

Job Burnout and Its Impact on Employees Performance: A Case Study of the University Hospital Center in Tlemcen (CHU)**الاحتراق الوظيفي وأثره على أداء العاملين: دراسة حالة بالمركز الاستشفائي الجامعي بتلمسان****Dr. CHEKROUN Meriem**

école supérieure de management - Tlemcen (Algeria), chekroun.meriem@yahoo.fr

Received: 21/01/2026**Accepted:** 30/03/2026**Published:** 31/03/2026**Abstract:**

The study aimed to identify job burnout and its impact on employees performance at the University Hospital Center in Tlemcen. A descriptive analytical approach was adopted, using a questionnaire as the main data collection tool. The questionnaire was distributed to 42 employees at the University Hospital Center in Tlemcen. The collected data were analyzed using the SPSS v28 statistical software, based on appropriate statistical methods.

The results of the study indicated that job burnout has a statistically significant negative effect on employees' performance. However, the degree of this effect varies according to the extent to which employees are exposed to the different dimensions of job burnout. Additionally, the findings revealed no statistically significant differences in the impact of job burnout on employees' performance.

Keywords: job burnout, employee performance, emotional exhaustion, depersonalization, low personal achievement.

JEL Classification Codes: M12, M54, J24, J28, I12

ملخص:

دفت هذه الدراسة إلى التعرف على الاحتراق الوظيفي وأثره على أداء الموظفين في المركز الاستشفائي الجامعي بتلمسان. تم اعتماد المنهج الوصفي التحليلي، حيث استُخدم الاستبيان كأداة رئيسية لجمع البيانات. وُزِع الاستبيان على 42 موظفًا بالمركز الاستشفائي الجامعي بتلمسان، وتم تحليل البيانات المجمعة باستخدام البرنامج الإحصائي SPSS الإصدار 28 بالاعتماد على الأساليب الإحصائية المناسبة. أشارت نتائج الدراسة إلى أن الاحتراق الوظيفي له أثر سلبي ذو دلالة إحصائية على أداء الموظفين، غير أن درجة هذا الأثر تختلف حسب مستوى تعرّض الموظفين لأبعاد الاحتراق الوظيفي المختلفة.

الكلمات المفتاحية: الاحتراق الوظيفي، أداء الموظفين، الإرهاق العاطفي، التبلّد أو اللاتشخص، تدني الشعور بالإنجاز الشخصي.

تصنيفات JEL: M12 ، M54 ، J24 ، J28 ، I12

INTRODUCTION:

The development and prosperity witnessed by our societies across various aspects of life have been accompanied by certain complexities and disturbances; indeed, some have come to label this the "era of anxiety and psychological stress" (Dogheim, 2017). Humans, in their constant search for safety, stability, and the fulfillment of life's requirements, always strive to adapt to these variables and utilize them to their advantage by doubling their daily activity. However, in the event of an inability to do so, conflicts may arise that create severe pressure. These pressures may translate into various psychological and physical symptoms and disorders. If these persist, they can leave numerous negative effects, most notably job burnout, which manifests as states of emotional exhaustion, apathy, and a lack of motivation. This necessitates that we give significant importance to the individual's affective, emotional, and health personality.

Since the success or failure of any organization depends on the extent of its control and proper management of its most vital asset—the human element—which the organization seeks to provide and improve in terms of quantity and quality, this element contributes effectively to achieving the organization's goals provided that suitable working conditions are available. Therefore, attention must be paid to the problems hindering human resource performance, considering it is the primary engine of the organization. The professional problems suffered by the employee reflect on the organization directly or indirectly, and among these problems, we find job burnout.

Job burnout is a state of physical, emotional, and mental exhaustion resulting from long-term exposure to stressful situations, accompanied by high personal expectations regarding individual performance.

The concept of "Job Burnout" did not exist in psychological studies prior to the 1970s. Concepts such as "stress" and "tension" were used to describe many similar symptoms, but these concepts can be misleading, as stress and tension can have positive effects, such as increased motivation and personal growth, just as they can have negative effects. Although Christina Maslach presented a presentation on emotional exhaustion among human service providers to the American Psychological Association in 1973, the concept of "Job Burnout" emerged in 1974 when Herbert Freudenberger wrote an article titled "Staff Burnout" for the *Journal of Social Issues*. Freudenberger examined the sensitivity of care work, describing the process that led them to burnout, stating: "Burnout is very different from depression, overwork, or mental fatigue; it is a deep process in which the person feels psychologically trapped and completely drained of energy" (Institute for Quality and Efficiency in Health Care (IQWiG), 2020).

In the early 1980s, Christina Maslach published the first empirical field research on job burnout. Since then, the concept of job burnout has been defined and conceptualized more clearly. It is now known as a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by its three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Chowdhury, 2018).

In recent years, interest in this phenomenon has grown, and the majority of studies suggest that employees working in professions involving direct interaction with the public—such as medicine, teaching, and law—are the most susceptible categories to job burnout. This is due to their continuous exposure to fatigue resulting from routine and work pressure, which

The Impact of Corporate Social Responsibility on the Performance of the Human Resources Function: A Case Study of SONELGAZ – Tlemcen

reflects negatively on their behavior and psychology in various forms, such as feelings of exhaustion, frustration, anxiety, tension, and the desire to quit the job (Abu Zneid, 2012).

Although job burnout was first identified within human service professions directed at people, it is not limited to this type of work. Instead, it represents a risk for people working in any other type of profession (Maslach, 2015).

Based on the foregoing, the current study aims to investigate the subject of job burnout and its relationship to the performance of employees at, starting from the general question formulated as follows:

To what extent does job burnout affect the performance of employees in University Hospital Center in Tlemcen?

Based on the questions raised, the following research hypotheses were formulated:

There is a statistically significant effect of job burnout on employees' performance at University Hospital Center in Tlemcen. This main hypothesis is divided into the following sub-hypotheses:

- Emotional exhaustion has a statistically significant effect on employees' performance.
- Depersonalization (dehumanization) has a statistically significant effect on employees performance.
- Reduced personal accomplishment has a statistically significant effect on employees performance.

Furthermore, there are statistically significant differences in the effect of job burnout on employees' performance attributable to demographic variables (gender and years of experience) at the University Hospital Center in Tlemcen.

1- The concept of burnout :

1.1 Definition of job burnout:

Studies focusing on workers in crisis or post-conflict zones (such as de-occupied territories) have expanded the definition to include "secondary traumatization" as a key component. In these contexts, burnout is defined as a mix of standard exhaustion plus the psychological weight of absorbing others' trauma and navigating organizational instability.

The most widely cited definition, which serves as the basis for most research and for the World Health Organization's classification (ICD-11), originates from the foundational work of Christina Maslach (Maslach & & Leiter, 2022):

Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: 1) feelings of energy depletion or exhaustion; 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and 3) reduced professional efficacy."

1.2 Dimensions of Burnout

1.2.1 Emotional Exhaustion:

This dimension manifests as a feeling of being drained by the psychological efforts exerted at work. It is described as fatigue, exhaustion, and weakness. Individuals who experience this type of feeling show difficulties in adapting to the work environment because they lack sufficient emotional energy to cope with work tasks (Edú-Valsania, Laguía, & Moriano, 2022).

1.2.2 Depersonalization (Dehumanization):

This dimension is defined as a response characterized by detachment, indifference, and lack of concern toward the work being performed or toward the people who receive it. In this case, the employee is marked by coldness, indifference, negative feelings, harshness, pessimism, frequent criticism, directing blame toward service beneficiaries, lack of care for them, and blaming colleagues at work (Edú-Valsania, Laguía, & Moriano, 2022).

1.2.3 Reduced Personal Accomplishment:

This dimension is reflected in a negative professional self-evaluation and doubts about one's ability to perform the job effectively, as well as a greater tendency to evaluate achieved results negatively. It also translates into reduced productivity and capabilities, low morale, and decreased coping skills (Vo, 2024).

Exhaustion is the central feature of burnout and its most evident manifestation. When people describe themselves or others as suffering from burnout, they most often refer to occupational exhaustion.

Exhaustion emotionally and cognitively distances the individual from work, most likely as a means of coping with excessive workload. Within human services, the emotional demands of work can deplete the service provider's capacity to engage with and respond to the needs of service recipients. Depersonalization represents an attempt to create distance between oneself and service recipients by actively disregarding the qualities that make them unique and by reducing interpersonal engagement (Cheung, 2025).

The relationship between inefficacy (reduced personal accomplishment) and the other two dimensions of burnout is somewhat more complex. In some cases, it appears to be, to some extent, a function of either exhaustion or depersonalization, or a combination of both. Work situations characterized by overwhelming demands that contribute to exhaustion or depersonalization are likely to lead to a diminished sense of personal effectiveness. Moreover, exhaustion or depersonalization interferes with effectiveness: it is difficult to develop a sense of accomplishment when feeling exhausted or when helping people toward whom one feels indifferent (Alshahrani, 2024).

1.3 Major Theoretical Models of Job Burnout

1.3.1 Cherniss's Model

An early model of job burnout was proposed by Cherniss (1980), who identified the variables that contribute to this phenomenon. He suggests that a number of job characteristics interact with the particular professional orientations that individuals bring to their roles. These individuals also carry with them demands and support systems from outside the work context. Combined, these factors result in professionals being exposed to specific sources of stress to varying degrees. Individuals cope with these stressors in different ways. Some employ problem-solving techniques and strategies, while others react by exhibiting negative changes (Richardsen & Burke, 1995).

1.3.2 Maslach–Leiter Model

Recent theoretical and measurement reviews still treat the Maslach–Leiter model as the core reference for defining burnout. In this model, burnout is a three-dimensional syndrome of emotional exhaustion, depersonalization (or cynicism), and reduced personal accomplishment, explained mainly by a chronic mismatch between the person and six areas of worklife (workload, control, reward, community, fairness, and values) (Edú-Valsania, Laguía, & Moriano, 2022).

The Impact of Corporate Social Responsibility on the Performance of the Human Resources Function: A Case Study of SONELGAZ – Tlemcen

1.3.3 Job Demands–Resources (JD–R) Model

The JD–R model is now the most widely used explanatory framework in empirical burnout studies, according to recent scoping and theoretical reviews. It proposes that high job demands (e.g., workload, emotional demands, role conflict) and insufficient job resources (e.g., autonomy, social support, feedback) trigger a health-impairment process leading to exhaustion and burnout, while resources can buffer the impact of demands (Nagle, et al., 2024).

1.3.4 Conservation of Resources (COR) Theory

Recent articles continue to use COR theory to conceptualize burnout as the result of actual or threatened loss of valued resources (time, energy, status, social support). Burnout arises when employees face repeated demands that deplete resources faster than they can be replenished, or when attempts to invest resources do not produce expected gains, creating loss spirals (Edú-Valsania, Laguía, & Moriano, 2022).

1.3.5 Person–Environment Fit Models

Newer research increasingly highlights person–job fit and person–organization fit as mechanisms linking work conditions to burnout. These models argue that misfit between employees’ values, skills, or needs and the characteristics or values of the job/organization (e.g., misaligned goals, incompatible culture) intensifies strain and accelerates movement toward emotional exhaustion and cynicism (Zeng & Hu, 2024).

1.3.6 Cognitive–Behavioral / Self-Maintaining Models

Recent cognitive–behavioral work proposes that once burnout develops, it can be maintained by maladaptive cognitions and behaviors (e.g., catastrophic thinking, avoidance, withdrawal), not only by external demands. These models suggest that burnout is sustained through feedback loops where exhaustion reduces functioning, which then confirms negative beliefs and reinforces behavioral patterns that prevent recovery, pointing to the importance of cognitive and behavioral interventions (Jonsdottir & Perski, 2021).

1.4 Burnout Measurement Scales:

Burnout is now measured almost exclusively with standardized, validated questionnaires, not with the original Freudenberger checklist, which lacks psychometric validation and clear scoring norms.

1.4.1 Maslach Burnout Inventory (MBI)

The MBI is historically the dominant instrument, measuring three dimensions: emotional exhaustion, depersonalization (or cynicism), and reduced personal accomplishment. It exists in several versions (MBI-HSS for human services, MBI-ES for educators, MBI-GS for general occupations) and shows acceptable reliability and cross-cultural use, but is criticized for conceptual overlap with engagement and for proprietary restrictions (Shoman, Marca, Bianchi, Godderis, & Canu, 2021).

1.4.2 Copenhagen Burnout Inventory (CBI)

The CBI was created to address conceptual and practical limitations of the MBI, defining burnout primarily as fatigue and exhaustion (Christensen, Villadsen, Marianne, & Kristensen, 2007).

It distinguishes personal, work-related, and client-related burnout, is open-access, and has

demonstrated good internal consistency and construct validity in multiple countries.

1.4.3 Burnout Assessment Tool (BAT)

The BAT is a newer instrument that conceptualizes burnout as a syndrome with four core symptoms: exhaustion, mental distance, emotional impairment, and cognitive impairment. Development and validation studies show good reliability, factorial validity, and cross-national invariance, and recent work suggests promising diagnostic accuracy compared with established scales (Świtalski, Wiśniewska, Snop-Perkowska, & Tataara, 2025).

2. The stages of burnout:

Burnout progresses through a series of stages that describe how chronic work stress gradually leads to psychological and physical exhaustion. The description below is based on contemporary summaries of Freudenberger's 12-phase model of burnout and later theoretical reviews of burnout as a process (Fontes, 2021).

2.1 Early enthusiasm and overcommitment

In the first stage, the person is highly motivated, idealistic, and strongly committed to work, often taking on too many tasks and setting unrealistically high goals. Over time, this excessive ambition leads to chronic overwork and difficulty setting limits, which plants the seeds for later exhaustion (Edú-Valsania, Laguía, & Moriano, 2022).

2.2 Neglect of personal needs

As workload and investment increase, the person starts to sacrifice sleep, leisure, exercise, and relationships in order to keep up with job demands. Everyday recovery activities are gradually replaced by work, so the individual lives in a near-constant state of tension and fatigue (Fontes, 2021).

2.3 Denial and displacement of problems

In this phase, the person minimizes or denies stress signals (irritability, tiredness, mistakes) and may blame colleagues, clients, or the organization instead of recognizing overload. Emotional reactions become stronger, conflicts appear more often, and the individual struggles to admit vulnerability or ask for help.

2.4 Withdrawal and value changes

The person begins to withdraw emotionally and socially, reducing contact with friends, family, and co-workers and losing interest in hobbies and previous sources of pleasure. Work becomes the central reference point, but at the same time it feels less rewarding, which produces frustration and cynicism (Hillert, A, & Voderholzer, 2020).

2.5 Behavioral changes and inner emptiness

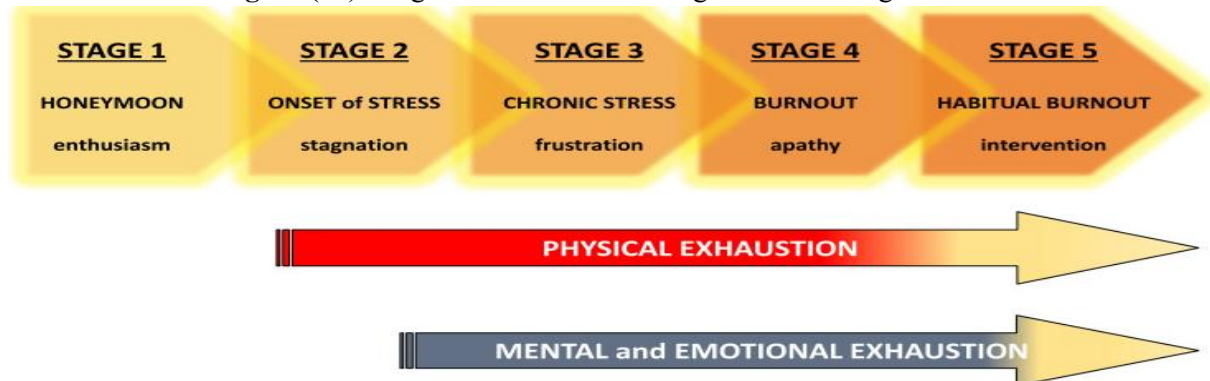
Irritability, impatience, and negative attitudes increase, sometimes accompanied by risk behaviors such as overeating, substance use, or reckless driving as maladaptive coping strategies. Internally, the person feels empty, bored, or "numb," with a growing sense that nothing really matters (Hillert, A, & Voderholzer, 2020).

2.6 Depersonalization, collapse, and burnout

In the final stage, the individual feels profound exhaustion, loss of meaning, and detachment from self and others, often described as being "burned out." This can be accompanied by depressive symptoms, anxiety, and physical complaints; at this point, professional functioning is significantly impaired and clinical or organizational intervention is usually required.

The Impact of Corporate Social Responsibility on the Performance of the Human Resources Function: A Case Study of SONELGAZ – Tlemcen

Figure (01): Stages of Burnout according to Freudenberger's scale



Source: De Hert, Stefan. Burnout in Healthcare Workers: Prevalence, Impact and Preventative Strategies. Local and Regional Anesthesia. Vol 13, 2020, p. 174.

3. Social Performance: employee performance has become a holistic management strategy, integrating ESG across governance, operations, and reporting, creating sustainable and measurable value for all stakeholders—shareholders, employees, and communities—while contributing to the SDGs and organizational resilience. There are several definitions of social performance; among them, we may cite the following.

Corporate social performance refers to a firm's measurable environmental, social and governance (ESG) actions and outcomes that reflect how responsibly it manages its impacts on stakeholders and society, beyond financial performance (Diez-Cañamero, Bishara, Otegi-Olaso, Minguez, & Fernández, 2020).

Social performance is the extent to which corporate social responsibility activities are integrated into a firm's strategy and operations in ways that create sustainable value for shareholders and non-shareholding stakeholders through improved reputation, innovation and risk management (Nguyen & Tran, 2025).

Corporate social performance captures the policies, practices and results by which companies contribute to sustainable development goals, including employee well-being, community development and social welfare, and is commonly assessed through ESG ratings and sustainability reporting frameworks (ElAlfy, Palaschuk, El-Bassiouny, Wilson, & Weber, 2020)."

These definitions converge on a fundamental premise: corporate social performance has evolved from a compliance burden into a strategic enabler of integrated value creation, measured through ESG frameworks and aligned with the Sustainable Development Goals."

3.1 The concept of employee performance appraisal:

Employee performance appraisal is a systematic process organizations use to evaluate individual employee contributions against set standards. It helps align personal goals with organizational objectives, identify strengths and weaknesses, and inform decisions on promotions, training, and compensation. This practice has evolved since the 1940s, initially for merit-based pay during wartime, into a key human resource management tool.

3.2 Core Objectives

Performance appraisals aim to measure job effectiveness, motivate employees through feedback, and enhance productivity. They assess achievements, skills, and behaviors objectively to support development and retention. Common goals include recognizing high

performers and addressing underperformance (Ramadhan, Syahfitri, Satriadi, Putri, & Andini, 2024).

3.3 Key Methods

Organizations employ various techniques like Management by Objectives (MBO), where goals are jointly set and reviewed, and Behaviorally Anchored Rating Scales (BARS) for specific behavioral examples. Balanced Scorecard (BSC) integrates financial and non-financial metrics, while 360-degree feedback gathers input from peers and subordinates. These methods ensure fairness but can face issues like subjectivity (Ganang, Simbolon, & Mangani, 2024).

Effective employee performance appraisal plays a crucial role in boosting motivation, clarifying role expectations, and tying individual results to rewards, which in turn strengthens the organization's overall performance.

4. Case study:

After addressing the study's variables theoretical framework of job burnout and employee performance in this chapter, we will conduct the applied study to test the extent to which theoretical concepts and indicators align with practical reality. Our choice fell on the University Hospital Center in Tlemcen (Algeria).

A clear methodology must be followed to conduct any scientific study in order to reach or prove a truth, as the methodology helps in studying the problem and diagnosing it through following a set of rules and systems. It is defined as a set of general rules that the researcher follows to arrive at the truth. For this study, which aims to determine the extent of the impact of job burnout on employee performance at the level of University Hospital Center in Tlemcen, we relied on the descriptive-analytical approach. This approach aims to study a phenomenon with its characteristics and dimensions, analyzing it based on the data collected about it, then attempting to identify its causes and the factors that control it.

The descriptive-analytical method aims to study and describe the characteristics and dimensions of a phenomenon within a specific framework or situation. This is achieved by collecting the necessary data and information about this phenomenon, organizing this data, and analyzing it to reach the causes and factors influencing it, thereby deriving results that can be generalized in the future.

4.1 Data Collection Tools

To collect data for the field study, structured research instruments were employed, including diagnostic interviews and questionnaires. The interviews consisted of face-to-face discussions with HR managers at the University Hospital Center in Tlemcen, focusing on job burnout experiences and their impact on performance. In addition, a closed-ended questionnaire was administered directly to participants. It was divided into three sections: (1) demographic data (gender, age, marital status, experience, education, job title); (2) 27 items measuring job burnout across three dimensions—emotional exhaustion, depersonalization, and reduced personal accomplishment; and (3) 7 items assessing employee performance. A five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used, and the instrument was validated by the thesis supervisor.

The study population was selected using random sampling to ensure representativeness and generalizability of the results. The questionnaires were distributed and collected as

The Impact of Corporate Social Responsibility on the Performance of the Human Resources Function: A Case Study of SONELGAZ – Tlemcen

detailed in the study table.

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics—percentages, frequencies, means, and standard deviations—were applied to describe the sample characteristics and responses. Cronbach’s Alpha was used to test reliability, and the Shapiro–Wilk test verified the normality of data distribution. Pearson’s correlation and multicollinearity diagnostics (VIF and Tolerance) examined relationships among variables. Finally, multiple linear regression and one-sample t-tests were performed to identify the effects and statistical significance of differences among study variables.

4.2 Presentation and Analysis of Study Sample Responses on the Employee Performance Dimension

Table N 01: Represents the responses of respondents regarding the employee performance dimension at the CHU:

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Arithmetic Mean	Standard Deviation	Trend	Rank
	n	%	n	%	n	%	n	%	n	%				
My achievement results are consistent with my expectations	7	17,5	22	55	3	7,5	7	17,5	1	2,5	2.33	1.047	Disagree	5
I feel that I can fulfill my duties and responsibilities in the best possible way.”	3	7,5	17	42,5	4	10	14	35	2	5	2,88	1.137	Neutral	3
I rely on myself to complete the tasks and work assigned to me.	1	2,5	4	10	7	17,5	19	47,5	9	22,5	3,78	1.000	Agree	1
I feel that I have lost the ability to adapt to the work environment and to perform my tasks.	7	17,5	20	50	7	17,5	19	47,5	9	22,5	3,78	1.000	Disagree	1
I can take the appropriate action	3	7,5	12	30	10	25	14	35	1	2,5	2,95	1.037	Neutral	2

regarding problems as necessary.															
I face problems that hinder my job performance.	10	25	25	62,5	1	2,5	2	5	2	5	2,03	0.974	Disagree	7	
I am willing and eager to carry out any additional tasks assigned to me	16	40	11	27,5	3	7,5	8	20	2	5	2,23	1,310	Disagree	6	
											2.6471	0.64377	 Neutral		

Source: Prepared by the researchers based on SPSS output

Table No 01 reveals that the arithmetic means for the employee performance dimension ranged between 2.03 and 3.78. The highest mean was recorded for item N (3), which states "I rely on myself to complete the tasks and work assigned to me," with a standard deviation of 1.000. Conversely, the lowest mean was for item No. (6), "I face problems that hinder my job performance," with a standard deviation of 0.974. Furthermore, the table shows that the overall arithmetic mean for the dimension as a whole was 2.6471 with a standard deviation of 0.64377, indicating that job burnout has a moderate impact on employee performance at the University Hospital Center in Tlemcen

4.3 Testing the Study Hypotheses:

Before addressing the testing of the study hypotheses, it was necessary to first verify the normal distribution of the collected data to determine whether the data obtained from the study sample followed a normal distribution. In addition, the independence of the independent variables was tested to ensure that there was no multicollinearity among them.

Since the study sample size was less than 50 respondents, the Shapiro-Wilk test was applied to examine the normality of the data distribution. Furthermore, the Variance Inflation Factor (VIF) and Tolerance values were used to test the independence of the independent variables. The results of the normality test are presented in the following table.

Table 2: Results of the Normality Test Using the Shapiro-Wilk Test

Axes and Dimensions	Sig
Exhaustion dimension	0.051
Depersonalization dimension	0.052
Reduced personal accomplishment dimension	0.237
the burnout	0.140
Social performance	0.096

Source: Prepared by the researchers based on SPSS output

The Impact of Corporate Social Responsibility on the Performance of the Human Resources Function: A Case Study of SONELGAZ – Tlemcen

The results of the statistical analysis for testing normality show that the value of Sig is greater than 0.05, which is higher than the significance level of 0.05, indicating that the data follow a normal distribution. As for the results of testing the independence of the independent variables, they are as follows:

Table 03: The results of the independence test of the independent variables using the Variance, Inflation Factor (VIF) and Tolerance values are presented below

Variables		CHU	
		variance Inflation Factor (VIF)	Tolerance value
Dimensions of job burnout	Emotional exhaustion	1.651	0.606
	depersonalization	3.016	0.332
	Reduced personal accomplishment	2.888	0.346

Source: Prepared by the researchers based on SPSS output

It can be observed from the table that the Variance Inflation Factor (VIF) values for all independent dimensions are less than 10, and the Tolerance values are all greater than 0.1. These results confirm the independence of the independent variables and the absence of multicollinearity among them. Based on the results of these two tests, we can proceed with the study and test the acceptance or rejection of the research hypotheses.

4.4 Testing the Main Hypothesis:

The hypothesis states: "There is a statistically significant effect of job burnout on employee performance in the University Hospital Center in Tlemcen.

To test the hypothesis, we employed simple linear regression analysis based on the following Decision Rule:

If the computed significance level (p-value) is less than the adopted significance level in the study (0.05), we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1).

If the computed significance level (p-value) is greater than the adopted significance level in the study (0.05), we accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1).

Formal Statement of the Test:

Null Hypothesis (H_0): Job burnout has no statistically significant effect on employee performance.

Alternative Hypothesis (H_1): Job burnout has a statistically significant effect on employee performance.

4.5 Formulation of the Test:

H_0 : There is no statistically significant effect of job burnout on employee performance in the University Hospital Center in Tlemcen;

H_1 : There is a statistically significant effect of job burnout on employee performance in the University Hospital Center in Tlemcen.

The results of the main hypothesis test are presented in the following table:

Table No. (04): Illustrates the results of simple linear regression estimation to test the effect of job burnout on employee performance

		Coefficient A	Standardized Beta Coefficient	t-value	significance level	coefficient of determination R ²	correlation coefficient R	F- value	Significance (Sig.)	VIF
CHU	Intercept	5.157		17.496	0.000					
	Regression	-0.823	-0.823	-8.696	0.000	0.666	0.816	75.617	0.000	1.000

Source: Prepared by the researchers based on SPSS output

	Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-value	Significance (Sig.)
CHU	Regression	10.757	1	10.757	75.617	0.000
	Residuals	5.406	38	0.142		
	Total	16.163	39			

Source: Prepared by the researchers based on SPSS output

4.6 Results Interpretation:

The regression analysis reveals a significance level of 0.000 ($p < 0.05$), confirming a statistically significant effect of job burnout on employee performance. The correlation coefficient of -0.823 indicates a strong negative relationship between the two variables. The R² value of 0.666 indicates that job burnout accounts for 66.6% of the variation in employee performance, with the remaining 33.4% attributed to other unmeasured factors. Therefore, we reject H₀ and accept H₁, concluding that job burnout has a significant negative impact on employee performance at CHU.

General conclusion:

Based on the field study conducted at the University Hospital Center in Tlemcen on the phenomenon of job burnout and its impact on employees' performance, we reached the following conclusions:

- Job burnout affects employees performance, but the degree of impact varies depending on the extent to which individuals experience the dimensions of burnout;
- Employees at University Hospital Center in Tlemcen generally suffer from moderate levels of job burnout;
- There is an inverse relationship between job burnout and employees' performance;
- The dimensions of emotional exhaustion and reduced personal accomplishment do not significantly affect employees' performance;
- The depersonalization dimension has a significant effect on employees performance;
- There are statistically significant differences in the impact of job burnout on performance that can be attributed to employee type.

The Impact of Corporate Social Responsibility on the Performance of the Human Resources Function: A Case Study of SONELGAZ – Tlemcen

Recommendations: Based on the results obtained, the following recommendations can be made:

- Improve the quality of work life within the institution in order to maintain a low level of job burnout ;
- Apply the principle of participatory management by involving employees in all decisions that affect them;
- Strive to reduce the workload placed on employees (for instance, decreasing the ratio of clients per professional), as the lighter the workload, the lower the burnout level and the better the performance;
- Build strong human relationships among employees themselves and between employees and management.

Bibliography List:

- (IQWiG), I. f. (2020). Depression: What is burnout?
- Alshahrani, M. e. (2024). Burnout Syndrome Among Critical Care Health Providers in Saudi Arabia. *Journal of Multidisciplinary Healthcare*, 17, 3501–3512.
- Cheung, T. (2025). Burnout and stress: new insights and interventions. *Scientific Reports*, 15(6078), 6078.
- Chowdhury, R. (2018). Burnout and its organizational effects: A study on literature review. *Journal of Business and Financial Affairs*, 7(4), 1.
- Christensen, K. B., Villadsen, E., M. B., & Kristensen, T. S. (2007). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *An International Journal of Work, Health & Organisations*, 19, 192-207.
- Diez-Cañamero, B., Bishara, T., Otegi-Olaso, J. R., Minguez, R., & Fernández, J. M. (2020). Measurement of Corporate Social Responsibility: A Review of Corporate Sustainability Indexes, Rankings and Ratings. (MDPI, Éd.) *sustainability*, 12(5), 2153.
- Dogheim, J. A. (2017). Al-ihтираq al-wazifi wa 'alaqatuhu bi-l-iltizam al-tanzimi [Job burnout and its relationship to organizational commitment. *Journal of Contemporary Commercial Studies*, , 3, 49.
- Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022). Burnout: A Review of Theory and Measurement. *International Journal of Environmental Research and Public Health*, 3(19), 1780.
- Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022). Burnout: A Review of Theory and Measurement. (P. B. Tchounwou, Éd.) *International Journal of Environmental Research and Public Health*, 19(3).
- ElAlfy, A., Palaschuk, N., El-Bassiouny, D., Wilson, J., & Weber, O. (2020). Scoping the Evolution of Corporate Social Responsibility (CSR) Research in the Sustainable Development Goals (SDGs) Era. (MDPI, Éd.) *Sustainability*, 12(14), 5544.

- Fontes, F. F. (2021). Herbert J. Freudenberger and the making of burnout as a psychopathological syndrome. (U. F. Norte, Éd.) *Memorandum: Memory & History in Psychology*, 37(2), 45-62.
- Ganang, T., Simbolon, N. L., & Mangani, K. S. (2024). Evaluating the Implementation of Balanced Scorecard in Employee Performance Appraisal. *Journal The Winners*, 25(2), 151–160.
- Hillert, A., A, A., & Voderholzer, U. (2020). The Burnout Phenomenon: A Résumé After More Than 15,000 Scientific Publications. *Frontiers in Psychiatry (section: Public Mental Health)*, 11, 1-11.
- Jonsdottir, I. H., & Perski, A. (2021). A Cognitive Behavioral Model Proposing That Clinical Burnout May Maintain Itself. *International Journal of Environmental Research and Public Health*, 18(7), 1-15.
- Maslach, C., & Leiter, M. (2022). *The Burnout Challenge: Managing People's Relationships with Their Jobs*. Cambridge, Massachusetts: Harvard University Press.
- Nagle, E., Griskevica, I., Rajevska, O., I, A. I., Mihailova, S., Mihailova, S., & Skruzkalne, I. (2024). Factors affecting healthcare workers burnout and their conceptual models: scoping review.
- Nguyen, V.-T., & Tran, H. Q. (2025). Corporate social responsibility in business management: A comprehensive review. *International Journal of Innovation, Creativity and Change (IJIRSS)*, 8(6).
- Ramadhan, M., Syahfitri, M., Satriadi, S., Putri, R., & Andini, T. (2024). Employee Performance Appraisal in the Transporter Section at BINTAN DISTRICT Hospital. *International Journal of Management Research and Economics /*, 2(1), 123–133.
- Richardsen, A. M., & Burke, R. J. (1995). Models of burnout: Implications for interventions. *International Journal of Stress Management*, 2(1), 32.
- Shoman, Y., Marca, S. C., Bianchi, R., Godderis, L., & Canu, I. G. (2021). Psychometric properties of burnout measures: a systematic review. (C. U. Press., Éd.) *Epidemiology Psychiatric sciences*, 1-14.
- Świtalski, J., Wiśniewska, E., Snop-Perkowska, D., & Tatara, T. (2025). Measurement properties of the Burnout Assessment Tool used in the population of employees of long-term care facilities in Poland. (J. P.-p. Press, Éd.) *Sciencedirect*.
- Vo, T. N. (2024). The impact of burnout on over-the-counter counseling: a survey of community pharmacists in Vietnam. *Journal of Pharmaceutical Health Services Research*, 15(1), 48-55.
- Zeng, P., & Hu, X. (2024). A study of the psychological mechanisms of job burnout : implications of person–job fit and person–organization fit. *Frontiers in Psychology*, 15(1351032).