

# The Impact of Job Burnout on the Performance Of Paramedics in the Saudi Red Crescent in the Makkah Region

**Mazen Saleh Musleh Alzibali <sup>(1)</sup>, Fahad Ghurmullah Awad Al Malki <sup>(2)</sup>, Ghazi Saad Saleh Alshanbari <sup>(3)</sup>, Barakat Nuwayim Barakat Alsulami <sup>(4)</sup>, Mohammed Hamoud Thlaab Alamri <sup>(5)</sup>, Adel Jarallah Ali Almalki <sup>(6)</sup>, Abdullah Abdulrahman Mohammed Jarade <sup>(7)</sup>, Yousif Jamal Yousif Samkary <sup>(8)</sup>, Faris Awad Hulel Alhuthali <sup>(9)</sup>, Wajdi Hassan Mohsen Alharbi <sup>(10)</sup>, Mohammed Abood Abdullah AL-Malki <sup>(11)</sup>, Mohammed Alyan A. Alsulami <sup>(12)</sup>, Samer Fadl Abdulrahman Fadl <sup>(13)</sup>.**

<sup>1</sup>Mazen Saleh Musleh Alzibali, EMT, Saudi Red Crescent Authority. Love-sea321@hotmail.com

<sup>2</sup>Fahad Ghurmullah Awad Al Malki, EMT, Saudi Red Crescent Authority. v.v3g3v.v@gmail.com

<sup>3</sup>Ghazi Saad Saleh Alshanbari, EMT, Saudi Red Crescent Authority. Ghazi133g@hotmail.com

<sup>4</sup>Barakat Nuwayim Barakat Alsulami, EMT, Saudi Red Crescent Authority. Shakose99@hotmail.com

<sup>5</sup>Mohammed Hamoud Thlaab Alamri, EMT, Saudi Red Crescent Authority. mh\_al-amri@hotmail.com

<sup>6</sup>Adel Jarallah Ali Almalki, EMT, Saudi Red Crescent Authority. adelalmalki61@gmail.com

<sup>7</sup>Abdullah Abdulrahman Mohammed Jarade, EMT, Saudi Red Crescent Authority. abood2530@hotmail.com

<sup>8</sup>Yousif Jamal Yousif Samkary, Paramedic, Saudi Red Crescent Authority. Samkaryy@gmail.com

<sup>9</sup>Faris Awad Hulel Alhuthali, EMT, Saudi Red Crescent Authority. faris1266@hotmail.com

<sup>10</sup>Wajdi Hassan Mohsen Alharbi, EMT, Saudi Red Crescent Authority. W07771h@gmail.com

<sup>11</sup>Mohammed Abood Abdullah AL-Malki, EMT, Saudi Red Crescent Authority. h2009sm@hotmail.com

<sup>12</sup>Mohammed Alyan A. Alsulami, EMS (PARAMEDIC), Saudi Red Crescent Authority. mmm262@hotmail.com

<sup>13</sup>Samer Fadl Abdulrahman Fadl, EMT, Saudi Red Crescent Authority. Sammefadel@srca.org.sa

## ABSTRACT

The study aimed to explore the impact of job burnout on the performance of paramedics in the Saudi Red Crescent in the Makkah region. The research employed the descriptive-analytical method to achieve its objectives, with the research population consisting of all employees at the Saudi Red Crescent Authority in the

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

Makkah region. The study sample included 236 individuals, and the questionnaire was used as a tool for data collection. In light of the findings, the study reached several key conclusions, There is negative moderate significant relationship between the emotional exhaustion dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. There is positive strong significant relationship between the (Reduced Personal Accomplishment) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region. There is negative moderate significant relationship between the (Depersonalization) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region. and based on these results, the study recommends the following: Implement psychological and stress management support programs. These should focus on helping paramedics cope with the high emotional demands of their jobs, providing mental health resources, counseling services, and stress-relief techniques to mitigate burnout. Offering continuous professional development, training, and career advancement opportunities could improve job satisfaction and reduce feelings of burnout. These initiatives should be tailored to different education levels and job titles to better align with paramedics' career trajectories. Encourage a collaborative and supportive work culture that strengthens team relationships and provides peer support. Recognizing paramedics for their contributions and accomplishments can boost morale.

**Keywords:** Job Burnout Paramedic Performance - Saudi Red Crescent - Makkah Region- Emergency.

## **Introduction**

Working in the healthcare field in general, and emergency medicine and first aid in particular, is considered a difficult and demanding profession. It requires its practitioners to possess psychological qualifications that enable them to perform their job duties to the fullest extent. Paramedics and emergency technicians in the Red Crescent are exposed daily to varying degrees of psychological stress. The intensity of this stress increases when the reward they receive does not match the magnitude of this stress, leading to burnout.

Burnout is considered an emotional reaction to the constant pressures faced by an individual in the workplace. Many researchers view burnout as a psychological disorder. Prolonged exposure to stress leads to the gradual depletion of an individual's internal energy resources, resulting in emotional exhaustion, physical fatigue, and cognitive weariness (Moyer, Aziz & Wuensch, 2017).

Performance refers to the degree to which an individual completes the tasks that make up their job. It reflects how well job requirements are met or satisfied. There is often an overlap between performance and effort. Despite the world's current scientific and technological advancements that have impacted many aspects of life, many researchers have described the current century as the age of psychological stress. As a result, the phenomenon of burnout has become a common issue that individuals must learn to cope with and develop specific skills to manage. Job burnout is a prevalent modern-day ailment. In every aspect of contemporary life, we encounter

social contradictions and psychological pressures that inevitably lead to the tragic outcome of job burnout.

Performance refers to the degree of achievement and completion of the tasks that make up an individual's job. It reflects how the requirements of the job are met or satisfied (Sharafi & Boujnan, 2023).

Job burnout, a state of physical, emotional, and mental exhaustion arising from chronic work-related stress, remains a prevalent concern among employees in various organizations. This condition not only negatively impacts individual well-being but also adversely affects institutional performance. Identified risk factors for job burnout include inadequate motivation, lack of organizational support, unclear expectations, increased responsibilities, and a sense of incompetence. Manifestations of job burnout encompass withdrawal symptoms, interpersonal conflicts, low performance, family problems, and health issues. Consequently, it is imperative for managers to implement effective strategies that foster a conducive work environment to safeguard employees from the detrimental effects of burnout (Khdour et al., 2015).

In its recent revision of the International Classification of Diseases (ICD-11, 2019), the World Health Organization (WHO) formally classified burnout as an occupational phenomenon, distinguishing it from experiences in other life domains. Expanding upon Maslach's earlier work (Maslach, 2003), the WHO's ICD-11 defines burnout as a syndrome arising from chronic workplace stress that has not been effectively managed. This syndrome is characterized by three key dimensions: feelings of energy depletion or exhaustion, increased mental distance from one's job or a sense of negativism or cynicism related to work, and reduced professional efficacy (Atroszko et al., 2020).

Burnout has been recognized as a detrimental factor affecting organizational performance and incurring significant costs. Physical and mental health play a substantial role in moderating the relationship between workplace factors and individual work productivity. A decline in work productivity is often manifested through increased absenteeism, presenteeism, and reduced work ability (Amer et al., 2022).

Job burnout has been identified as a contributing factor to numerous health and psychological problems among workers, including job dissatisfaction, low production quality, and work-related stressors such as constantly changing expectations, excessive workload without adequate support, and conflicting job roles. Personality traits like work orientation, need for assertiveness, and idealism can increase the susceptibility to job burnout (Salama et al., 2022; Ali & Ali, 2014).

Employee performance is a critical organizational metric that assesses the extent to which individual actions and behaviors contribute to achieving organizational objectives. It encompasses how well employees fulfill their job responsibilities and execute necessary tasks, employee performance is paramount to organizational success, as it fosters the development of individual capabilities. The researchers further emphasized the direct correlation between organizational success and the performance of its employees, measured in terms of both survival and productivity (Francisco et al., 2023). Employee performance encompasses various factors,

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

including the quality, quantity, and effectiveness of their work, as well as their workplace behaviors (Donohoe, 2021).

Burnout also includes emotional exhaustion, where emotions are depleted when the job requirements and needs of paramedics and healthcare workers are not met. Emotional depletion leads to severe stress, a lack of self-worth, and a disintegration of personality, which includes negative attitudes towards peers. Indifference and cynicism become prevalent, often not reflecting the true personal characteristics of healthcare workers. This indifference manifests in negative feelings towards patients, and a loss of confidence in their own opinions regarding patient care. Decreased self-achievement occurs when healthcare workers begin to engage in negative self-evaluation, due to a loss of enthusiasm for achievement, feelings of incompetence, and failure to complete tasks. This ultimately leads to a decline in the job performance of healthcare workers (Al-Baqmi, 2021).

Therefore, the significance of this study lies in understanding the impact of job burnout on the performance of paramedics in the Saudi Red Crescent in the Makkah region and in developing recommendations to reduce job burnout among paramedics and emergency technicians. This will ultimately lead to a higher level of job performance, which aligns with the goals of Saudi Vision 2030 to improve the performance of healthcare workers and enhance the quality of healthcare services through the development and improvement of emergency services. This supports the Kingdom's efforts to achieve its health goals as outlined in Vision 2030, which aims to ensure that citizens, residents, and visitors receive high-quality healthcare.

## **Research Problem**

Paramedics and emergency technicians are subjected to constant psychological stress that can lead to burnout. This burnout manifests in a loss of interest in their work and duties towards their patients, as they experience frustration, pessimism, emotional numbness, lack of motivation, apathy, and negligence. Consequently, they lose their ability to be creative and innovative in the field of medicine. Additionally, they suffer from physical exhaustion, feelings of helplessness, disappointment, and negative self-talk, leading to frequent and unjustified absences. As a result, the performance of paramedics and emergency technicians is compromised, leading to feelings of resentment, aversion, and indifference towards their jobs. The consequences of this are severe, especially considering that they are providing services to patients and critical emergency cases (Ben Derf, 2020).

Previous research has demonstrated a significant negative impact of burnout on organizational productivity. Burnout, often stemming from poor collaboration, an adverse work environment, and diminished self-esteem, can lead to psychological conditions such as anxiety disorders and stress, as well as physical ailments like heart disease. The consequences of burnout for an organization include decreased job performance, loss of job satisfaction, reduced organizational achievement, increased absenteeism, and high employee turnover.

A joint study by the Anxiety and Depression Association of America (ADAA) and Brain Forest Centers revealed that 70% of adult respondents perceived a detrimental impact of workplace stress on their personal relationships, especially marital harmony. The study's findings underscore the potential for work-related stressors to exacerbate mental health challenges when they intrude upon personal domains (Francisco et al., 2022).

And Salama et al. (2022) also mentions that job burnout has been shown to contribute to decreased productivity and employee turnover. Burnout exerts a negative influence on the human system, ultimately impacting productivity and performance.

According to Nimako and Basata (2022) discovered a moderate negative correlation between burnout and job performance, suggesting that as levels of burnout increase, job performance tends to decrease, and vice versa.

The profession of an emergency medical technician is both demanding and challenging. It requires individuals who possess psychological qualifications that allow them to fully perform their assigned duties. Emergency medical technicians are exposed to various degrees of psychological and social stress on a daily basis, most of which occurs in the workplace. These pressures intensify when they do not receive adequate recognition for their work, which may lead them to experience job burnout (Nabar & Jaajaa, 2018).

Given the vital role of paramedics and emergency technicians in the Saudi Red Crescent in the Makkah region and the medical services they provide, especially during the Hajj and Umrah seasons, and the work pressures they face, which can lead to job burnout, resulting in a decline in the quality of services provided to patients, the researchers, who are themselves paramedics and emergency technicians, have observed that job burnout due to work pressures generates a feeling of exhaustion that leads to the depletion of emotions, severe stress, and a lack of self-worth. This can lead to a loss of enthusiasm for achievement, feelings of incompetence, and failure to complete tasks, resulting in a decline in the performance of tasks assigned to paramedics. Therefore, this study aims to identify the impact of job burnout on the performance of paramedics in the Saudi Red Crescent in the Makkah region. This is done in an effort to address these pressures and reduce them, thereby increasing efficiency and improving the quality of services provided to patients, ensuring their continued state of psychological balance and good health. Therefore, the research problem is summarized in the following main question:

What is the impact of job burnout on the performance of paramedics in the Saudi Red Crescent in the Makkah region?

### **Research Questions**

- What is the reality of job burnout among paramedics in the Saudi Red Crescent Authority in the Makkah region?
- What is the performance level of paramedics in the Saudi Red Crescent Authority in the Makkah region?
- What is the impact of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region?

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

## **Research Objectives**

- To identify the reality of job burnout among paramedics in the Saudi Red Crescent Authority in the Makkah region.
- To identify the performance level of paramedics in the Saudi Red Crescent Authority in the Makkah region.
- To identify the impact of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

## **Research Hypotheses**

- There are statistically significant differences in the responses of the study sample regarding the impact of (emotional exhaustion dimension) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.
- There are statistically significant differences in the responses of the study sample regarding the impact of (detachment dimension) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.
- There are statistically significant differences in the responses of the study sample regarding the impact of (reduced personal accomplishment dimension) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

## **Lecture review**

The study Corbeau et al. (2023) aims to systematically review the literature on the relationship between burnout and job performance. a systematic search was conducted to identify studies meeting the following inclusion criteria: (1) organizational setting, (2) measurement of burnout, (3) objective or subjective assessment of performance, and (4) analysis of the burnout-performance relationship. A random-effects meta-analysis was performed on 45 eligible studies. Meta-analytic correlations between burnout and job performance were found to be significant and negative: -0.17 for exhaustion ( $k = 18019$ ), -0.16 for depersonalization ( $k = 8561$ ), and -0.23 for inefficacy ( $k = 7281$ ). Moderation analyses revealed that the type of burnout measure significantly influenced the relationship between exhaustion and job performance, with higher negative correlations observed for the Maslach Burnout Inventory (MBI) compared to the Oldenburg Burnout Inventory (OLBI). Additionally, participant occupation moderated the burnout-performance relationship, with stronger negative associations for customer-facing roles than corporate roles. The type of performance measure and performance report did not exert significant moderating effects. The findings provide robust evidence for a negative association between burnout and job performance. The type of burnout measure and participant occupation are important factors to consider when examining this relationship. Interventions

targeting burnout may be particularly effective in improving job performance, especially among customer-facing employees.

The study (Francisco et al., 2022) aims to evaluate the impact of job burnout on the performance of white-collar employees. A descriptive-correlational research design was employed to systematically organize and analyze the data throughout the study, ensuring the collection of sufficient and relevant information to support the findings. Data were obtained from 182 white-collar professionals, including nurses, doctors, engineers, lawyers, accountants, teachers, and architects, aged 20 to 55 years, working in various firms across Luzon. The Oldenburg Burnout Inventory was used to assess the level of job burnout among respondents, while the Individual Work Performance Questionnaire (IWPQ) was utilized to measure their work performance. The hypothesis was tested at a 0.05 level of significance to evaluate the impact of job burnout on employee performance. The results of the Pearson correlation analysis indicated a significant effect of job burnout on employee performance, leading to the rejection of the null hypothesis.

This study Nimako and Basata (2022) investigated the relationship between burnout and job performance among nurses in adult care settings during the COVID-19 pandemic. A descriptive correlational design was employed, utilizing a purposive sample of 84 nurses from a selected hospital in Baguio City, Philippines. The Copenhagen Burnout Inventory and the Schwirian Six Dimension of Nurse Performance scale were used, along with semi-structured questions to assess coping strategies. Data were analyzed using descriptive statistics, Pearson Correlation, and ANOVA. Results indicated that nurses experienced low overall burnout, with moderate personal burnout and low client and work-related burnout. Job performance was high, particularly in critical care and professional development domains. A significant negative correlation was found between burnout and job performance ( $r = -.340$ ,  $p = .002$ ), suggesting that increased burnout is associated with decreased performance. No significant differences in burnout or job performance were observed based on years of experience or unit of assignment. Regarding coping strategies, planful problem-solving and seeking social support were commonly used, while escape-avoidance coping was less frequent. Based on these findings, the study recommends that nurses adopt adaptive coping strategies, such as planful problem-solving, to mitigate burnout and maintain well-being. Additionally, policymakers and nurse leaders should prioritize creating a supportive work environment with adequate resources, incentives, and benefits to sustain high standards of nursing performance.

The study Al-Subhi (2022) aims to investigate the prevalence of job burnout among administrative staff at the Jeddah Municipality and its correlation with job performance. Additionally, the study aimed to examine the influence of demographic variables (gender, marital status, age, education, and years of experience) on job burnout levels. A cross-sectional study was conducted on a random sample of 149 administrative staff at the Jeddah Municipality. Descriptive analytical methods were employed to analyze the data collected through a standardized job burnout questionnaire. Findings revealed high levels of job burnout in the dimensions of emotional stress and personal achievement. Conversely, the study sample exhibited low levels of job burnout related to depersonalization. A statistically significant positive correlation was observed between workload and job burnout across all

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

dimensions. Moreover, a strong association was identified between job stress and job burnout. The study underscores the need for the Jeddah Municipality to address the prevalent issue of job burnout among its administrative staff. Strategies to mitigate burnout should focus on reducing workload, improving workplace conditions, and providing targeted training programs. Additionally, implementing employee wellness initiatives, such as medical services and work-life balance programs, is essential to enhance employee morale and job satisfaction.

The study Bin Zaid (2019) aims to investigate the relationship between job burnout and its three dimensions (exhaustion, depersonalization, and personal accomplishment) and employee satisfaction and performance at King Abdul-Aziz University, Jeddah, Saudi Arabia. A quantitative, descriptive research design was employed, involving a random sample of 500 employees. Results indicated moderate levels of exhaustion and depersonalization, but high levels of personal accomplishment. Significant associations were found between job burnout dimensions and both employee satisfaction and performance,

The study Munna & Yuen (2011) aims to investigate the association between job burnout and job performance among nurses. A cross-sectional survey was conducted among nurses employed at a private hospital in Perak. Data were collected using a modified version of the Maslach Burnout Inventory (MBI), assessing emotional exhaustion, depersonalization, and diminished personal accomplishment. Pearson correlation and multiple regression analyses were performed using SPSS version 12.0. Significant negative correlations were found between job performance and emotional exhaustion ( $r = -0.305$ ,  $p = 0.006$ ) and depersonalization ( $r = -0.239$ ,  $p = 0.031$ ). However, no significant association was observed between diminished personal accomplishment and job performance. Multiple regression analysis indicated that emotional exhaustion was the primary predictor of job performance ( $\beta = -0.305$ ,  $R^2 = 0.093$ ). The findings suggest a strong association between job burnout, particularly emotional exhaustion, and compromised job performance among nurses. These results underscore the need for interventions to mitigate burnout and enhance the well-being of healthcare professionals.

### **Methodology:**

Given the nature of the current study topic (The Impact Of Job Burnout On The Performance Of Paramedics In The Saudi Red Crescent In The Makkah Region). To achieve the study objectives, the researcher used the descriptive method, which is: the type of research by which all members of the research community or a large sample of it are questioned; with the aim of describing the phenomenon being studied in terms of its nature and degree of existence. (Al-Assaf, 2016, p. 211).

### **Study Community:**

The current study community consists of all Paramedics in the Saudi Red Crescent Authority in the Makkah Region

### **Study Sample:**

The origin of scientific research is to be conducted on all members of the research community; because this is more likely to confirm the results, but the researcher resorts to choosing a sample of them if this is not possible due to their large number, for example" (Al-Assaf, 2003, p. 96); therefore, the researcher chose a random sample, where the sample amounted to (236) Paramedics in the Saudi Red Crescent Authority in the Makkah Region

### **Study Tool:**

Based on the nature of the data and the methodology followed in the study, the researcher found that the most appropriate tool to achieve the objectives of this study is (the questionnaire). The study tool was built by referring to the literature and previous studies related to the subject of the study, The Impact Of Job Burnout On The Performance Of Paramedics In The Saudi Red Crescent In The Makkah Region. The researcher designed the initial questionnaire and distributed it to the study sample to find out the data that this tool seeks to collect. The validity and reliability procedures for this tool were verified. The following is a detailed explanation of how to prepare the tool and the procedures taken by the researcher to verify the validity and reliability of the tool.

### **Validation of questionnaire**

The validity of the study tool means ensuring that it measures what it was prepared to measure. It also means that the questionnaire includes all the elements that enter into the analysis on the one hand, and the clarity of its expressions on the other hand, so that it is understandable to everyone who uses it. The researcher verified the validity of the study tool through:

#### **Honesty of arbitrators:**

The face validity method was used, with the aim of ensuring the validity of the questionnaire and its suitability for research purposes, by presenting it to a group of academic and specialist arbitrators, and asking them to express an opinion regarding the extent of the validity and validity of each paragraph of the questionnaire and its suitability for measuring what it was designed to measure, and introducing Necessary amendments, whether by deletion, addition or reformulation. The arbitrators presented suggested amendments to the study tool, and the researcher took those observations into account, made the necessary amendments that were agreed upon by the majority of arbitrators, and then relied on the questionnaire in its final form.

### **Internal consistency validity**

Through internal consistency, we know the extent to which each paragraph of the questionnaire is consistent with the axis/dimension to which this paragraph belongs. To calculate the validity of the internal consistency of the study tool, the Pearson correlation coefficient was calculated (Pearson Correlation Coefficient), through which the correlation coefficients were calculated between the score of each item and the total score of the dimension (the average score of the items of the

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

dimension) to which the item belongs. The following tables show the validity of the internal consistency.

**Table (1): internal consistency results**

N = 236		Pearson Correlation Coefficient	Sig
<b>Emotional Exhaustion</b>			
1-	I feel emotionally drained from my work.	.802**	.000
2-	I feel worn out at the end of a workday.	.563**	.000
3-	I wake up feeling too tired to face another day at work.	.779**	.000
4-	Dealing with people all day long is exhausting.	.774**	.000
5-	I feel emotionally unwell because of my job.	.870**	.000
6-	I feel frustrated and disappointed as a result of my work.	.787**	.000
7-	I feel like I'm working beyond my capacity.	.716**	.000
8-	Direct contact with people makes me very anxious.	.741**	.000
9-	I feel that my positive impact on people is diminishing due to my job.	.785**	.000
<b>Reduced Personal Accomplishment</b>			
1-	I can easily understand patients' feelings about certain things.	.633**	.000
2-	I deal effectively with patients' problems.	.575**	.000
3-	I feel that I make a positive difference in the lives of others through my work.	.804**	.000
4-	I feel energetic and vital.	.827**	.000
5-	I can easily create a pleasant atmosphere with patients.	.827**	.000
6-	I feel refreshed after working attentively with patients.	.885**	.000
7-	I have accomplished several worthwhile things in this profession.	.784**	.000
8-	I deal with emotional problems in my work calmly and confidently.	.833**	.000
<b>Depersonalization</b>			

The Impact of Job Burnout on the Performance Of Paramedics in the Saudi Red Crescent in the Makkah Region

1- Sometimes I feel like I treat some patients impersonally, as if they were objects.	.852**	.000
2- I have become more hardened towards people since I started practicing this profession.	.894**	.000
3- I am worried that this profession might make me emotionally hardened.	.819**	.000
4- Sometimes I don't care what happens to some patients.	.872**	
5- I sometimes feel that patients blame me for their problems.	.728**	.000
performance level of paramedics in the Saudi Red Crescent Authority in the Makkah Region		
1- I perform my duties at the Saudi Red Crescent Authority with high accuracy and quality.	.782**	.000
2- I actively contribute to providing suggestions and initiatives aimed at improvement.	.729**	.000
3- I have a comprehensive understanding of the requirements of the tasks I perform.	.833**	.000
4- I exert maximum effort to accomplish the tasks assigned to me.	.683**	.000
5- I consider my job at the Saudi Red Crescent Authority an essential part of my life.	.799**	.000
6- I complete assigned tasks within the specified timeframes with high efficiency and productivity.	.856**	.000
7- I strictly adhere to the rules, procedures, and policies adopted by the Saudi Red Crescent Authority.	.821**	.000
8- The current work conditions assist me in performing tasks effectively.	.623**	.000
9- I possess the ability to be creative and contribute to developing the work.	.886**	.000
10- I continuously strive for self-development and acquiring new experiences to improve my performance and enhance my professional competence.	.791**	.000
11- I consistently monitor the changes and developments in my field of work.	.816**	.000
12- I have a comprehensive understanding of the nature of my job and the tasks assigned to me.	.858**	.000
13- I possess the ability to overcome difficulties and solve problems that I may encounter while performing tasks.	.832**	.000

It is clear from the previous table that the Pearson correlation coefficient values for each item for each dimensions with the total score of the dimensions;

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

Positive and statistically significant at the significance level (0.01), where the values of the correlation coefficients ranged from (0.563) as a minimum to (0.894) as a maximum. This indicates the presence of internal consistency in the items of each dimensions, and their suitability for measuring what they were designed to measure.

**Reliability of the questionnaire**

Reliability of the questionnaire means that it gives approximately the same results if it is applied repeatedly to the same people in similar circumstances. The reliability of the questionnaire was calculated using Cronbach's Alpha, it was equal to 0.731. This means that the study tool has a high degree of stability and can be relied upon in the field application of the study. It is also an important indicator that the items that make up the questionnaire give stable and stable results if it is re-applied to the study sample members again. Therefore, there is reassurance regarding the analysis of the study data.

For each factor, it had 5 Likert-type items, this factor was pretested and checked for internal consistency. Accordingly, all the items were found to qualify internal consistencies table 2 shows the values of Cronbach's Alpha coefficient ( $\alpha$ ) of each factors. Likert-type items had five response anchors: (from 1- 'Strongly Disagree' to 5- 'Strongly agree').

**Table (2): Reliability of the questionnaire**

Factors	Number of Items	Cronbach's Alpha
Emotional Exhaustion	9	.904
Reduced Personal Accomplishment	8	.905
Depersonalization	5	.890
performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region	13	.956
<b>Total questionnaire</b>	<b>35</b>	<b>0.731</b>

**It is clear from above table in** Cronbach's Alpha coefficient ( $\alpha$ ) of each factors is very high where it ranged from 0.890 to 0.956

**Study implementation procedures:**

The questionnaire was sent to Paramedics in the Saudi Red Crescent Authority in the Makkah Region, where the researcher converted the questionnaire to electronic in order to collect the largest possible amount of the study sample, where the researcher distributed the questionnaire and after examining it, the researcher obtained (236) questionnaires valid for statistical analysis, after which the data was entered and processed statistically by computer using the (SPSS) program, and then the researcher analyzed the data and extracted the results.

### Statistical processing methods:

To achieve the objectives of the study and analyze the data that was collected, many appropriate statistical methods were used using the Statistical Package For Social Sciences program, abbreviated as (SPSS28), after the data was coded and entered into the computer.

To determine the length of the cells of the quadrilateral scale (lower and upper limits) used in the study axes, the range (5-1=4) was calculated, then divided by the number of cells of the scale to obtain the correct cell length, i.e. (4/5= 0.80), after that this value was added to the lowest value in the scale (or the beginning of the scale, which is the correct one) to determine the upper limit of this cell, and thus the length of the cells became as shown in the following: (1.00 - 1.80) Strongly disagree, (1.80 – 2.60) disagree, (2.60 - 3.40) neutral, (3.40- 4.20) agree, (4.20-5) Strongly agree.

### Results

**Table (3): Characteristics of the study participants**

Characteristics	N = 236	Frequency	Percentage
educational degree	diploma	160	67.8
	Bachelor's	68	28.8
	Master/ phd	8	3.4
Profession	Technician	172	72.9
	Specialist	60	25.4
	admenstrative	4	1.7
Seniority at work	Less than 3 years	4	1.7
	4 - 10	84	35.6
	11-15	76	32.2
	15+	72	30.5

The study studied 236 individuals, 67.8% had diploma degree, 28.8% had Bachelor's degree, and 3.4% had master/phd degree. 72.9% were Technician, 25.4% were Specialist and 1.7% were admenstrative. 35.6% had 4-10 years' work, 32.2% had 11-15 years' work, 30.5% had more than 15 years' work, and 1.7% had less than 3 years' work (Table 3).

### The Reality Of Job Burnout Among Paramedics In The Saudi Red Crescent Authority In The Makkah Region

For factor 1: Emotional Exhaustion, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypotheses tests of items's responses is neutral on average The value (3) using the One Sample T-Test. Table(4) shows the results.

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

**Table (4): Emotional Exhaustion**

N = 236	Mean	Standard deviation	Relative weight	T-value	Sig	Agreement degree	Rank
1- I feel emotionally drained from my work.	4.41	0.91	88.14	23.85	.000	Strongly agree	3
2- I feel worn out at the end of a workday.	4.73	0.69	94.58	38.71	.000	Strongly agree	1
3- I wake up feeling too tired to face another day at work.	4.15	1.21	83.05	14.67	.000	agree	4
4- Dealing with people all day long is exhausting.	3.88	1.24	77.63	10.93	.000	agree	6
5- I feel emotionally unwell because of my job.	4.08	1.24	81.69	13.42	.000	agree	5
6- I feel frustrated and disappointed as a result of my work.	3.64	1.33	72.88	7.45	.000	agree	7
7- I feel like I'm working beyond my capacity.	4.42	1.08	88.47	20.27	.000	Strongly agree	2
8- Direct contact with people makes me very anxious.	3.14	1.46	62.71	1.43	.154	neutral	9
9- I feel that my positive impact on people is diminishing due to my job.	3.59	1.41	71.86	6.48	.000	agree	8
<b>Mean of factor1</b>	<b>4.01</b>	<b>0.90</b>	<b>80.11</b>	<b>17.17</b>	<b>.000</b>	<b>agree</b>	

The average of the sample members' answers to the "Emotional Exhaustion" dimension was (4.01 out of 5) with a relative weight of 80.11%, which indicates a

level of approval by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was: The paragraph that states, “I feel worn out at the end of a workday..” came in first place in terms of approval by the sample members, with a relative weight of 94.58%.

While the item that received the lowest degree of support from the sample members was: The paragraph that states, “Direct contact with people makes me very anxious..” ranked next to last in terms of approval by the sample members, with a relative weight of 62.71%.

For factor 2: Reduced Personal Accomplishment, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypothese tests of items’s responses is neutral on average The value (3) using the One Sample T-Test. Table(5) shows the results.

**Table (5): Reduced Personal Accomplishment**

N = 236	Mean	Standard deviation	Relative weight	T-value	Sig	Agreement degree	Rank
1- I can easily understand patients' feelings about certain things.	3.95	0.97	78.98	15.09	.000	agree	1
2- I deal effectively with patients' problems.	3.93	1.03	78.64	13.97	.000	agree	2
3- I feel that I make a positive difference in the lives of others through my work.	3.93	1.03	78.64	13.97	.000	agree	3
4- I feel energetic and vital.	2.76	1.26	55.25	-2.90	.004	neutral	8
5- I can easily create a pleasant atmosphere with patients.	3.63	1.17	72.54	8.27	.000	agree	5
6- I feel refreshed after working attentively with patients.	3.22	1.31	64.41	2.59	.010	neutral	7
7- I have accomplished several	3.73	1.15	74.58	9.74	.000	agree	4

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

worthwhile things in this profession.							
8- I deal with emotional problems in my work calmly and confidently.	3.41	1.31	68.14	4.78	.000	agree	6
<b>Mean of factor2</b>	<b>3.57</b>	<b>0.90</b>	<b>71.40</b>	<b>9.77</b>	<b>.000</b>	<b>agree</b>	

The average of the sample members’ answers to the “**Reduced Personal Accomplishment**” was (3.57 out of 5) with a relative weight of 71.40%, which indicates level of approval by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, “I can easily understand patients’ feelings about certain things.” came in first place in terms of approval by the sample members, with a relative weight of 78.98%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, “I feel energetic and vital.” ranked next to last in terms of approval by the sample members, with a relative weight of 55.25%.

For factor3: Depersonalization, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypothese tests of items’s responses is neutral on average The value (3) using the One Sample T-Test. Table(6) shows the results.

**Table (6): Depersonalization**

N = 236	Me an	Stand ar d deviat ion	Rela tive weig ht	T- va lu e	Si g	Agree ment degree	Ra nk
1- Sometimes I feel like I treat some patients impersonally, as if they were objects.	2.68	1.49	53.56	- 3.32	.001	neutral	4
2- I have become more hardened towards people since I started practicing this profession.	2.76	1.42	55.25	- 2.57	.011	neutral	3

3- I am worried that this profession might make me emotionally hardened.	3.17	1.44	63.39	1.81	.072	neutral	2
4- Sometimes I don't care what happens to some patients.	2.31	1.41	46.10	7.58	.000	neutral	5
5- I sometimes feel that patients blame me for their problems.	3.19	1.37	63.73	2.08	.038	neutral	1
<b>Mean of factor 3</b>	<b>2.82</b>	<b>1.19</b>	<b>56.41</b>	<b>2.32</b>	<b>.021</b>	<b>neutral</b>	

The average of the sample members' answers to the "Depersonalization" was (2.82 out of 5) with a relative weight of 77.42%, which indicates neutral opinion by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "I sometimes feel that patients blame me for their problems." came in first place in terms of approval by the sample members, with a relative weight of 63.73%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, "Sometimes I don't care what happens to some patients." in terms of approval by the sample members, with a relative weight 46.10%.

**For performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region**

**Table (6): performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region**

N = 236	Mean	Standard deviation	Relative weight	T-value	Sig	Agreement degree	Rank
1- I perform my duties at the Saudi Red Crescent Authority with high accuracy and quality.	4.15	1.02	83.05	17.29	.000	agree	4
2- I actively contribute to providing suggestions and initiatives aimed at improvement.	3.44	1.43	68.81	4.73	.000	agree	12

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

3- I have a comprehensive understanding of the requirements of the tasks I perform.	4.14	1.08	82.71	16.1 1	.00 0	agree	5
4- I exert maximum effort to accomplish the tasks assigned to me.	4.34	1.00	86.78	20.4 9	.00 0	Strongly agree	1
5- I consider my job at the Saudi Red Crescent Authority an essential part of my life.	4.02	1.30	80.34	12.0 4	.00 0	agree	6
6- I complete assigned tasks within the specified timeframes with high efficiency and productivity.	4.00	1.21	80.00	12.7 0	.00 0	agree	7
7- I strictly adhere to the rules, procedures, and policies adopted by the Saudi Red Crescent Authority.	4.22	0.98	84.41	19.1 8	.00 0	Strongly agree	2
8- The current work conditions assist me in performing tasks effectively.	2.92	1.33	58.31	- 0.98	.33 0	neutral	13
9- I possess the ability to be creative and contribute to developing the work.	3.63	1.36	72.54	7.11	.00 0	agree	11
10- I continuously strive for self-development and acquiring new experiences to improve my performance and enhance my professional competence.	3.92	1.37	78.31	10.2 5	.00 0	agree	9
11- I consistently monitor the changes and developments in my field of work.	3.92	1.19	78.31	11.8 6	.00 0	agree	10
12- I have a comprehensive understanding of the nature of my job and the tasks assigned to me.	4.17	1.01	83.39	17.7 3	.00 0	agree	3

13- I possess the ability to overcome difficulties and solve problems that I may encounter while performing tasks.	3.97	1.12	79.32	13.23	.000	agree	8
<b>Mean of dimension</b>	<b>3.98</b>	<b>1.00</b>	<b>79.66</b>	<b>15.07</b>	<b>.000</b>	<b>agree</b>	

The average of the sample members' answers to the "performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region" was (3.98 out of 5) with a relative weight of 79.66%, which indicates level of approval by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "I exert maximum effort to accomplish the tasks assigned to me." came in first place in terms of approval by the sample members, with a relative weight of 86.78%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, "The current work conditions assist me in performing tasks effectively." in terms of approval by the sample members, with a relative weight 58.31%.

### Diagnose study's hepothses

- There is a statistically significant relationship ( $\alpha \leq 0.05$ ) between the (emotional exhaustion dimension) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is negative moderate significant relationship between the emotional exhaustion dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. ( $r = 0.503-$ ,  $sig = 0.000$ ).

- There is a statistically significant relationship ( $\alpha \leq 0.05$ ) between the incentives dimension of (Reduced Personal Accomplishment) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is positive strong significant relationship between the (Reduced Personal Accomplishment) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region. ( $r = 0.650$ ,  $sig = 0.000$ )

- There is a statistically significant relationship ( $\alpha \leq 0.05$ ) between the incentives dimension of (Depersonalization) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is negative moderate significant relationship

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

between the (Depersonalization) of job burnout on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region. ( $r = -0.545$ ,  $sig = 0.000$ ).

**There are statistically significant differences in the responses of the study sample regarding the impact of job burnout on the performance of paramedics in the Saudi red crescent in the Makkah region, in favor of the variables (educational level, job title, years of experience).**

To assess these relationships ANOVA test is calculated for each factor at each level of variables (educational level, job title, years of experience). The following table shows the result of ANOVA significant value

**Table (7) Sig Value Of Test**

	Educational level Sig.	Job title Sig.	Years of experience Sig.
Emotional Exhaustion	.000	.001	.387
Reduced Personal Accomplishment	.000	.000	.092
Depersonalization	.000	.000	.030
performance level of paramedics in the Saudi Red Crescent Authority in the Makkah Region	.000	.000	.002

The results showed that:

- for **Emotional Exhaustion** there is no significant difference in the responses according to years of experience where  $sig > 0.05$ , while there is significant difference in the responses according to educational level, job title where  $sig < 0.05$
- for **Reduced Personal Accomplishment** there is no significant difference in the responses according to years of experience where  $sig > 0.05$ , while there is significant difference in the responses according to educational level, job title where  $sig < 0.05$
- for **Depersonalization** there is significant difference in the responses according to educational level, job title, years of experience where  $sig < 0.05$
- for **performance level of paramedics in the Saudi Red Crescent Authority in the Makkah Region** there is significant difference in the responses according to educational level, job title, years of experience where  $sig < 0.05$

**Study Recommendations**

- Implement psychological and stress management support programs. These should focus on helping paramedics cope with the high emotional demands of

their jobs, providing mental health resources, counseling services, and stress-relief techniques to mitigate burnout.

- Offering continuous professional development, training, and career advancement opportunities could improve job satisfaction and reduce feelings of burnout. These initiatives should be tailored to different education levels and job titles to better align with paramedics' career trajectories.
- Encourage a collaborative and supportive work culture that strengthens team relationships and provides peer support. .
- Recognizing paramedics for their contributions and accomplishments can boost morale.
- Interventions should be customized. For more experienced paramedics, leadership training and advanced skill development programs might help maintain engagement. For less experienced staff, mentorship programs could provide guidance and reduce early burnout.
- Periodic assessments of job burnout levels should be conducted. This would allow the Saudi red crescent authority to identify early signs of burnout and intervene with appropriate measures. Implementing a routine job satisfaction survey could help track employee well-being and address concerns proactively.
- Encourage work-life balance through flexible scheduling, adequate time off, and rotational shifts to prevent emotional exhaustion and depersonalization.
- Addressing workload management and ensuring paramedics have adequate rest between shifts is essential for maintaining their performance levels.
- Establish partnerships with mental health professionals to create specialized support systems for paramedics. Regular workshops on mental resilience, stress management, and coping mechanisms could be instrumental in preventing burnout and maintaining optimal performance.

## Reference

- Al-Baqmi, N. M. N. (2021). Job burnout and its relationship to job performance among faculty members at Najran University branches in Sharurah. *Journal of Psychological and Educational Studies*, 9(1), 53–108.
- Ali, N., & Ali, A. (2014). The mediating effect of job satisfaction between psychological capital and job burnout of Pakistani nurses. *Journal of Commerce and Social Sciences*, 8(2), 399–412.
- Al-Subhi, M. M. (2022). Occupational burnout and its effect on job performance in the Ministry of Municipal and Rural Affairs (A case study on administrative employees in Jeddah Municipality). *International Journal for Publishing Research and Studies*, 3(27), 478-520.
- Amer, S. A. A. M., Elotla, S. F., Ameen, A. E., Shah, J., & Fouad, A. M. (2022). Occupational burnout and productivity loss: A cross-sectional study among academic university staff. *Frontiers in Public Health*, 10, 861674. <https://doi.org/10.3389/fpubh.2022.861674>
- Atroszko, P. A., Demetrovics, Z., & Griffiths, M. D. (2020). Work addiction, obsessive-compulsive personality disorder, burn-out, and global burden of disease: Implications from the ICD-11. *International Journal of Environmental Research and Public Health*, 17(2), 660. <https://doi.org/10.3390/ijerph17020660>
- Ben Derf, S. (2020). The relationship between job burnout and job satisfaction among nurses: A field study in public health institutions in Mostaganem State. *Journal of Souk*, 7(1), 48-68.
- Bin Zaid, W., M. A. (2019). The impact of job burnout on the performance of staff members at King Abdul-Aziz University. *International Journal of Business and Social Science*, 10, 126-136. <https://doi.org/10.30845/ijbss.v10n4p15>
- Corbeanu, A., Iliescu, D., Ion, A., & Spînu, R. (2023). The link between burnout and job performance: A meta-analysis. *European Journal of Work and Organizational Psychology*, 32(4), 599.
- Donohoe, A. (2021, November 20). Employee performance definition. BizFluent. <https://bizfluent.com/facts-7218608-employee-performance-definition.html>

Mazen Saleh Musleh Alzibali, Fahad Ghurmullah Awad Al Malki, Ghazi Saad Saleh Alshanbari, Barakat Nuwayim Barakat Alsulami, Mohammed Hamoud Thlaab Alamri, Adel Jarallah Ali Almalki, Abdullah Abdulrahman Mohammed Jarade, Yousif Jamal Yousif Samkary, Faris Awad Hulel Alhuthali, Wajdi Hassan Mohsen Alharbi, Mohammed Abood Abdullah AL-Malki, Mohammed Alyan A. Alsulami, Samer Fadl Abdulrahman Fadl.

- Francisco, J., Cruz, J., Cruz, K., Resurreccion, L., Lopez, L., Torculas, A., Gumpal, M., Guillermo, N., & Tus, J. (2022). The job burnout and its impact on the employee's performance amidst the COVID-19 pandemic. *Psychology and Education: A Multidisciplinary Journal*, 2(2), 155-166. <https://doi.org/10.5281/zenodo.6569851>
- Francisco, N., Mendoza, W., Boquiren, C., De Jesus, M., Dilag, S., Menor, M., Jose, Z., & Tus, J. (2023). Amidst the ASF outbreak: The job burnout and employee performance in the feed industry. *Psychology and Education: A Multidisciplinary Journal*, 9(5), 1-9. <https://doi.org/10.5281/zenodo.8016949>
- Khdour, N. J., Omar, D., & Martin, H. (2015). The effect of job burnout on employees' satisfaction: A comparison study between public universities and private universities in Jordan. *The Journal of Management Research*, 7(4), 54-80. <https://doi.org/10.5296/jmr.v7i4.7790>
- Maslach, C. (2003). Job burnout: New directions in research and intervention. *Current Directions in Psychological Science*, 12(5), 189-192. <https://doi.org/10.1111/1467-8721.01258>
- Moyer, F., Aziz, S., & Wuensch, K. (2017). From workaholism to burnout: Psychological capital as a mediator. *International Journal of Workplace Health Management*, 10(3), 213-227.
- Munna, D. N., & Yuen, F. C. (2011). The impact of job burnout towards job performance among nurses. *IEEE Symposium on Business, Engineering and Industrial Applications (ISBEIA)*, 25-28 September 2011, Malaysia. <https://doi.org/10.1109/ISBEIA.2011.6088836>
- Nabar, R., & Jaajaa, A. (2018). Adaptation of Maslach Burnout Inventory to the Algerian context: A field study on a sample of nurses. *Journal of Heritage*, 1(29), 517-540.
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal of Environmental Research and Public Health*, 19(15), 9724. <https://doi.org/10.3390/ijerph19159724>
- Sharafi, N., & Boujnan, T. (2023). Job burnout and its impact on employee performance, a case study of Certaf "Maghnia". *Journal of the Forum for Economic Studies and Research*, 7(2), 20-37.