

The Degree of Availability of Organizational Climate Dimensions and their Relationship to Job Burnout among Human Resources in Al-Hussein Medical City in Jordan

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ABSTRACT

The purpose of this study was to identify the degree of availability of organizational climate dimensions and their relationship to job burnout among human resources in Al-Hussein Medical City in Jordan. The researcher used the descriptive analytical method. The study sample consisted of (137) personnel of the management staff in Al-Hussein Medical City in Jordan. The researcher developed a questionnaire to be used as an instrument for collecting data for the study. The study reached a set of results, including: that the arithmetic means of the dimensions of the organizational climate came with a high degree of impact, and the arithmetic means of the dimensions of the job burnout level came with a medium degree of impact.

Keywords: organizational climate, job burnout, Al-Hussein Medical City.

INTRODUCTION

In light of the developments and changes related to management and its concepts, theories and methods, the importance of management activities and methods of employing them, in addition to their responsibilities, have begun to increase, as they directly contribute to facilitating business, focusing on goals, and adding ideas to develop work mechanisms. In this sense, the management directs collective efforts towards the use of operations related to the organizational climate, planning, organizing, controlling and effective leadership.

The administrative process achieves its desired goals efficiently and effectively by understanding the functional behavior of its employees (Zeinali & Manzari, 2019). The job behavior is the main factor affecting efficiency and effectiveness, and there are factors that affect it positively or negatively (Yucheng, Yongxing & Alexender, 2017). Accordingly, one of the issues related to organizational behavior is what is known as the organizational climate of the institution, which is the set of characteristics and qualities that distinguish an organization from other organizations (Cox et al, 2017). Agrawal & Gautam (2020) indicated that the organizational climate is represented in the ideas, behaviors and characteristics that characterize the organization in a state of relative stability in the work environment, as these qualities are formed as a result of the philosophy and practices of senior management.

Duan et al (2019) indicated that the organizational climate is affected by a number of factors and elements, including the administrative values of officials, leadership style, the

organizational structure of the institution, the characteristics of workers, the size of the institution, and the nature of work. Here, Orgulu & Akilli (2017) indicated that the elements of the organizational climate make an effective change through the organizational structure, the nature of work and the degree of creativity in it, the degree of participation in decision-making, and the relationship with the external environment.

Istichomah et al (2018) believes that the positive organizational climate that prevails in the organization causes an effective change in the level of its performance; The success of the system is directly proportional to the degree of health of the organizational climate that prevails. Kanel et al (2016) emphasized that an organization that lives in a weak and disorganized organizational climate is more likely to fail in the long run; Even if it succeeded temporarily in performing its other administrative functions.

On the other hand, job burnout is a psychological condition that spreads among workers in the organization to reflect the symptoms of stress in the different working conditions they face when performing their work such as excessive work, cynicism and job stress (Koohi, 2020). Lan et al (2020) indicated that job burnout requires reconciling the commitment of workers in the face of feelings of frustration with their work, in addition to the availability of high levels of primary motives that workers should have towards those jobs.

Duan, Ni, Shi, Zhang, Ye, Mu & Wang (2019) believe that the control of behavioral symptoms for workers as a result of job burnout is greater than their physical

counterpart, which results in a decrease in the level of performance as a result of negative behaviors and attitudes towards their organizations in which they work. Hence, job burnout is related to a state of tension that employees are exposed to as a result of the high volume of their daily burdens without the availability of appropriate resources to relieve those burdens, which causes their frustration at their inability to do the work and meet the expectations of others (Manning, 2020). Accordingly, it is clear that job burnout results from the multiple work pressures that employees are exposed to in their organizations, which reduces the level of their individual productivity, and thus the low level of performance of those organizations (Almahirah, 2020).

Al-Hussein Medical City in Jordan is a care institution responsible for providing health services within the health cluster system that will lead the transformation process in the Jordanian health sector to achieve Jordan's aspirations to create advanced health care, according to the highest international standards, and a distinguished health system to be emulated in the world. Accordingly, the researcher believes that this necessarily requires that Al-Hussein Medical City in Jordan must have effective administrative methods, including providing a positive, effective and distinguished organizational climate in order to reach the employees to a degree of outstanding performance and reduce job burnout. Therefore, research into the degree of availability of organizational climate dimensions and their relationship to job burnout has its justifications in terms of the importance of employing the organizational climate and the mechanisms and methods it performs to reduce job burnout and thus reach workers to a distinguished level of performance.

THE RESEARCH PROBLEM

The strategic thought related to the organizational climate and its relationship to job burnout has become one of the basic necessities for the success of organizations of all sizes and sectors in which they operate. Reducing job burnout is a necessity and a requirement for all administrative staff to achieve excellence, success and effective performance, in addition to productivity in the administrative work assigned to them.

It should be noted that organizations and institutions of all kinds are facing many changes that force them to confront a new reality and a new administrative thought, in addition to new administrative methods that bring about change. In order to achieve this, institutions and organizations must employ the appropriate organizational climate in order to achieve outstanding performance related to employees, their distinction and their desire for their profession (Prentice & Thaichon, 2019). Seyyedmoharrami et al (2019) indicated that the appropriate organizational climate for the worker helps to achieve the greatest achievement; and then increase the

return on the organization and reduce job burnout, which is reflected in an efficient return on the organization in which he works. Yucheng et al (2017) believes that the nature of the organizational climate in organizations has a large and important role in achieving the goals set by organizations to achieve their mission and vision. Zeinali & Manzari (2019) have indicated that the organizational climate is directly related to reducing burnout if it is employed in organizations in terms of positivity and correct standards based on clear and well-defined goals.

On the other hand, previous studies indicated the importance and impact of the positive organizational climate on the low level of burnout among workers. The study of Oginska & Michalska (2020) showed that there is an inverse relationship between the organizational climate and job burnout, that is, the organizational climate characterized by human relations and the participatory democratic leadership style works to reduce employee burnout. The results of the Koochi (2020) study also indicated that a positive organizational climate enabled the prediction of low levels of burnout. In the same context, the results of the study of Dinibutun et al (2020) revealed an inverse correlation between the organizational climate with its dimensions and the degree of job burnout. The most important results of Lan, Huang, Kao & Wang (2020) study were that there is a statistically significant correlation between organizational climate, work stress, workplace burnout, and employee retention, and the organizational climate had a positive impact on employee retention.

Based on the foregoing, the researcher found a motivation to research this subject because King Hussein Medical Center urgently needs to adopt a positive organizational climate in order to bring workers to a low level of job burnout, in addition to employing administrative methods and standards such as planning and organization in the work of health sector workers in Jordan in order to suit the requirements and developments in the field of management and to reach effective and distinguished administrative work behaviors. Since the health sector is required to develop its structure in accordance with the methods of the positive organizational climate and achieve a high level of performance for employees, this will only happen through the development of its systems and programs in accordance with the positive, effective and distinguished organizational climate that takes into account the needs of employees. Therefore, the researcher calls to consider the degree of availability of organizational climate dimensions and their relationship to job burnout among administrative staff in Al-Hussein Medical City in Jordan, within the framework of diagnosing and understanding the context of the current reality related to the organizational climate in the health sector in Jordan. Accordingly, the study problem is represented by the following main question:

What is the degree of availability of the dimensions of the organizational climate and its relationship to job burnout among human resources in Al-Hussein Medical City in Jordan?

THE RESEARCH QUESTIONS

1. What is the degree of availability of the organizational climate with its dimensions (leadership style, work environment, professional development) in Al-Hussein Medical City in Jordan from the point of view of administrators?
2. What is the level of job burnout with its dimensions (job stress, poor achievement at work level, lack of interaction and communication within work) in Al-Hussein Medical City in Jordan from the point of view of administrators?

THE RESEARCH OBJECTIVES

1. Identifying the degree of availability of the organizational climate with its dimensions (leadership style, work environment, professional development) in Al-Hussein Medical City in Jordan from the point of view of administrators.
2. Identifying the level of job burnout with its dimensions (job stress, poor achievement at work level, lack of interaction and communication within work) in Al-Hussein Medical City in Jordan from the point of view of administrators.

THE RESEARCH SIGNIFICANCE

The research significance will be addressed through the following two points:

Theoretical Significance:

1. Attempting to reveal how to improve the organizational climate prevailing in Al-Hussein Medical City in Jordan, and reduce the level of job burnout experienced by administrative staff, and then improve their job performance.
2. Shedding light on the nature of the relationship between the organizational climate and job burnout.
3. Attempting to detect the level of job burnout among administrative staff in Al-Hussein Medical City in Jordan.
4. It is expected that the current study will result in solutions and recommendations that may contribute to overcoming the negative aspects of the organizational climate and enhancing its

positive aspects, and to devise appropriate administrative ways to improve the positive organizational climates and thus raise the level of staff performance.

Empirical Significance:

1. It is expected that this study will provide feedback that helps to develop a strategy to improve the organizational climate in Al-Hussein Medical City in Jordan; with the aim of reducing the level of job burnout to which employees are exposed, and thus raising their productivity and effectiveness.
2. Attempting to reveal the degree of availability of the dimensions of the organizational climate prevailing in Al-Hussein Medical City in Jordan on the ground, which in turn reflects negatively or positively on the performance of the workers and to clarify the ambiguity surrounding it that may lead to a kind of job burnout for them.
3. The results of the study help stakeholders and decision makers in the health sector in Jordan to employ the requirements of organizational climates and adapt to their variables, with the aim of reducing job burnout.

THE RESEARCH DELIMITATIONS

The objective delimitations of the research was limited to identify both the degree of availability of the organizational climate with its dimensions (leadership style, work environment, professional development) in Al-Hussein Medical City in Jordan from the point of view of administrators and the level of job burnout with its dimensions (job stress, poor achievement at work level, lack of interaction and communication within work) in Al-Hussein Medical City in Jordan from the point of view of administrators. The research was applied to a sample of (137) personnel of the management staff in Al-Hussein Medical City in Jordan in 2022.

THE RESEARCH TERMS

Organizational climate: It is defined as the outcome of the internal environmental factors of an organization as interpreted and analyzed by its employees, whose effects appear on their behavior and morale and thus on their performance and affiliation with the organization through the general impression that includes many variables such as the way managers treat their subordinates, the philosophy of senior management, the work atmosphere or conditions, and the quality of the goals that the organization seeks achieved (Song et al, 2020).

The researcher procedurally defines the organizational climate as: a set of characteristics that the administrative staff feel in Al-Hussein Medical City in Jordan, which consists of the management's actions, the objectives and work policies followed, which affect their performance and their affiliation with the system. It will be measured through the following dimensions: (leadership style, work environment, professional development).

Job burnout: It is defined as a state of physical and emotional exhaustion resulting from exposure to the stressful work environment and the pressures the individual is exposed to for a long period of time. It represents a state of psychological exhaustion, as cases of continuous grumbling, lack of enthusiasm, poor attention and focus, weak desire to develop abilities, and weak desire for performance and achievement appear, and this may result in frequent absence and unwillingness to deal with others (Bakker & de Vries, 2021).

Procedurally, the researcher defines job burnout as: the psychological, physical and emotional pressure that the employee is exposed to in the work system and affects his productivity. It will be measured through the following dimensions: (job stress, poor achievement at work level, lack of interaction and communication within work).

METHODOLOGY AND PROCEDURES

The Research Methodology

In order to achieve the objectives of the research, the researcher used the descriptive-analytical approach, which is known as "the approach that studies a phenomenon with the intention of describing it and collecting accurate information about it, as it is concerned with studying reality and describing it accurately" and "expressing the information in a qualitative or quantitative way in order to extract significant conclusions", to reach the generalizations regarding the phenomenon under study (Obeidat et al., 2014).

Table (1) Pearson correlation coefficients

Organizational Climate	correlation coefficients	significance value
Leadership Style	0.834**	0.000
Work Environment	0.673**	0.000
Professional Development	0.677**	0.000
Job Burnout	correlation coefficients	significance value
Job Stress	0.876**	0.000
Poor Achievement At Work Level	0.744**	0.000
Lack of Interaction And Communication Within the Work	0.793**	0.000

It is evident from Table (1) that the correlation coefficients of the degrees of the organizational climate dimension, and its significance value ranged between (0.673) and (0.834) degrees, which are good correlation coefficients. Whereas, the correlation coefficients for the job burnout dimension and its significance ranged

Population

The study population consisted of all (160) male and female administrative employees in Al-Hussein Medical City as reported by the Statistics Office in the health sector in Jordan.

Sample

The research individuals (the sample) were selected, according to the sampling scale table (Krejcie & Morgan, 1970). The sample consisted of (137) male and female administrative employees represented approximately (85.62%) of the total population.

The Research Instrument

A questionnaire was developed by the researcher as instrument for collecting data for the purposes of this research. The questionnaire included two dimensions: The first dimension: the organizational climate, which is represented in the following sub-dimensions: (leadership style, work environment, professional development). The second dimension: job burnout, which is represented in the following sub-dimensions: (job stress, poor achievement at work level, lack of interaction and communication within work).

Internal consistency validity of the Questionnaire:

For the purpose of verifying the internal consistency of the questionnaire, it was distributed to a pilot sample of (18) administrative employees in Al-Hussein Medical City in Jordan, and their answers were transcribed into (SPSS 23). After that, the correlation coefficients were calculated between the total score for each dimension of the study, and the following table shows the procedures for calculating the internal consistency validity.

between (0.744) and (0.876) degrees, which are good correlation coefficients. This indicates that the study dimensions are statistically significant at the significance level (0.01), and they have internal consistency validity.

Reliability of the Questionnaire

To verify the reliability of the resolution, the researcher followed Cronbach's Alpha method. The following table

shows the reliability coefficients of the questionnaire and each of its dimensions using Cronbach's Alpha equation.

Table (2) Cronbach's alpha coefficients for questionnaire reliability

Organizational Climate	Cronbach's alpha coefficients
Leadership Style	0.655
Work Environment	0.872
Professional Development	0.791
Job Burnout	Cronbach's alpha coefficients
Job Stress	0.638
Poor Achievement At Work Level	0.883
Lack of Interaction And Communication Within the Work	0.788
Total reliability	0.797

It is clear from the table that the total reliability coefficient of the all dimensions as a whole was (0.797), which is a high reliability coefficient, and this indicates that the questionnaire has a high degree of reliability and can be relied upon in the field application of the study.

RESULTS AND DISCUSSION

The First Question: What is the degree of availability of the organizational climate with its dimensions (leadership style, work environment, professional development) in Al-Hussein Medical City in Jordan from the point of view of administrators?

To answer the first question, the arithmetic means and standard deviations of the responses of the sample individuals were calculated for each of the sub-dimensions of the organizational climate represented by: (leadership style, work environment, professional development).

The First Sub-Dimension: Leadership Style

The arithmetic means and standard deviations of the sample responses for each of the items of the sub-dimension the leadership style were calculated in descending order, and the following table illustrates this.

Table (3) Leadership Style

No	Items	Means	Standard Deviation	Rank	Degree
8	The manager periodically follows up the implementation of plans that achieve the goals of the health sector.	4.26	0.849	1	Very High
3	The manager sets plans that objectively achieve the work objectives of King Hussein Medical City.	4.20	0.812	2	Very High
2	The manager delegates some of his administrative powers to his employees.	4.16	0.893	3	High
10	The manager motivates the employees to improve the level of performance.	4.15	0.865	4	High
5	The manager is flexible in applying the rules and regulations.	4.12	0.878	5	High
1	The manager deals fairly and equally with the entire administrative staff.	4.12	0.916	6	High
9	In carrying out the work, the manager encourages innovative methods.	4.11	0.932	7	High
6	The manager is concerned with involving employees in decision-making.	4.08	0.924	8	High
7	The manager at King Hussein Medical City supports teamwork, cooperation, and team spirit among employees.	3.99	0.915	9	High

No	Items	Means	Standard Deviation	Rank	Degree
4	In special circulars, the manager implements the principle of transparency.	3.97	1.018	10	High
11	The manager distributes tasks equitably among workers working in the health sector.	3.97	0.973	11	High
Weighted Mean		4.10	0.986	-	High

It is clear from Table (3) that the weighted arithmetic mean of the responses of the study members to the items of the sub-dimension the leadership style was (4.10), and a standard deviation (0.986), which is located in a high degree of practice. The arithmetic means of the items of this sub-dimension ranged between (3.97) and (4.26), between the lowest and highest arithmetic mean, and the responses of the study members were within a percentage ranging between (68%) and (84%).

This result can be explained by the fact that the manager periodically follows up the implementation of the plans that achieve the health sector goals in Al-Hussein Medical City, by delegating some of his administrative powers to

Table (4) Work Environment

No	Items	Means	Standard Deviation	Rank	Degree
1	The work environment within Al-Hussein Medical City helps the administrative staff to perform their job duties.	4.04	0.923	1	High
6	Work burdens provide sufficient opportunity for staff to carry out social duties.	3.89	0.945	2	High
7	The work environment in King Hussein Medical City encourages the spirit of cooperation in a team style to get things done.	3.79	0.911	3	High
4	Work environment devices are regularly maintained.	3.79	1.018	4	High
8	The work environment is updated with all the necessary developments to develop the work.	3.73	1.054	5	High
2	A periodic inventory of all materials and devices needed to perform the work	3.72	1.194	6	High
3	The work environment provides suitable places for prayer and drinks	3.65	1.032	7	High
5	The work environment provides accommodation for the children of workers	2.72	1.391	8	Medium
Weighted Mean		3.67	1.086	-	High

It is clear from Table (4) that the weighted arithmetic mean of the responses of the study members to the items of the sub-dimension work environment was (3.67), and a standard deviation (1.086), which is located in a high degree of practice. The arithmetic means of the items of this sub-dimension ranged between (2.72) and (4.04), between the lowest and highest arithmetic mean, and the

the workers and motivating the workers to develop the level of performance. Emphasis is also placed on flexibility in the application of rules and regulations, fairness and equality, and the leadership style is characterized by the manager's encouragement of workers in carrying out the work by involving workers in decision-making, cooperation and team spirit in Al-Hussein Medical City.

The Second Sub-Dimension: Work Environment

The arithmetic means and standard deviations of the sample responses for each of the items of the sub-dimension work environment were calculated in descending order, and the following table illustrates this.

responses of the study members were within a percentage ranging between (68%) and (84%).

This result can be explained by the fact that the work environment within Al-Hussein Medical City helps the administrators to perform their job duties, as this environment reduces the work burdens and provides sufficient opportunity for the administrators to carry out

social duties. The work environment in Al-Hussein Medical City encourages the spirit of cooperation in a team style to get work done, and the work environment provides places for drinks and places to host the children of workers.

Table (5) Professional Development

No	Items	Means	Standard Deviation	Rank	Degree
4	Al-Hussein Medical City is keen to provide the administrative staff with scientific innovations in their field of specialization.	3.58	0.960	1	High
6	Al-Hussein Medical City employs technological methods in all administrative processes.	3.58	0.889	2	High
3	There are training programs for professional development and capacity development for the administrative staff.	3.52	0.956	3	High
1	There is periodic monitoring of the professional needs of the administrative staff within Al-Hussein Medical City.	3.51	1.011	4	High
5	Al-Hussein Medical City provides opportunities to develop the professional expertise of its employees.	3.50	1.011	5	High
2	Resources for acquiring professional and skill knowledge are available to the administrative staff within Al-Hussein Medical City.	3.46	0.950	6	High
Weighted Mean		3.53	1.183	-	High

It is clear from Table (5) that the weighted arithmetic mean of the responses of the study members to the items of the sub-dimension professional development was (3.53), and a standard deviation (1.183), which is located in a high degree of practice. The arithmetic means of the items of this sub-dimension ranged between (3.46) and (3.58), between the lowest and highest arithmetic mean, and the responses of the study members were within a percentage ranging between (68%) and (84%).

This result can be explained by the keenness of the human resources sector in Al-Hussein Medical City to provide the administrative staff with scientific innovations in their field of specialization, as it employs technological methods in all administrative processes, in addition to providing training programs to be enrolled in to develop the capabilities of the administrative staff. This is done by periodically monitoring the professional needs of the administrative staff within Al-Hussein Medical City and

Table (6) Job Stress

No	Items	Means	Standard Deviation	Rank	Degree
6	My emotions have become more intense since I joined the administrative work at Al-Hussein Medical City.	3.45	0.992	1	High
5	The administrative work climate in Al-Hussein Medical City makes me anxious and tense.	3.17	1.030	2	Medium

The Third Sub-Dimension: Professional Development

The arithmetic means and standard deviations of the sample responses for each of the items of the sub-dimension professional development were calculated in descending order, and the following table illustrates this.

providing opportunities to develop the professional expertise of the workers.

The Second Question: What is the level of job burnout with its dimensions (job stress, poor achievement at work level, lack of interaction and communication within work) in Al-Hussein Medical City in Jordan from the point of view of administrators?

To answer this question, the arithmetic means and standard deviations of the responses of the sample individuals were calculated for each of the sub-dimensions of job burnout represented by: (job stress, poor achievement at work level, lack of interaction and communication within work).

The First Sub-Dimension: Job Stress

The arithmetic means and standard deviations of the sample responses for each of the items of the sub-dimension Job Stress were calculated in descending order, and the following table illustrates this.

No	Items	Means	Standard Deviation	Rank	Degree
3	I feel stressed as a result of my administrative work within Al-Hussein Medical City.	3.13	1.077	3	Medium
4	I feel that the requirements of administrative work on me exceed my abilities and preparations.	3.00	1.047	4	Medium
2	I feel that the many demands of work weaken my endurance and continuity.	2.80	1.110	5	Medium
1	I do not feel the burden of tasks and duties, regardless of the resulting psychological and physical exhaustion.	2.74	1.196	6	Medium

Weighted Mean	3.05	1.059	-	Medium
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It is clear from Table (6) that the weighted arithmetic mean of the responses of the study members to the items of the sub-dimension Job Stress was (3.05), and a standard deviation (1.059), which is located in a high degree of practice. The arithmetic means of the items of this sub-dimension ranged between (2.74) and (3.45), between the lowest and highest arithmetic mean, and the responses of the study members were within a percentage ranging between (52%) and (68%).

This result can be explained by the fact that the administrative staff sometimes feel some tension from the intensity of the work pressure, in addition to some anxiety and tension as a result of stress within Al-Hussein Medical City, and this is possibly related to the

administrative work requirements placed on the administrative staff, and here we note that the responses of the study sample were medium on the related items. This may be related to the existence of work requirements that contribute to the weakness of the workers' endurance and continuity capabilities.

The Second Sub-Dimension: Poor Achievement at Work Level

The arithmetic means and standard deviations of the sample responses for each of the items of the sub-dimension Poor Achievement at Work Level were calculated in descending order, and the following table illustrates this.

Table (7) Poor Achievement at Work Level

No	Items	Means	Standard Deviation	Rank	Degree
2	I feel the low efficiency of the work I do	2.92	1.265	1	Medium
1	I feel my influence on others through my administrative work at Al Hussein Medical City.	2.80	1.110	2	Medium
3	I feel indifferent about the problems that are happening in Al-Hussein Medical City.	2.67	1.199	3	Medium
6	I lack the ability to accomplish my administrative work within Al-Hussein Medical City.	2.51	1.184	4	Low
5	I feel that my career at Al-Hussein Medical City is about to end.	2.46	1.210	5	Low
4	I have no desire to develop my administrative performance in Al-Hussein Medical City.	2.45	1.147	6	Low
Weighted Mean		3.64	1.181	-	Medium

It is clear from Table (7) that the weighted arithmetic mean of the responses of the study members to the items of the sub-dimension professional development was (3.64), and a standard deviation (1.181), which is located in a high degree of practice. The arithmetic means of the items of this sub-dimension ranged between (2.45) and (2.92), between the lowest and highest arithmetic mean,

and the responses of the study members were within a percentage ranging between (52%) and (68%).

The reason that the responses of the study sample were with a medium degree due to the fact that the administrative staff do not feel the low efficiency of the work they are doing, and this result is the opposite of the fact that the items are negative. This confirms that they have a slight decline and it is not clear about the work

mechanisms, which indicates that the poor achievement at work has no great consideration, and as a result, the administrative staff has a desire to develop performance.

The arithmetic means and standard deviations of the sample responses for each of the items of the sub-dimension Lack of Interaction and Communication within Work were calculated in descending order, and the following table illustrates this.

The Third Sub-Dimension: Lack of Interaction and Communication within Work

Table (8) Lack of Interaction and Communication within Work

No	Items	Means	Standard Deviation	Rank	Degree
1	I do not have the ability to provide a positive working atmosphere with others in King Hussein Medical City.	2.95	1.296	1	Medium
2	I miss the help of my co-workers inside Al-Hussein Medical City when I need them.	2.78	1.142	2	Medium
3	I have no desire to do the work of any of my colleagues in his absence at Al-Hussein Medical City.	2.69	1.177	3	Medium
4	I am bothered by the poor connection among administrative colleagues at Al-Hussein Medical City.	2.46	1.222	4	Low
5	I suffer from psychological pressure because of dealing with patients inside Al-Hussein Medical City.	2.44	1.176	5	Low
6	I feel the lack of interaction and communication with the clients within Al-Hussein Medical City, which affects my administrative work.	2.43	1.153	6	Low
Weighted Mean		2.63	1.135	-	Medium

It is clear from Table (8) that the weighted arithmetic mean of the responses of the study members to the items of the sub-dimension Interaction and Communication within Work was (2.63), and a standard deviation (1.135), which is located in a high degree of practice. The arithmetic means of the items of this sub-dimension ranged between (2.43) and (2.95), between the lowest and highest arithmetic mean, and the responses of the study members were within a percentage ranging between (52%) and (68%).

This result can be explained by the fact that the administrative staff have with a medium degree the ability to provide a positive working atmosphere with others in Al-Hussein Medical City, in addition to the desire to do the work of any of the colleagues in his absence. Also, some of the items were with a low degree as being negative according to the scale, and this indicates the high degree of impact, meaning that the administrative staff have an interaction to some extent with other colleagues. However, work pressures also sometimes cause a lack of efficiency and a feeling of insufficient interaction and communication with clients within Al-Hussein Medical City, which affects the administrative work.

SUMMARY OF RESULTS

The research reached a set of results through statistical analysis (SPSS 23) based on the use of arithmetic means, standard deviations, and percentages.

Results of the First Question: Organizational climate

The First Sub-Dimension: Leadership Style

The arithmetic mean of the Leadership Style sub-dimension was (4.10), with a standard deviation (0.986), and a percentage ranging between (68%) and (84%), and this falls in a significant degree of influence.

The Second Sub-Dimension: Work Environment

The arithmetic mean of the Work Environment sub-dimension was (3.67), with a standard deviation (1.086), and a percentage ranging between (68%) and (84%), and this falls in a significant degree of influence.

The Third Sub-Dimension: Professional Development

The arithmetic mean of the Professional Development sub-dimension was (3.53), with a standard deviation

(1.183), and a percentage ranging between (68%) and (84%), and this falls in a significant degree of influence.

Results of the Second Question: Job Burnout

The First Sub-Dimension: Job Stress

The arithmetic mean of the Job Stress sub-dimension was (3.05), with a standard deviation (1.059), and a percentage ranging between (52%) and (68%), and this falls in a medium degree of influence.

The Second Sub-Dimension: Professional Development

The arithmetic mean of the Professional Development sub-dimension was (3.64), with a standard deviation (1.181), and a percentage ranging between (52%) and (68%), and this falls in a medium degree of influence.

The Third Sub-Dimension: Lack of Interaction and Communication within Work

The arithmetic mean of the Lack of Interaction and Communication within Work sub-dimension was (2.63), with a standard deviation (1.135), and a percentage ranging between (52%) and (68%), and this falls in a medium degree of influence.

RECOMMENDATIONS

1. Focusing on the leadership style as it reduces the intensity of job burnout, and helps the administrative staff to achieve better adaptation.
2. Employing the appropriate work environment as it is one of the methods of the organizational climate that leads to the development of performance and improvement of work.
3. Enhancing the spirit of challenge by breaking out of the norm through professional development with the aim of increasing work productivity
4. Paying attention to the work environment and its physical and intangible components, which is an important input for successful organizations.
5. Studying cases of job stress and preparing employees professionally to raise the career level.
6. Studying cases of poor achievement at the work level and focusing on the professional resources of administrative staff.
7. Studying cases of deficiencies in interaction and communication within work, focusing on personal and psychological resources, and trying to mitigate their effects.

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