace) and both effort and role perception. The correlation coefficients were (0.20) and (0.11), respectively, with significance values of (0.061) and (0.24), respectively. Nevertheless, there was a significant positive correlation between social relationships within and outside the workplace and capabilities, with a correlation coefficient of (0.3) and a significance value of (0.0072) at a confidence level of (0.95).

The sixth subsidiary hypothesis stated that organizational climate is positively and significantly related to job performance dimensions (effort, capabilities, and role perception). Table (3) shows the presence of a significant positive correlation between organizational climate and job performance. The correlation coefficient was (0.25), with a significance value of (0.034) and a confidence level of (0.95). As for the subsidiary hypotheses, there was a significant positive correlation between the main variable (organizational climate) and both effort and capabilities. The correlation coefficients were (0.35) and (0.26), respectively, with significance values of (0.0021) and (0.034), at a confidence level of (0.95). However, the table also indicates the absence of a significant correlation between organizational climate and role perception, with a correlation coefficient of (0.13) and a significance value of (0.26).

The third main hypothesis stated that burnout, with its dimensions (emotional exhaustion, physical exhaustion, reduced personal accomplishment, and negative self-perception, among others), is significantly and positively correlated with job performance dimensions (effort, capabilities, and role perception). Table (4) indicates the presence of a significant negative correlation between burnout and job performance. The correlation coefficient was (-0.3), with a

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significance value of (0.0081) at a confidence level of (0.95). Therefore, based on this result, we can conclude that the third main hypothesis, which suggests a positive correlation between burnout and job performance, is not supported. Instead, the alternative hypothesis, which suggests a negative correlation between burnout and job performance, is accepted.

Table (4) shows a significant negative correlation between the main variable (burnout) and both capabilities and role perception. The correlation coefficients were (-0.29) and (-0.3), respectively, with significance values of (0.009) and (0.0121) at confidence levels of (0.95) and (0.95), respectively. However, there was no significant correlation between burnout and effort, with a correlation coefficient of (-0.146) and a significance value of (0.195).

Table 4: The relationships of correlation between the mediating variable of psychological burnout and its dimensions, and the response variable of positive job performance and its dimensions

Studied variables	Effort		Abilities		Role perception		Job performance	
	R	Significant	R	Significant	R	Significant	R	Significant
Burnout	-0.146	0.195	-0.29	0.009	-0.3	0.0121	-0.3	0.0081
Psychological and physical exhaustion	-0.21	0.061	-0.44	0.001	-0.3	0.0087	-0.37	0.001
Decreased personal accomplishment	0.001	0.992	-0.08	0.572	-0.2	0.221	-0.12	0.287
Negative self and others' orientation	-0.07	0.452	0.007	0.992	-0.1	0.354	-0.08	0.56

Burnout: There is a weak negative correlation between burnout and effort (R = -0.146, p = 0.195), a moderate negative correlation with abilities (R = -0.29, p = 0.009), a moderate negative correlation with role perception (R = -0.3, p = 0.0121), and a moderate negative correlation with overall job performance (R = -0.3, p = 0.0081).

Psychological and Physical Exhaustion: There is a moderate negative correlation between psychological and physical exhaustion and effort (R = -0.21, p = 0.061), a strong negative correlation with abilities (R = -0.44, p = 0.001), a moderate negative correlation with role perception (R = -0.3, p = 0.0087), and a strong negative correlation with overall job performance (R = -0.37, p = 0.001).

Decreased Personal Accomplishment: There is virtually no correlation between decreased personal accomplishment and effort (R = 0.001, p = 0.992), no significant correlation with abilities (R = -0.08, p = 0.572), no significant correlation with role perception (R = -0.2, p = 0.221), and no significant correlation with overall job performance (R = -0.12, p = 0.287).

Negative Self and Others' Orientation: Negative self and others' orientation exhibit no significant correlation with effort (R = -0.07, p = 0.452), virtually no correlation with abilities (R

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= 0.007, p = 0.992), no significant correlation with role perception (R = -0.1, p = 0.354), and no significant correlation with overall job performance (R = -0.08, p = 0.56).

The fourth main influence hypothesis states that there is a significant effect of work pressure on job performance. This hypothesis was tested through a simple regression analysis (Table 9). The model's significance, according to the (F) test, is achieved as the calculated value of (F) is 6.26, which is greater than the tabulated value (4.4) at a significance level of 0.05 and a confidence level of 95%. This indicates that the regression curve is well-suited to describe the relationship between the variables. The determination coefficient value is not provided in the text.

The coefficient of determination (R-squared) is 0.32, which means that 32% of the variation in job performance is explained by work pressure, which was included in the regression model. The remaining 68% of the variation is explained by other factors that were not included in the regression model. The significance level is 0.000, confirming a significant and strong impact of work pressure on job performance. Therefore, the fourth main influence hypothesis is verified, which states that there is a significant effect of work pressure on job performance.

Table 5: Analysis of the effect of the variable work stress and its dimensions on the variable positive job performance

Studied variables	Job performance		
	R^2	F- Value	P- Value
Work pressures	0.32	6.26	0.0115
Physical work environment	0.089	0.714	0.411
Sources of workload	0.021	1.46	0.239
Individual's role	0.0001	0.0058	0.958
Social relationships within and outside of work	0.261	4.68	0.031
Organizational climate	0.369	6.82	0.012

The data provides an analysis of the effects of the variable "work stress" and its dimensions on the variable "positive job performance." The analysis includes the coefficients of determination (R2), F-values, and associated p-values. The results are as follows:

Work Pressures: Work pressures have a significant effect on positive job performance with an R2 value of 0.32. The F-value is 6.26, and the associated p-value is 0.0115, indicating a statistically significant relationship between work pressures and positive job performance.

Physical Work Environment: The physical work environment has a limited effect on positive job performance, as indicated by the relatively low R2 value of 0.089. The F-value is 0.714, and the associated p-value is 0.411, suggesting that the relationship is not statistically significant.

Sources of Workload: Sources of workload have a very weak effect on positive job performance, as indicated by the low R2 value of 0.021. The F-value is 1.46, and the associated p-value is 0.239, suggesting that the relationship is not statistically significant.

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Individual's Role: The individual's role has an almost negligible effect on positive job performance, with an extremely low R2 value of 0.0001. The F-value is 0.0058, and the associated p-value is 0.958, indicating that the relationship is not statistically significant.

Social Relationships: Social relationships within and outside of work have a moderate effect on positive job performance, as indicated by the R2 value of 0.261. The F-value is 4.68, and the associated p-value is 0.031, suggesting a statistically significant relationship.

Organizational Climate: The organizational climate has a substantial effect on positive job performance, with an R2 value of 0.369. The F-value is 6.82, and the associated p-value is 0.012, indicating a statistically significant relationship.

The fifth main hypothesis states that there is a significant effect of burnout on job performance. From this main hypothesis, the following sub-hypotheses emerge:

- There is a significant effect of psychological and physical exhaustion on job performance.
- There is a significant effect of reduced personal accomplishment on job performance.
- There is a significant effect of negative self- and other-oriented behaviors on job performance.

This hypothesis was tested through simple regression analysis, as shown in Table (11). The significance of the model, according to the F-test, indicates that the calculated F-value is 6.78, which is greater than the tabulated value (4.4) at a significance level of (0.05) and with a confidence level of 95%. This means that there is a significant effect of burnout on the dependent variable, which is job performance.

The coefficient of determination (R2), with a value of 0.37, indicates that 37% of the variation in job performance is explained by burnout, which was included in the regression model, while 63% is explained by other factors not included in the regression model. The p-value is (0.016), confirming the strong impact of burnout on job performance.

Based on these results, the main hypothesis is confirmed, stating that there is a significant effect of burnout on job performance.

Table 6: Analysis of the effect of the variable psychological burnout and its dimensions on the variable positive job performance

Studied variables	Job performance		
	R^2	F- Value	P- Value
Burnout	0.37	6.79	0.0162
Psychological and physical exhaustion	0.412	11.92	0.0011
Decreased personal accomplishment	0.0091	0.75	0.411
Negative self and others' orientation	0.0013	0.074	0.782

The data provides an analysis of the effects of the variable "psychological burnout" and its dimensions on the variable "positive job performance." The analysis includes the coefficients of determination (R2), F-values, and associated p-values. The results are as follows:

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Burnout: Burnout has a significant effect on positive job performance with an R2 value of 0.37. The F-value is 6.79, and the associated p-value is 0.0162, indicating a statistically significant relationship between burnout and positive job performance.

Psychological and Physical Exhaustion: Psychological and physical exhaustion has a strong effect on positive job performance, as indicated by the relatively high R2 value of 0.412. The F-value is 11.92, and the associated p-value is 0.0011, suggesting a statistically significant relationship.

Decreased Personal Accomplishment: Decreased personal accomplishment has a minimal effect on positive job performance, with a very low R2 value of 0.0091. The F-value is 0.75, and the associated p-value is 0.411, indicating that the relationship is not statistically significant.

Negative Self and Others' Orientation: Negative self and others' orientation have an almost negligible effect on positive job performance, as indicated by the extremely low R2 value of 0.0013. The F-value is 0.074, and the associated p-value is 0.782, suggesting that the relationship is not statistically significant.

This analysis suggests that work pressure directly impacts job performance, and its indirect effects through burnout dimensions differ in their strength, with psychological and physical exhaustion having the strongest impact, followed by low personal accomplishment, and the least impact through negative self- and other orientations on job performance.

Conclusions:

- There were no significant correlations between work pressure and overall burnout. However, negative correlations were found between work pressure and individual roles, as well as social relationships within and outside the workplace, and burnout. On the other hand, positive correlations were observed between work pressure and the physical work environment, and burnout. This indicates that the level of pressure experienced by the research sample is still within acceptable limits that do not lead to burnout.
- There was a positive correlation between work pressure and job performance at both the overall and sub-levels. This conclusion aligns logically and coherently with the first conclusion, indicating that work pressure in the research sample remains within boundaries that can be considered motivating for performance.
- Burnout showed a significant and inverse correlation with job performance, implying that high performance within the research sample is likely associated with the absence of burnout.

Recommendations:

- Organizations should monitor and manage work pressure to maintain it at acceptable levels to avoid burnout among employees.
- Providing support and resources to employees to cope with work pressure effectively can contribute to enhancing job performance and reducing burnout.
- Regular assessments of employee well-being and mental health can help identify early signs of burnout and address them promptly.
- Creating a positive work environment, promoting work-life balance, and encouraging a

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healthy organizational culture can lead to improved job performance and reduced burnout among employees.

- The aforementioned three conclusions confirm that work pressure, within acceptable levels, serves as a motivating factor for job performance. However, extreme levels of work pressure can lead to symptoms of burnout, which, in turn, hinder job performance.

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