

**Burnout and its relationship with Organizational Culture  
(Case Study of the Administrative Staff in Faculty of  
Sciences-Mutah University-Jordan)**

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**Abstract**

This study aims to investigate the phenomenon of Job Burnout among the administrative staff in the faculty of sciences at Mutah University. The sample of the study consisted of all the administrative employees in that faculty with n=55, the researchers used MBI ES to measure Job Burnout of the sample of the study which is translated to Arabic, also the researchers used Quinn and Cameron Typology for assessing the type of organizational culture dominant in the University.

The study found that the level of Job Burnout is approximately high for the dimensions of Exhaustion emotion and depersonalization while reduced personal achievement is low. The study recommends expanding the sample of the study to include the all-administrative employees in the university.

**Keywords:** Job Burnout, Exhaustion Emotion, Depersonalization, Reduced Personal Achievement, Organizational Culture, Clan Culture, Adhocracy Culture, Market Culture and Hierarchy Culture.

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## الاحترق الوظيفي وعلاقته بالثقافة التنظيمية

(دراسة حالة للهيئة الإدارية في كلية العلوم-جامعة مؤتة)

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### ملخص

تهدف هذه الدراسة للبحث في ظاهرة الاحتراق الوظيفي بين العاملين في الهيئة الإدارية في كلية العلوم في جامعة مؤتة. وقد تكونت عينة الدراسة في جميع الموظفين في الكلية وعددهم 55 موظفاً، وقد استخدم الباحثان مقياس ماسلاك للاحتراق الوظيفي - مسح المدرسين (MBI ES) لقياس الاحتراق الوظيفي لدى عينة الدراسة بعدما تمت ترجمته للغة العربية، كذلك قام الباحثان باستخدام تصنيف كوين وكامبرون لتقييم الثقافة التنظيمية السائدة في الجامعة.

ولقد أظهرت الدراسة أن مستوى الاحتراق الوظيفي كان مرتفعاً تقريباً بالنسبة إلى أبعاد الاجهاد العاطفي وتبدد الشخصية بينما كان قليلاً لبعده التحصيل الشخصي المنخفض. وقد قدمت الدراسة عدة توصيات من بينها توسيع عينة الدراسة لتشمل جميع الموظفين الإداريين في الجامعة.

**الكلمات الدالة:** الاحتراق الوظيفي، الاجهاد العاطفي، تبدد الشخصية، التحصيل الشخصي المنخفض، الثقافة التنظيمية، ثقافة العشيرة، ثقافة التكيف المرن، ثقافة السوق وثقافة التسلسل الهرمي.

## **Introduction:**

Universities play important roles in the life of societies as an ideological apparatuses, being mechanism of selection and socialization of dominant elites, generation of knowledge and most frequently emphasized training of skilled labor force (Castells, 2001). Stress appears in all workplaces and universities are no exception. Although research shows that stress can help people work more efficiently, too much stress can result in many different problems and Burnout is one of the principal issues of job stress that influences both people and organizations (Hodgetts & Hegar, 2008, p. 466.)

Schaufeli & Enzmann (1998) categorized the consequences of Burnout into three levels: individual, work orientation and attitudes and finally organizational. Burnout at the organizational level embodied in High rates of absenteeism and sick leave, high rates of Job Turnover and a decline in performance and quality of services.

According to (Griffin & Moorhead, 2014), there are two ways to manage Job Stress consequences either individually or organizationally. Organizational coping strategies include either institutional Strategies or Collateral Strategies, they mention organizational culture as one of the dimensions that institutional program could be applied to foster the culture reinforce a healthy mix of work and non-work activities so as alleviate the phenomenon of Burnout in an organization.

In this study, the researchers attempt to investigate the phenomenon of Job Burnout among the administrative staff in one of the higher education institutions in Jordan that is Mutah University. In addition, to identify the relationship of organizational Culture in this phenomenon and to identify the type of culture that is dominant in the University to reduce the negative outcomes resulted from this phenomenon.

## **The Problem of the Study and its importance**

The World Bank report (2018) has showed that Jordan should continue to apply tight fiscal and monetary policies in order to absorb the bad economic situation it faces due to Syrian refugees crisis and the rate of unemployment. This situation has been reflected on all sectors in Jordan especially the higher education sector. According to (Dana Al Emam, 2016), the administrations of Public Universities struggle to find a solution for the

equation that achieves a balance between generating income from tuition fees and paying rewarding salaries to faculty members, in light of competitive offers they receive from universities in Gulf Arab countries. The administrative staff in the universities found themselves in a situation where the costs of life tremendously escalating and their colleagues from faculty members gain more incentives in addition they should deal with the increasing rates of students each semester.

This stressful environment has created many problems thus it is worthy to investigate the level of Job Burnout because of Job Stress among this sector of employees in the Jordanian universities, and seek solutions for such a problem. Many studies have showed that organizational culture could play an important role in alleviating the level of Job Burnout (Ghasemi, 2001; Kheirandish et al., 2016; Zamini et al., 2011 & Dimitrios & Konstantinos, 2014.)

Since higher education sector is a vital sector for developing any country, in addition to severe consequences of Job Burnout on universities as a part of higher education sector. It is relevant to study the organizational culture in these universities to identify what strategies that could be applied to reduce Job Burnout among the administrative staff in such universities in Jordan focusing on Mutah University. For this purpose, the following questions could be addressed to summarize the problem of this study:

1. What is the level of Job Burnout among the administrative staff working in Faculty of Sciences- Mutah University during the second semester 2017/2018?
2. What is the dominant type of organizational culture at Faculty of Sciences-Mutah University during the second semester 2017/2018?
3. Is there a significant relationship between the level of Job Burnout and the type of the culture among the administrative staff working in Faculty of Sciences-Mutah University during the second semester 2017/2018?

## **Objectives of the Study**

This Study aims to achieve the following objectives:

1. To identify the level of Job Burnout among the administrative staff working in Faculty of Sciences-Mutah University during the second semester 2017/2018.
2. To investigate the relationship between organizational culture and Job Burnout among the administrative staff working in Faculty of Sciences-Mutah University during the second semester 2017/2018.

## **The study model**

The study model consists mainly of two variables: the dependent variable that is Job Burnout and the independent variable that is the organizational culture. Job Burnout comprised three dimensions: Emotional Exhaustion, Depersonalization and Reduced Personal Accomplishment (Maslach et al., 2001), these dimensions will be measured using the MBI-ES which is a version of the original MBI for use with educators, including teachers, administrators, other staff members, and volunteers working in any educational setting. Emotional exhaustion measures feelings of being emotionally overextended and exhausted by one's work. Depersonalization measures an unfeeling and impersonal response toward recipients of one's instruction, whereas Personal Accomplishment measures feeling of competence and successful achievement in one's work.

To assess organizational culture, The Organizational Culture Assessment Instrument (OCAI) (Cameron and Quinn, 2006) will be used. Using the OCAI, the researcher could draw an organizational culture profile by establishing the organization's dominant culture type characteristics. In this respect, the overall culture profile of an organization can be identified as:

- Clan: an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.
- Hierarchy: an organization that focuses on internal maintenance with a need for stability and control.
- Adhocracy: an organization that concentrates on external positioning with a high degree of flexibility and individuality.
- Market: an organization that focuses on external maintenance with a need for stability and control.



**Figure (1) The Study Model**

### **The hypothesis of the study**

#### **The first main hypothesis:**

H01: the administrative staff at Faculty of Sciences-Mutah University do not statistically experience a high level of Job Burnout.

This hypothesis is branched into the following sub-hypotheses:

HO1-1: the administrative staff at Faculty of Sciences-Mutah University do not statistically experience a high level of Emotional Exhaustion.

HO1-2: the administrative staff at Faculty of Sciences-Mutah University do not statistically experience a high level of Depersonalization.

HO1-3: the administrative staff at Faculty of Sciences-Mutah University do not statistically experience a high level of Reduced Personal Accomplishment.

### **The Second main hypothesis:**

HO2: There is no statistically significant relationship between job burnout among the administrative staff at Faculty of Sciences-Mutah University and organizational culture.

This hypothesis is branched into the following sub-hypotheses:

HO2-1: There is no statistically significant relationship between Emotional Exhaustion among the administrative staff at Faculty of Sciences-Mutah University and organizational culture.

HO2-2: There is no statistically significant relationship between Depersonalization among the administrative staff at Faculty of Sciences-Mutah University and organizational culture.

HO2-3: There is no statistically significant relationship between Reduced Personal Accomplishment among the administrative staff at Faculty of Sciences-Mutah University and organizational culture.

### **The limitation of the Study**

The study will be restricted to administrative staff working at Faculty of Sciences-Mutah University during the Second Semester of the Academic year 2017/2018.

### **Theoretical Framework and Previous Studies**

Frisinger (2006) referred that Burnout research has undergone through 2 phases: the first is the pioneering phase in which the phenomenon was described, given a name and proved by evidences that it appeared regularly. Freudenberger was the first to use the term “burnout” for the described processes, a notion originally used to explain a state associated with the effects of chronic drug abuse (Maslach et al., 2001), Maslach, a social psychologist, in 1976 interviewed a wide range of workers in the human service sector about their perception of emotional stress and their job. Due to the interpersonally challenging nature of their tasks, Maslach chose people from the human service sector as they were suspected to most likely reveal experiences of the burnout phenomenon (Maslach et al., 2001).

The second phase namely the empirical phase started in 1980s and was characterized by applying systematical and empirical approaches where the methodologies were quantitatively based. (Cherniss, 1980) cited in (Vandenberghe & Huberman, 1999) defined Burnout as negative personal changes that occur over time in helping professionals working in demanding or frustrating jobs, while Maslach and Jackson in 1981 (Maslach et al., 2001) defined burnout as a lengthy response to chronic emotional and interpersonal stressor at workplace. This definition has gained a greater acceptance among researchers which be attributed to the well-validated and most widely used questionnaire Maslach Burnout Inventory (MBI) emerged from this definition.

At the beginning of the 1990s, the first European Conference on Professional Burnout was held in Krakow, Poland. This conference was of great importance for research on burnout as it not only provided a thorough synopsis of the apparent literature on burnout at that time (Schaufeli, Maslach, & Marek 1993), but also suggested a comprehensive structure for further research into the concept of burnout (Schaufeli, Maslach, & Marek 1993).

Maslach & Jackson (1986) identified three sides of Burnout namely: emotional exhaustion, depersonalization, and reduced emotional accomplishment. The first dimension of burnout - emotional exhaustion is characterized by the depletion of one's emotional and physical resources (Frisinger, 2006). When individuals experience exhaustion, "they typically feel as though they lack the adaptive resources and cannot give more to their job" according to (Halbesleben & Buckley, 2004). Emotional exhaustion involves feelings of helplessness, hopelessness, and entrapment, which in extreme cases can lead to emotional breakdown (Schaufeli, & Enzmann, 1998).

Depersonalization (also described as cynicism or disengagement) constitutes the second dimension of burnout. It describes a behavior that people develop in reaction to the aforementioned exhaustion in the work place. Especially in human services, depersonalization is generally understood as a Coping mechanism, in which people create a situation where the demands of work become impersonal objects and thus are



perceived to be more manageable (Maslach et al., 2001). This situation is created by a mental detachment from the job and the development of a callous or uncaring attitude towards work, performance, and other job related factors like clients and coworkers.

The third dimension -Reduced Personal Accomplishment- known also as Personal inefficacy refers to the perception of not being able to perform at a once established standard. This dimension is associated with a decline in one's feeling of competence and successful achievement in one's work (Maslach et al., 2001).

The independent variable is organizational culture. Edgar H. Schein (1984) has defined it as “The pattern of invented basic assumptions, discovered or developed in a particular group to face the problems of external adaptation and internal integration that worked well enough to be valid to teach the new members as the correct way to perceive think and feel about those problems.” (Hellriegel & Slocum, 2011) proposed that organizational culture includes the followings:

- Routine ways of communicating, such as organizational rituals and ceremonies and the language commonly used;
- The norms shared by individuals and teams throughout the organization, such as no reserved parking spaces;
- The dominant values held by the organization, such as product quality or customer service;
- The philosophy that guides management’s policies and decision making, including determining which groups are included or consulted on decisions;
- The rules of the game for getting along in the organization, or the “ropes” that a newcomer must learn in order to become an accepted member; and
- The feeling or climate conveyed in an organization by the physical layout and the way in which leaders and employees interact with customers, suppliers, and other outsiders.

Many models pursued to put a model for organizational culture such as Harrison (1972, 1992) who divided culture into four categories (role, task, power, and person) cultures according to levels of two variables centralization and formalization. Another model proposed by (Deal & Kennedy, 2000) categorized four types of cultures (Work hard, Tough-guy, Process, and Bet-your-company) based on two variables that are risk and

feedback. Goffee and Jones (1996, 2003) suggested another categorization of culture based on two types of human relations, sociability, and solidarity, and their consequences for organizations. The four cultures of Goffee and Jones comprised (Networked, Communal, Fragmented, and Mercenary.) William Schneider built on the work of other researchers, such as Harrison, Deal and Kennedy defined a four-square-matrix to describe his culture model that consists of four types of cultures: Collaboration, Control, Competence, and Cultivation based on two variable Personal degree and Possibility.

(Cameron & Quinn, 1999, 2006) also developed a four-category typology based on two dimensions, but in their case the dimensions are more structural—how stable or flexible the organization is and how externally or internally focused it is. These dimensions are seen as perpetually competing values. An internally focused flexible organization is thought of as a clan, whereas an internally focused stable organization is thought of as a hierarchy. An externally Focused flexible organization is labeled an adhocracy, and an externally focused stable organization is thought of as a market. Figure 1 illustrates their model.

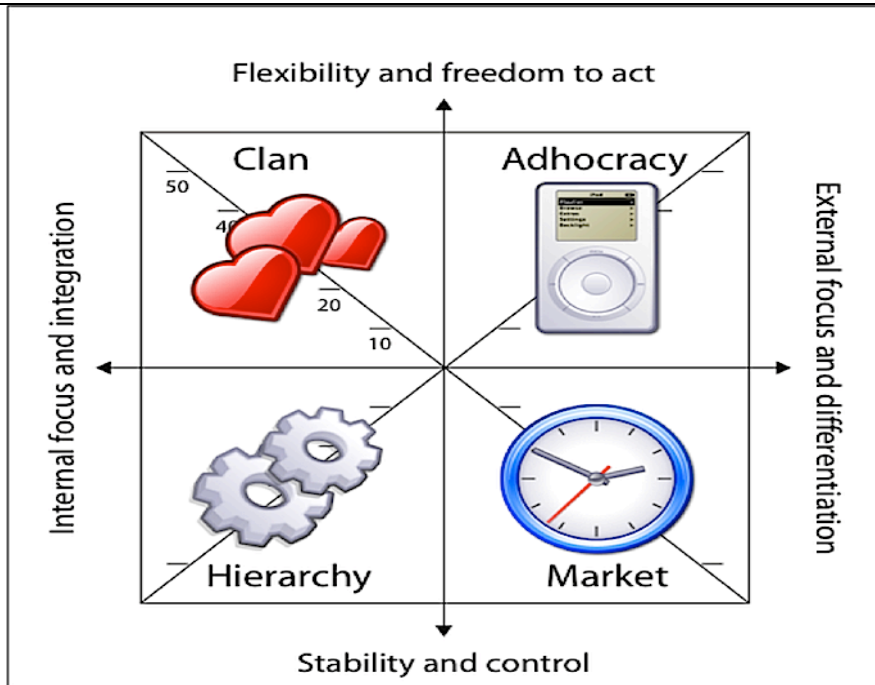


Figure 2 Cameron and Quinn Model

In this study, the “Organizational Culture Assessment Instrument (OCAI)” developed and validated by Cameron and Quinn will be used to assess the organizational culture. OCAI questionnaire will be applied on the sample of the study. Test takers will judge the six dimensions of their organization:

1. Dominant Characteristics
2. Organizational Leadership
3. Management of Employees
4. Organization Glue
5. Strategic emphases
6. Criteria for success

Clan Culture “is characterized by a friendly place to work that feels like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition.

Commitment is high (Jabeen & Isakovic, 2018). The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important. The organization places a premium on teamwork, participation, and consensus.”

Adhocracy Culture “is characterized by a dynamic, entrepreneurial, and creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk-oriented. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services (Jabeen and Isakovic, 2018). Readiness for change and meeting new challenges are important. The organization’s long-term emphasis is on rapid growth and acquiring new resources.”

Hierarchy Culture “is characterized by a formalized and structured place to work (Maximini, 2015, 16 - 19). Procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.”

Market Culture “is a results-oriented workplace. Leaders are hard-driving producers and competitors. They are tough and demanding (Maximini, 2015, 16 - 19). The glue that holds the organization together is an emphasis on winning. The long-term concern is on competitive actions and achieving stretch goals and targets. Outpacing the competition and market leadership are important.”

## **Previous Studies**

The studies that investigate the relationship between Job Burnout and Organizational Culture are very limited especially in the higher education field. The following studies represents the most relevant and important.

Sekar, Silampan, (Moorthy & Petchimthu, 2016) reviewed the literature concerning Burnout considering it a serious phenomenon especially in recent years characterized by global economic recession. They claimed that this phenomenon does not appear suddenly on the contrary it

develops over time. The researchers investigated the reasons leading to Job Burnout and the found it falls into occupational and personal factors. They focused on environment and the existence of few opportunities in personal development as one of the important causes that are strongly associated with organizational culture. Based on their review, they also proposed that strategies of organizational culture could assist overcoming or reducing Job Stress Levels. They recommended companies to organize educational programs or seminars for staff augmentation and professional control.

The study of Zokaei, (Ziapour & Kianipour, 2016) entitled “Evaluation of Relationship between Organizational Culture and Job Satisfaction among Employee of Kermanshah University of Medical Sciences.” The aim of this study is investigating the relationship between organizational culture and job satisfaction among employee of Kermanshah University of Medical Sciences in 2013. This study included 332 patients who were selected statically. Tools for data collection are including Maslach descriptive Job questionnaire and organizational culture scale questionnaire. Data were analyzed using SPSS-16 Software, t-tests, ANOVA, Pearson correlation coefficient and stepwise regression analysis. Results showed that there is a significant relationship between organizational culture subsets: innovation culture, bureaucratic culture, supportive culture, and job satisfaction factors. This shows that the organizational culture value will probably affect the job satisfaction, feels about the manager, staff, salaries and promotion.

The study of Kheirandish, (Farahani & Nikkhoo, 2016) entitled “The impact of Organizational Culture on employees’ Job Burnout.” The present research aims on investigating the relationship between organizational culture and job burnout of Melli Bank employees of Tehran city. This research is descriptive-surveying with applied research methodology. Statistical population of this study include 3500 Melli bank employees of Tehran city, 380 of whom were selected based on Morgan and Krejcy table as sample. Data collection tool was Hofsted Organizational Culture Questionnaire, and Jackson and Maslach job burnout questionnaire. Data analysis showed the significant and negative relationship between organizational culture and job burnout. In addition, results of regression analysis showed that power distance, individualism, and masculinity are able of predicting job burnout, and uncertainty avoidance dimension does not have ability of significant prediction for job burnout. Organizational culture and its elements control employees’ behavior in organization, and promotion of organizational culture reduces employees’ job burnout.

Kokt & Ramarumo (2015) entitled “Impact of organizational culture on job stress and burnout in graded accommodation establishments in the Free State province, South Africa.” The purpose of this paper is to investigate the impact of organizational culture on job stress and burnout in graded accommodation establishments. The Free State province of South Africa has a well-established hospitality sector, and investigations showed job stress and burnout are mitigated by a favorable organizational culture. A structured questionnaire was administered to 46 graded accommodation establishments in the two main economic clusters of the Free State province of South Africa. The investigation was quantitative in nature and the robust competing values framework (CVF) was used as conceptual guide. The findings indicate that graded accommodation establishments had a predominantly Rational Culture, which points to strong external positioning and competitiveness. Correlation and regression analyses further confirmed that although the Rational Culture does have a mitigating effect on job stress and burnout, the values associated with the Group Culture and Developmental Culture exert an even stronger mitigating effect. Managers need to establish a flexible, employee-oriented work environment where employees are allowed to be innovative and entrepreneurial.

The study of Torfi, (Alam, & Nikbakhsh, 2014) entitled “The Relationship between Organizational Culture and Job Burnout in the Employees of Physical Education Organization.” This study aimed to investigate the relationship between organizational culture and job burnout in the employees with Physical Education Organization in Iran. The population of the study consisted of all male and female employees working with Physical Education Organization across the country (N=310). A number of 150 employees participated in the study as the research sample. The study adopted a descriptive-correlational method. The data were collected through field study using questionnaires. The research instruments consisted of Organizational Culture Questionnaire and Maslach Burnout Inventory. The results showed a significant negative correlation between organizational culture and job burnout. The results also revealed significant multiple correlations of organizational culture and its dimensions with job burnout. From among the dimensions of organizational culture, social cohesiveness, communication and innovation had a greater share in

predicting job burnout in the employees. The study conclude that there should be attention to organizational culture and its dimensions, particularly social cohesiveness, communication and innovation, may contribute to the improvement of organizational performance and prevent job burnout in the employees. In this regard, the directors and leaders of Physical Education Organization are recommended to draw upon appropriate management methods in order to improve organizational culture prevent job burnout and promote job performance in the employees.

The study of (Acar & Acar, 2014) entitled “Organizational Culture Types and Their Effects on Organizational Performance in Turkish Hospitals.” The aim of this study is to reveal the organizational culture types in the hospitals and examine the relationships between organizational culture and business performance. To reveal the organizational culture of hospitals revised model of the Organizational Culture Assessment Instrument (OCAI) based upon the CVF is used. Data collected from 512 employees of 99 hospitals of majors cities in Turkey. According to the descriptive statistics, it is found out that the dominant organizational culture in the Turkish healthcare industry is Hierarchy and it is followed by Market and Clan cultures. The study provides an empirical evidence from healthcare services in Turkey that organizational culture be directly linked to the performance of an Organization. In addition, it is hard to reach superior performance in service and financial performance aspects with Clan culture. The study concluded that private hospitals in Turkey have not yet transformed a competitive and innovative structure keeping pace with dynamic market conditions and showed a controlled and organization focused approach in line with incoming past experience from public hospitals.

The study of (Zamini et al., 2011) entitled “The relationship between organizational culture and job burnout among the professors and employees in the University of Tabriz.” The purpose of this study was to investigate the relationship between organizational culture, and job burnout among the professors and employees in the University of Tabriz. The researchers chose 209 participants using stratified random sampling who completed the Hofstede Organizational Culture Questionnaire and Maslach Burnout Inventory. The results indicated that the kind of Organizational Culture in University of Tabriz was rational culture. The results of T-Test showed that there was a significant difference between the job burnout of professors and employees similar to men and women. The findings also illustrated that

there was a significant relationship between organizational culture, and job burnout among employees.

### **Organization Profile**

Mutah University is one the most prestigious Jordanian universities that is founded in 1981. It is a unique university in the middle east since it has both a military wing and a civil wing. It has 15 faculties, awards Bachelor's degree, Masters in Medicine, Engineering, Science, Business, Arts, and many other disciplines. It is also award a PhD degree in Arabic Language, Islamic Studies, Criminology, and Strategic Management.

The Faculty of Science is considered the first established civilian faculty in Mutah University; it consists of the following departments: Physics, Mathematics and Statistics, Chemistry, Biology, and Medical Laboratories. The faculty has an administrative staff that is responsible for the various Laboratories of the faculty, Human resources and administration affairs, supplies, secretaries, and maintenance. The total number of the administrative staff in this faculty reaches 55 employees.

The majority of the administrative employees in the Faculty have no place for promotion in the organizational structure. This case exists in other applied faculties such as Engineering, Agriculture, Nursing and Medicine Faculties, but Faculty of Science have the largest number of administrative employees. The Faculty of Science presents mandatory courses for Science, Engineering, Agriculture, Nursing Medicine and other Faculties' students. Therefore, the workers in the Labs in this Faculty experience more work periods compared to other Faculties' employees. These workers especially who works in the Labs are highly experienced and have good knowledge to operate and manage the Labs and various apparatus in addition to administrative tasks.

### **Methodology**

The population of the study consists of the administrative staff working in Mutah University during the second semester of the academic year 2017/2018. The study investigated the perspective of the administrative workers in the Faculty of Sciences in Mutah University. The total number of



the workers in this Faculty equals 55 employees. This number represents the population of the study and at the same time represents the sample of the study. This faculty was selected since it has a various job types (Secretaries, Lab workers, technicians, etc.) from different disciplines.

The data was collected using by both primary data collection methods as well as secondary sources. Most of the information was gathered through primary sources'. The method used to collect primary data is Questionnaire. The secondary data was collected through Text Book, Magazines, Journals and Internet.

The study utilized MBI-ES developed by (Maslach et al., 2001) to measure Job Burnout (dependent variable) among the administrative staff in Faculty of Sciences-Mutah University. Cameron and Quinn Model was used to determine the dominant type of the culture in the Faculty of Sciences in Mutah University. The questionnaires were distributed to the individuals of the sample, and the responses of them were entered into SPSS and EXCEL software to analyze the data. The MBI-ES is an alternate version of the original Maslach Burnout Inventory (MBI) and measures the same three-burnout dimensions as the MBI. The MBI-ES is nearly identical to the MBI except that the use of the word recipient has been changed to student. This inventory is a 22-item measure using self-report along an ordinal seven-point rating scale anchored with a 0 – 6 rating scale (see Appendix). Scores are orderable-discrete with higher ratings indicating frequent occurrences of feelings described for each item: (every day, once per week, once per month, etc.) Sub-scale of emotional exhaustion (EE) includes 9 items that are (1, 2, 3, 6, 8, 13, 14, 16 and 20) while sub-scale of depersonalization (DP) consists of 5 items that are (5, 10, 11, 15, 22) and low personal accomplishment (PA) comprised 8 items that are (4, 7, 9, 12, 17, 18, 19, 21).

The scoring key for this inventory directs the user to cluster items specific to each of the three burnout factors and then to calculate summative scores for each factor (subscale). Scores for Emotional Exhaustion are considered low within the range of 0 – 16, moderate within the range of 17 – 26, and high if they are over 27. Scores for Depersonalization are considered low within the range of 0 – 6, moderate within the range of 7 – 12, and high if they are over 13. The scale is reversed for Personal Accomplishment. This yielded a range of possible scores for Personal Accomplishment from 0 to 48, with scores considered low (minimal

dissatisfaction with personal accomplishment) if they are over 37, moderate within the range of 31 – 36, and high within the range of 0 – 30 (see Table1).

**Table (1) Maslach Burnout Inventory for Educators Interpretation of Scores**

Sub-scale	Low Burnout	Moderate Burnout	High Burnout
Emotional Exhaustion (EE)	0 – 16	17 – 26	27+
Depersonalization (DP)	0- 6	7- 12	13+
Personal Accomplishment* (PA)	37+	31- 36	0- 30

\* Scale is reversed for Personal Accomplishment. Low Burnout category scores indicate low levels of dissatisfaction with Personal Accomplishment.

Reliability coefficients using Cronbach's Alpha estimates for this sample are .87 for Emotional Exhaustion, .62 for Depersonalization, and .87 for Personal Accomplishment.

The Organizational Culture Assessment Instrument (OCAI) is used to assess the organizational culture dominant in an organization. It gives a validated and quantified image of overall culture as a starting point for change. It is manageable with a systematic method for change that involves as many employees as you want, while no outside experts are needed. Moreover, it supplies a clear vision on the preferred culture that can be adapted into a road map for change that will mobilize your organization to sustainable change.

OCAI involves six key dimensions, which formed the basis of the framework of organizational culture: dominant cultural characteristics, organizational leadership, and management of employees, in addition to organizational glue, strategic emphasis and criteria for success. These categories yielded two key cultural dimensions, each with a competing value. The first dimension is determining if a company's culture is internally or externally focused. The second dimension is whether organizations acted with flexibility or with stability. When placed on two axes, these two dimensions form four quadrants, each representing a distinct set of

organizational effectiveness indicators. A graphical presentation of the competing values framework can be found in Figure (1).

The data has been entered into the SPSS software to be analyzed, the arithmetic mean, and standard deviation, minimum and maximum for each dimension of Job Burnout. SPSS is used to determine the type of the culture and to test the second hypothesis Correlation Matrix is used and to check normality of the data

Shapiro-Wilk test will be applied, also Levene’s test for homogeneity of variances.

Excel 2007 is used to plot OCAI Culture Profile.

**Results**

Fifty-five copies of the questionnaires were distributed to the individuals of the sample, 47 copies were restored and valid for analysis with a percentage of 85.45% restoration, which is an acceptable one for the purposes of the study.

**Table (2) Organizational Culture (Now) Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
A (Clan)	47	6.0000	43.0000	25.33333	9.460908	-.226	.347	-.628	.681
B (Adhocracy)	47	8.0000	35.0000	18.66666	4.638355	.469	.347	.006	.681
C (Market)	47	7.0000	45.0000	26.66666	6.707376	.047	.347	.014	.681
D (Hierarchy)	47	9.0000	45.0000	29.33333	8.432021	-.036	.347	.376	.681
Valid N (listwise)	47								

From table 2 the descriptive statistics reveal that the Hierarchy culture has the highest rank among the types of cultures for the time being with an average of 29.33 while the Adhocracy culture came in the last place with an average of 18.66.

Figure 2 depicts a diagram or profile of (47 participants) from the administrative staff in the faculty of Sciences at Mutah University. The cultural profile is a mix of the four cultural 'archetypes'. The orange lines represent the current culture and the green lines represent the preferred culture. From this, we could conclude the following:

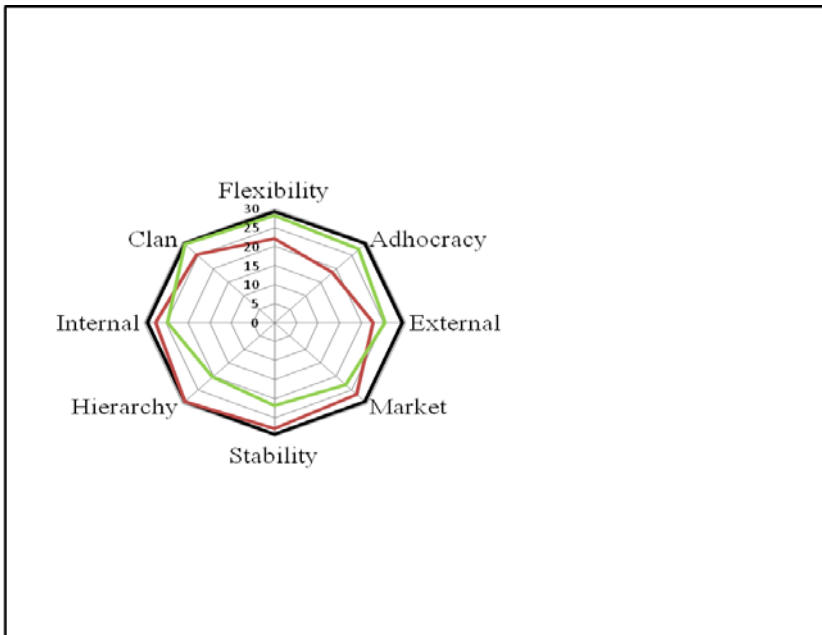
Table 3 illustrates the descriptive data of the organizational culture preferred by the administrative staff in the Faculty of Sciences at Mutah University. The highest rank was for the Clan culture with an average of 29.16 while lowest rank was for the Hierarchy culture with an arithmetic average of 20.33.

**Table (3) Organizational Culture (Preferred) Descriptive Statistics**

N		Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
Statistic		Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
A (Clan)	47	9.00	43.0000	29.1667	7.76112	-.685	.347	-.399	.681
B (Adhocracy)	47	14.00	47.00	27.3333	8.41896	.469	.347	-.499	.681
C (Market)	47	7.00	35.00	23.1666	6.06349	-.546	.347	.432	.681
D (Hierarchy)	47	7.00	32.00	20.3333	4.45960	-.037	.347	1.522	.681
Valid N (listwise)	47								

- The number of points awarded to a particular cultural type determines the dominant culture. The higher the score, the more dominant the cultural type. Research has shown the dominant culture is the type that scored highest, in this case hierarchy culture (29.16 points): structure, procedures, efficiency and predictability. Followed by market culture (26.32 points): result-oriented, production, goals, targets, and competition. Third is clan culture (25.27 points): a very pleasant place to work where people share a lot of themselves and commitment is high. The adhocracy culture is present as well (18.99 points): a dynamic, entrepreneurial, and creative place to work.
- The difference between the current and the preferred culture. The Red color represents the current culture while blue one represents the

preferred culture. Differences of over 10 points are especially relevant and should induce the organization to take action. The largest desired difference can be seen in hierarchy culture, with a decrease of 9.10 points: the focus on formality could become less. Subsequently adhocracy culture with an increase of 8.53 points could be more focused on innovation. Clan culture increases with 3.79 points and market culture decreases with 3.21 points. The dominant culture in the preferred situation becomes clan culture, followed by adhocracy culture, market culture and hierarchy culture.



**Figure 3 The cultural profile of the sample of the study**

Table 4 presents the results from two well-known tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples), but can also handle sample sizes as large as 2000. For this reason, we will use the Shapiro-Wilk test as our numerical means of assessing normality. As the Sig. value under the Shapiro-Wilk column for the four variables is greater than 0.05, we can conclude that "the types of organizational cultures" for this particular subset of individuals is normally distributed.

**Table (4) Organizational Culture (Now) Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
A	.080	47	.200*	.975	47	.395
B	.164	47	.003	.959	47	.099
C	.117	47	.107	.980	47	.574
D	.096	47	.200*	.973	47	.352
a. Lilliefors Significance Correction						
*. This is a lower bound of the true significance.						

Table 5 presents the descriptive statistics of the dependent variable (Job Burnout), emotional exhaustion has an average of 26.8455 with a standard deviation of 1.77393, and the maximum score was 31.53 while the minimum score was 21.63. From Table 1 it appears that emotional exhaustion is relatively high while depersonalization is moderate and personal achievement is considered high for the sample of the study.

**Table (5) Descriptive Statistics of Job Burnout**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EE	47	21.63	31.53	26.8455	1.77393	.072	.347	1.095	.681
DP	47	10.86	13.14	11.9727	.42247	.278	.347	.656	.681
PA	47	24.62	28.86	27.1004	1.02642	-.307	.347	-.608	.681
Valid N (listwise)	47								

From table 6, the relationship between dimension of Job burnout and types of organizational culture could be clarified. Pearson coefficient of correlation is calculated and tabulated in Table 6. It is obvious that the clan culture is only significantly positively related to personal achievement whereas the Pearson Coefficient equals 0.824. Adhocracy culture is not significantly related to any dimension of Job Burnout. Market Culture is significantly related to the all dimensions of Job burnout, with Pearson Correlation coefficient 0.686, 0.863 and -0.877 respectively for exhaustion emotion, depersonalization and personal achievement. It is also noted that Hierarchy type is significantly related to exhaustion emotion and depersonalization but not personal achievement as the sig. values are (.000, .000 and .064) respectively.

**Table (6) Statistical Analysis of the relationship between Job Burnout and types of Organizational Culture**

		EE	DP	PA
A	Pearson Correlation	.204	-.201	.824**
	Sig. (2-tailed)	.168	.175	.000
	N	47	47	47
B	Pearson Correlation	.109	.283	.192
	Sig. (2-tailed)	.467	.054	.197
	N	47	47	47
C	Pearson Correlation	.686**	.863**	-.877**
	Sig. (2-tailed)	.000	.000	.000
	N	47	47	47
D	Pearson Correlation	.829**	.662**	-.272
	Sig. (2-tailed)	.000	.000	.064
	N	47	47	47

**Conclusions:**

There is a difference between the dominant culture (Hierarchy) and the preferred culture (Clan) according to sample of the study (administrative staff in the faculty of sciences at Mutah University). Hierarchy culture has the following characteristics:

- Leader Type: coordinator, monitor, organizer.

- Value Drivers: efficiency, punctuality, consistency and uniformity.
- Theory for Effectiveness: control and efficiency with appropriate processes produce effectiveness.
- Quality Strategies: error detection, measurement, process control, systematic problem solving, quality tools

These characteristics coincide with the type of the organization (University). The most preferred organizational culture for the sample of the study is the Clan Culture, which have the following characteristics:

- Leader Type: facilitator, mentor, team builder.
- Value Drivers: commitment, communication, development.
- Theory for Effectiveness: human development and participation produce effectiveness.
- Quality Strategies: empowerment, team building, employee involvement, Human Resource development, open communication.

This could be justified since most of the administrative workers in this faculty are Lab technicians who have a passion for research and endeavor their aspirations.

The exhaustion emotion is high for the sample this could be attributed to different factors but most due to the type of the culture dominant in the organization that hierarchy culture which could lower the motivation and frustrate the employee. Depersonalization is also high this could justified by the presence of the market culture that drive the employee to be an aggressive competitor. The personal achievement is high for the sample of the study due to effects of Clan culture that is connected to teamwork in the Labs.

The organizational culture most dominant type (Hierarchy culture) has a strong relationship with two of Job Burnout Dimensions that are exhaustion emotion, depersonalization, and it seems to have a very weak or no relationship with the last dimension of Job Burnout that is Personal achievement. This results agrees with the studies of (Zokaei, et al., 2016),



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(Kheirandish et al., 2016), (Zamini et al., 2011) & (Kokt & Ramarumo, 2015) while the current study contradicts with (Torfi et al., 2014).

The study agrees with the conclusions of (Sekar et al., 2016) that the existence of few opportunities in personal development has a major role in Burnout since most of the administrative workers in the Faculty have no place for promotion in the organizational structure of the University putting much stress on these workers to leave. This could be very clear especially when the organizational culture is not supportive in this field.

### **Recommendations**

It is recommended to shorten the gap between the dominant culture (Heritage) and the preferred culture (Clan) by fostering teamwork between the faculty staff and the administrative staff and among the administrative staff themselves. Moreover, the top management of the university should strive to find ways to motivate the administrative staff by increasing the financial incentives and modifying promotion regulations and supporting justice policies.

The researchers recommend considering employees involvement as strategy to create more participation and to flatten the job structure as much as possible. and to select the top management staff from the academic staff who have optimized good management aspects to empower and to inspire the workers and be team leaders. Moreover, it is preferable to foster organizational culture values of research and to encourage the employees to have scholarships either internally or externally and to involve them to pursue the transfer to be a research and entrepreneurial community.

It is recommended to apply the study to the academic staff to check whether there is a difference between the two sectors of employees and how to handle the gaps in a convenient way. Moreover, future studies should include administrative employees working in other applied Faculties to investigate this important segment of workers. As well as to expand the sample of the study to include all administrative employees in the university in order to investigate more accurately the type of the organizational culture.

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