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SPSS : Statistical Package for Social Sciences
EXCEL : Spread Sheet application by Microsoft Corporation
QWL : Quality of work life

2012/2011

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The Burnout of Administrative Employees at the Palestinian Universities in South West Bank: Its Causes and the Job Conditions to Deal with it

Prepared by: Ali Abu Znaid

Supervisor: Dr. Muhammed Hafiz Al-Jabari

Abstract

The study was conducted in the academic year 2011/2012 to highlight the causes of burnout of the administrative employees at the Palestinian Universities in the south of West Bank and the job conditions to face this phenomenon. The researcher used the descriptive approach as a research method. The population of the study has (446) males and females and the study sample was composed from (206) individuals for the survey and (24) for the interview from the population.

The study shows that the medium degree in total causes that leads to burnout was about (3.06) degree according to fifth Likert Scale, while the degree of burning out in job conditions was (4.16) which is high according to fifth Likert Scale.

The results of the study showed that the main psychological and physical reasons for the burnout of the employees is due to their feeling that they can perform better in their job, this percentage is about (80%). The main reasons that refer to the job environment and its burnout can be devoted to the reward system applied at the universities, the percentage showed that (79%) of the employees are affected by that system. The study has also showed the main psychological, physical requirements that university administrations should reward and encourage the distinguished workers (90%), but requirement condition is reduce the daily jobs of the employees (88%).

The results also showed that there is no significant difference at (0.05) due to gender or years of experience. However, it showed a significant difference due to place of work for the favorite of PPU, Hebron University and Bethlehem University versus the Open University - Hebron center. It also showed significant difference due to the qualifications for the favorite of those who have high school degree versus those who have graduate degrees. Moreover, it showed significant differences due to payment for the favorite of those who has a payment of (601-800 J.D) versus whose payment is (801-1000 and 1000+).

The study recommends that there should be improvement in the social and physical environment of the work, and regular meetings should be held for the employees to educate them about the burnout phenomenon. Also the university administrations should employ a policy that allows for work division and delegation of responsibility so as to reduce centralization. Besides, they should implement the policy of having the right person in the right place, reinforce honesty, transparency, social justice among employees, and to minimize routine and repetition in work as much as possible.

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" (Ernest W. Brewer & Leslie Shapard, 2004)

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" (Gabris. & Ihrke., 2001)

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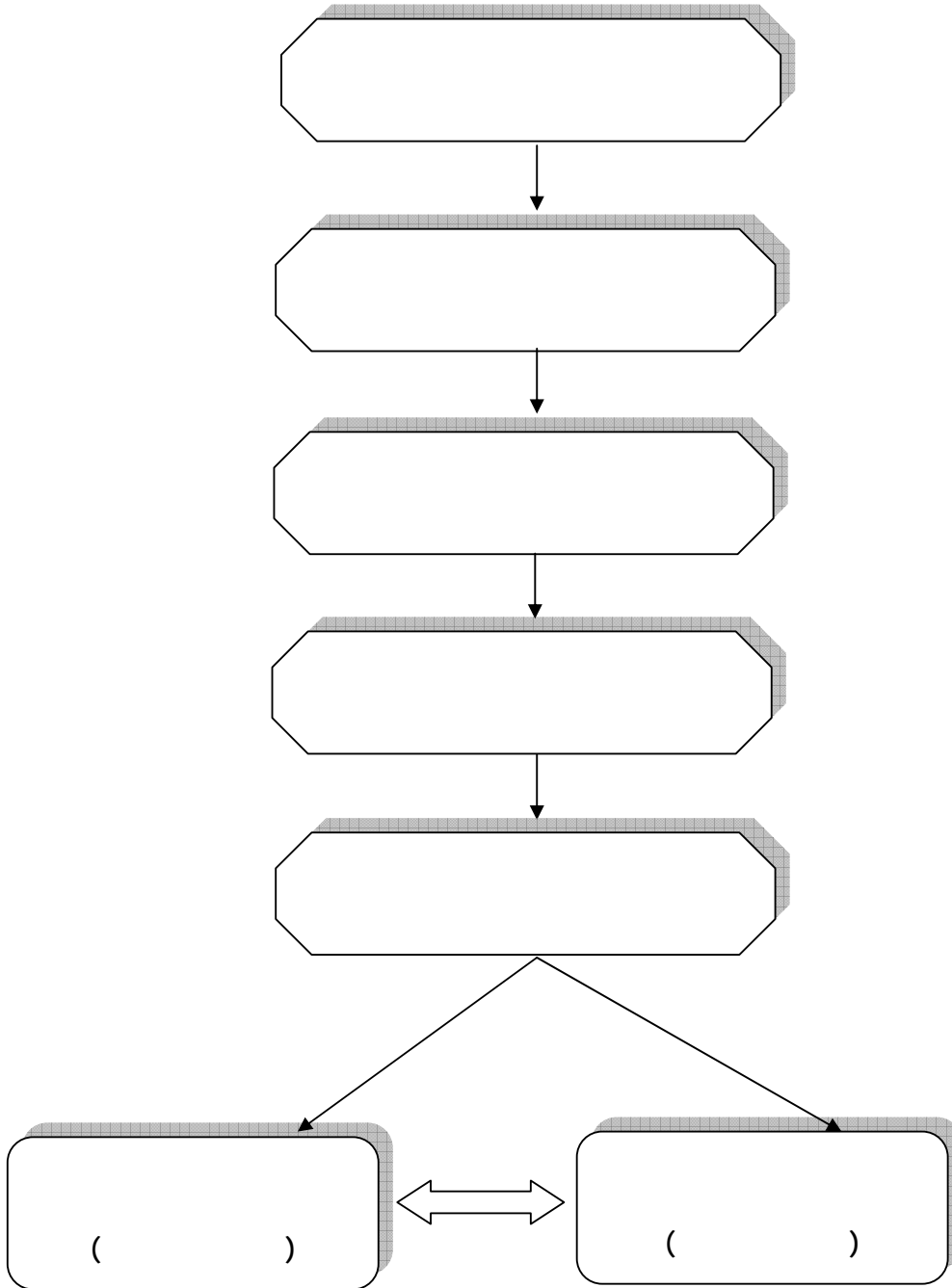
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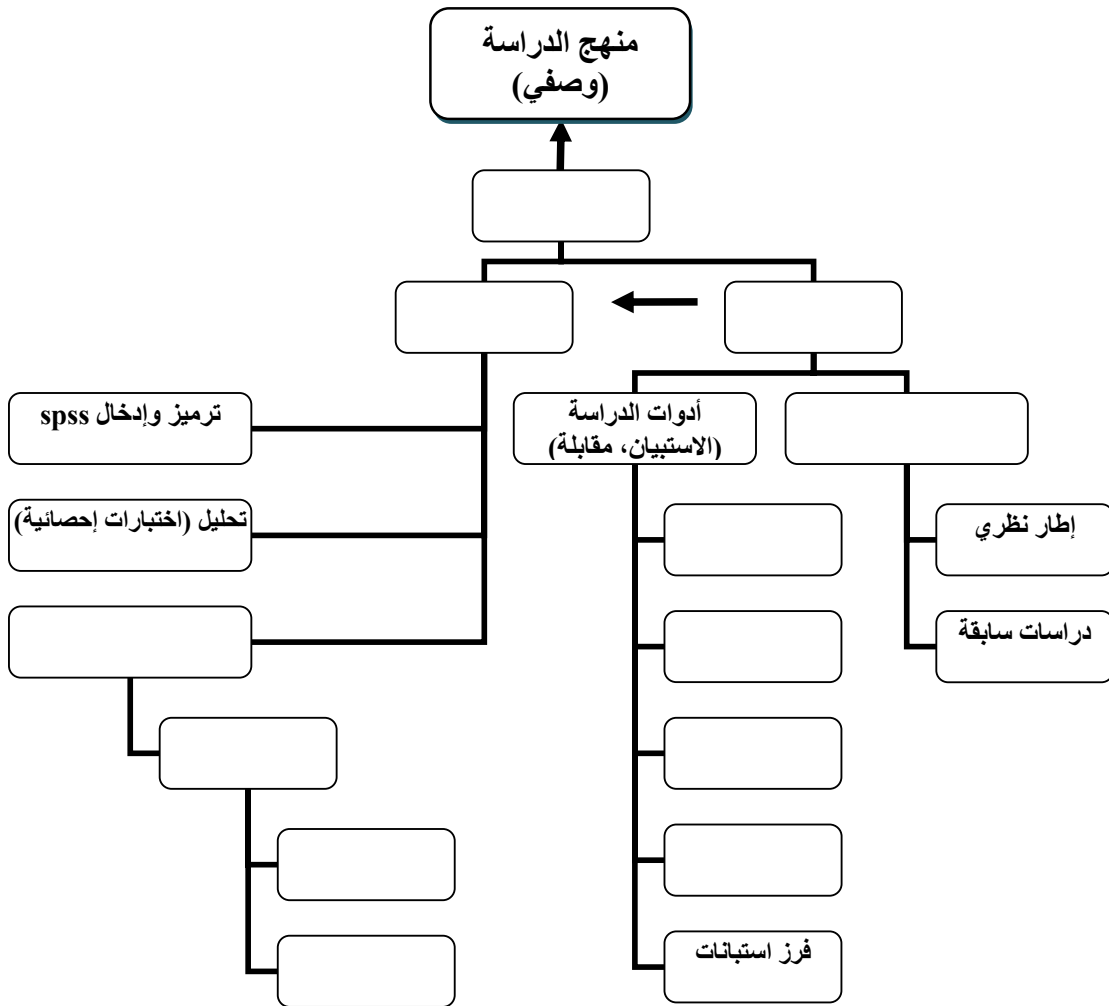
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(EXCEL) (SPSS)

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.(Maslach & Jackson,1981) .()

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: .2.1.4.3

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.(2.3)

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0.87	20	
0.86	20	
0.91	40	
0.76	22	
0.83	25	
0.87	47	
0.90	87	

(0.91) (2.3) (0.90)
 (0.87)

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0.00	0.75	
0.00	0.76	
0.00	0.86	
0.00	0.63	
0.00	0.48	
0.00	0.62	

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:4.3

130	52	78		.1
140	44	96		.2
126	60	66		.3
50	16	34	()	.4
446	172	274		

: **.2.6.3**

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: **.1.2.6.3**

(<http://www.macorr.com/sample-sizecalculator.htm>)
(%46) (206)

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.(5.3)

:5.3

60	24	36		.1
64	20	44		.2
58	28	30		.3
24	8	16	()	.4
206	80	126		

: **.2.2.6.3**

(24)
) (%10)
(240 = 206 - 446

.(6.3)

:6.3

7	3	4		.1
7	2	5		.2
7	3	4		.3
3	1	2	()	.4
24	9	15		

()

7.3

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(7.3)

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%			
61	126		
39	80		
100	206		
10	21		
26	53		
50	103		
14	29		
100	206		

: -7.3

%			
32	65	5	
30	61	10 -5	
12	24	15 -11	
8	17	20 -16	
19	39	20	
100	206		
29	60		
31	64		
28	58		
12	24	/	
100	206		
5	11	400	
28	57	600 -401	
33	68	800 -601	
18	37	1000 -801	
16	33	1000	
100	206		

(3.7)

(%61)

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%31

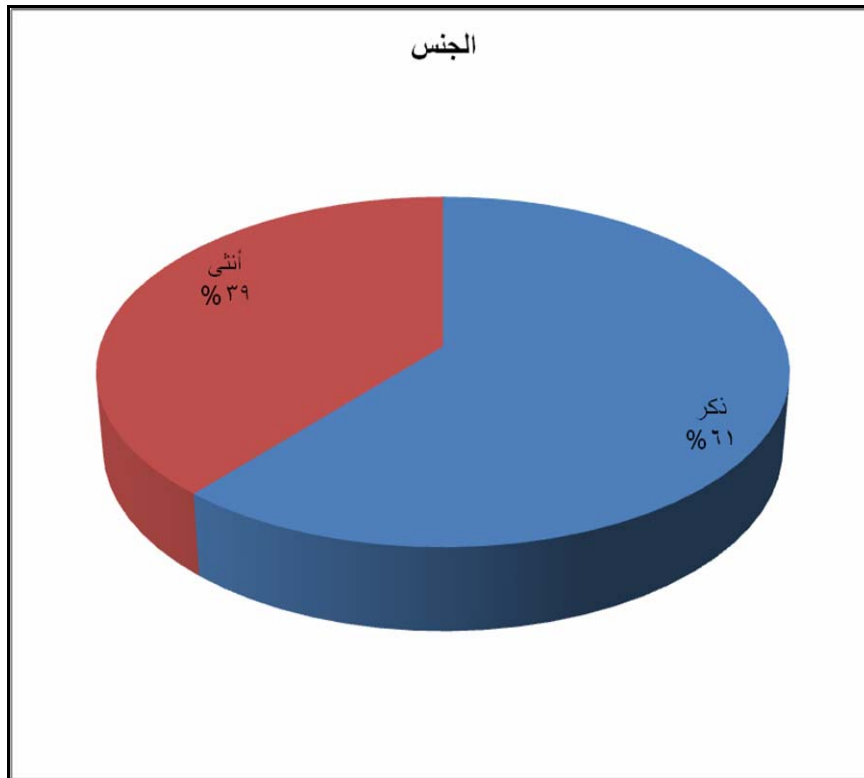
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: 1.7.3

(2.3)

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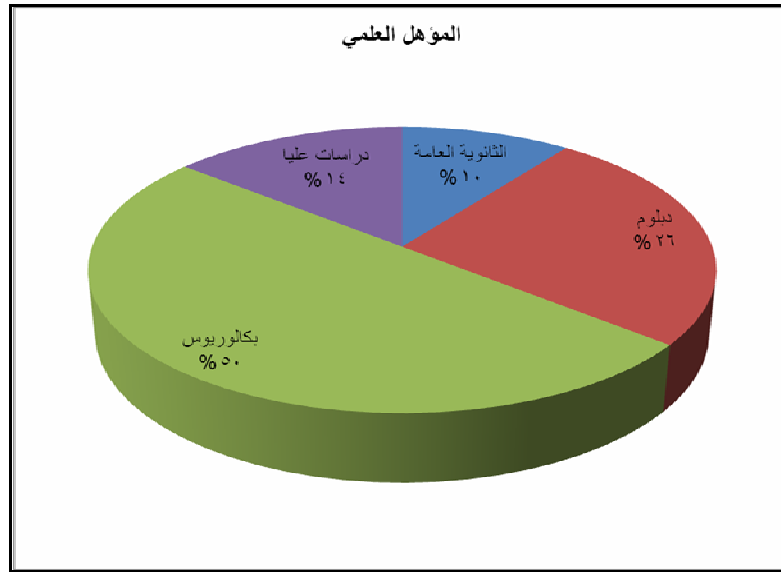
(2.3)

(%39)

.(%61)

: 2.7.3

(3.3)



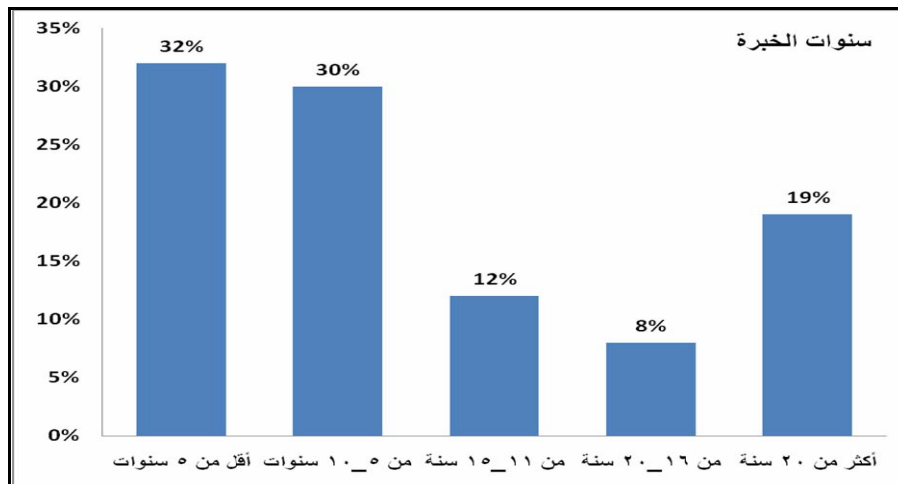
3.3:

(3.3)

(%26) ()
 (%10) () (%14) ()

: 3.7.3

(4.3)



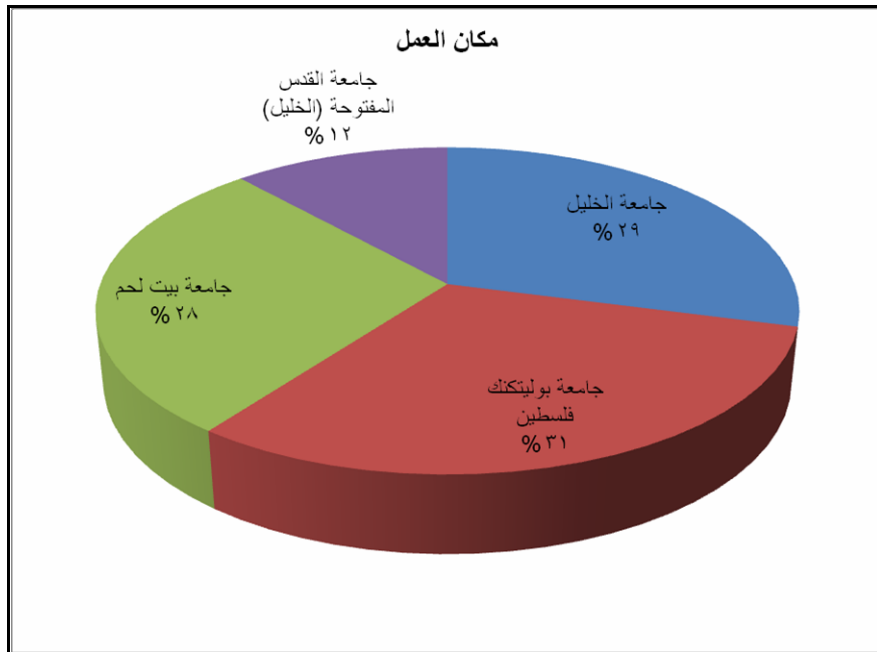
4.3:

(5) (4.3)
 (%30) (10-5) (%32)
 (%12) (15-11)
 20) (%8) (20-16)
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: .4.7.3

(3.5)

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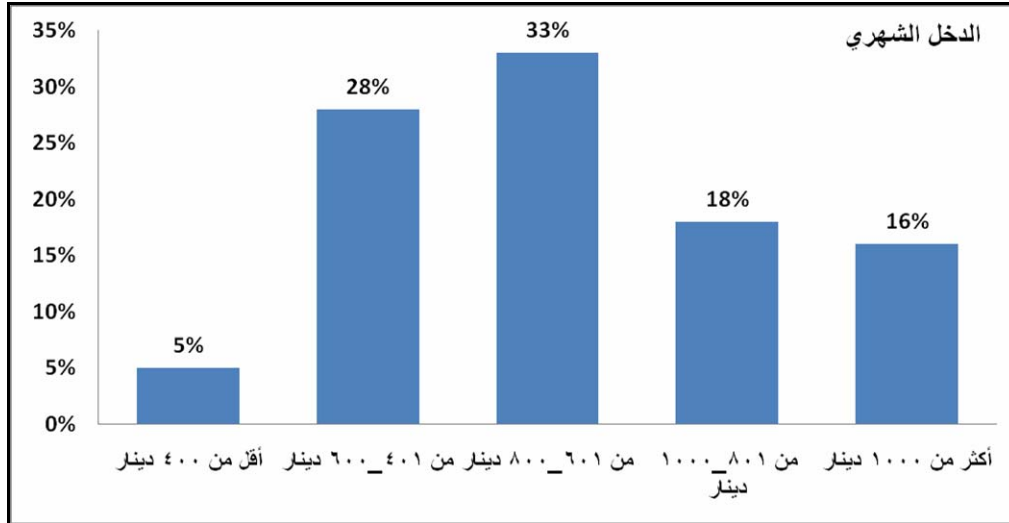


:5.3

() (5.3)
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(6.3)



:6.3

(%5) (400) (6.3)
 (%28) (600-401)
 1000-801) (%33) (800-601)
 (1000) (%18) (
 (%16)

8.3

(SPSS)

() () ()
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() (0.05≥α)

1.4

.(1.4)

:1.4

	1.8	.1
	2.59 - 1.8	.2
	3.39 - 2.6	.3
	4.19 - 3.4	.4
	4.19	.5

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$$(0.8=5\div 4)$$

(5)

(4)

2.4

.(2.4)

:2.4

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0.58	2.89	
0.59	3.24	
0.51	3.06	
0.32	4.10	
0.32	4.21	
0.29	4.16	
0.30	3.66	

(2.4)

(3.24)

(2.89)

(3.06)

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3.4

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.1.3.4

.(3.4)

: -3.4

%80	0.91	4.00		1	B12
%74	1.04	3.69		2	B1
%73	1.07	3.65		3	B18

: -3.4

%69	1.06	3.47		4	B4
%69	0.97	3.44		5	B10
%66	1.05	3.29		6	B3
%64	1.09	3.21		7	B8
%63	1.20	3.15		8	B15
%61	1.06	3.03		9	B2
%60	1.18	3.01		10	B7
%60	1.12	2.99		11	B11
%57	1.21	2.86	:) (12	B19
%51	1.04	2.55		13	B16
%50	1.08	2.52		14	B9
%50	1.05	2.51		15	B14
%48	1.14	2.38		16	B6
%46	0.98	2.32		17	B13
%46	0.99	2.31	()	18	B5
%42	1.08	2.08		19	B17
%39	1.15	1.95		20	B20
%58	80.5	2.89			

(3.4)

(2.89)

()
(%39)) (%80) (4.00)
(1.95) (

.2.3.4

.(4.4)

: -4.4

%79	1.02	3.93		1	C9
%76	0.98	3.79		2	C11
%75	0.93	3.75		3	C3
%73	0.98	3.66		4	C6
%72	1.06	3.58		5	C20

: -4.4

%67	0.95	3.36		6	C10
%66	1.11	3.31		7	C7
%66	1.14	3.29		8	C18
%65	1.10	3.26		9	C15
%64	1.35	3.19		10	C5
%64	1.30	3.19		11	C12
%61	1.16	3.03		12	C8
%60	1.13	3.02		13	C14
%60	1.23	3.00		14	C2
%60	1.37	3.00		15	C13
%59	1.23	2.95		16	C19
%57	1.29	2.83		17	C4
%54	1.06	2.70		18	C1
%51	1.07	2.54		19	C16
%48	1.10	2.42		20	C17
%65	0.59	3.24			

(4.4)

(3.24)

()
(%79) (3.93)
(%48) (2.24) (

.3.3.4

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: -5.4

%90	0.72	4.50		1	D11
%88	0.67	4.38		2	D16
%87	0.66	4.33		3	D17
%85	0.65	4.26		4	D2
%85	0.71	4.26		5	D12
%85	0.71	4.23		6	D19
%84	0.70	4.20		7	D9

: -5.4

%83	0.72	4.15		8	D1
%83	0.74	4.15		9	D22
%82	0.81	4.10		10	D5
%81	0.75	4.06		11	D14
%80	0.72	4.02		12	D3
%80	0.94	4.02		13	D6
%80	0.72	4.02		14	D10
%80	0.83	4.01		15	D13
%80	0.86	4.01		16	D18
%80	0.93	4.00		17	D8
%80	0.79	4.00		18	D20
%79	0.95	3.96		19	D15
%78	1.03	3.88		20	D12
%77	0.78	3.84		21	D4
%77	0.98	3.84		22	D7
%82	0.32	4.10			

(5.4)

(4.10)

()

) (%90) (4.50)
 .(%77) (3.84) (

.4.3.4

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: -6.4

%88	0.75	4.40		1	E15
%88	0.71	4.40		2	E3
%88	0.65	4.40		3	E24
%87	0.68	4.37		4	E13
%87	0.66	4.36		5	E19
%87	0.66	4.35		6	E2
%87	0.66	4.34		7	E1
%86	0.79	4.32		8	E16
%86	0.65	4.28		9	E6
%86	0.64	4.28		10	E22
%85	0.69	4.27		11	E20

: -6.4

%85	0.65	4.25		12	E23
%85	0.69	4.24		13	E5
%85	0.69	4.23		14	E25
%84	0.70	4.19		15	E14
%84	0.83	4.18		16	E17
%83	0.78	4.17		17	E12
%83	0.76	4.14		18	E9
%83	0.74	4.14		19	E10
%83	0.78	4.13		20	E11
%82	0.71	4.09		21	E8
%81	0.71	4.04		22	E7
%80	0.74	4.02		23	E18
%78	0.86	3.89		24	E21
%77	0.79	3.84		25	E4
%84	0.32	4.21			

(6.4)

(4.21)

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) (%88) (4.40)
 .(%77) (3.84) (

4.4

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($0.05 \geq \alpha$) •

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: (7.4)

() :7.4

0.41	204	-0.83	0.57	2.86	126		
			0.59	2.93	80		
0.06	204	1.87	0.57	3.30	126		
			0.61	3.14	80		
0.55	204	0.60	0.50	3.08	126		
			0.54	3.03	80		

(7.4)
 (0.06) (0.41)
 (0.05) (0.55)

(7.4)
 (3.03) (3.08)
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 : **.2.4.4**
 (0.05 ≥ α)

.(8.4)
 : -8.4

0.00	4.50	1.42	3	4.26		
		0.32	202	63.78		
			205	68.04		

: -8.4

0.04	2.92	0.99	3	2.96		
		0.34	202	68.17		
			205	71.13		
0.00	4.69	1.17	3	3.50		
		0.25	202	50.27		
			205	53.76		

(8.4)

(0.04)

(0.00)

(0.05)

(0.00)

$(0.05 \geq \alpha)$

.(9.4)

(Bonferroni)

(Bonferroni)

:9.4

.004	-.55279(*)		
.358	-.24574		
.026	-.34109(*)		
.032	-.46864(*)		
1.000	-.11936		
.555	-.20648		
.003	-.51071(*)		
.688	-.18255		
.058	-.27379		

(9.4)

) ()
() .(
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() ()

:10.4

0.43	3.15	21		
0.54	2.84	53		
0.59	2.94	103		
0.58	2.59	29		
0.58	2.88	206		
0.63	3.52	21		
0.62	3.17	53		
0.58	3.26	103		
0.48	3.06	29		
0.59	3.24	206		
0.46	3.34	21		
0.52	3.01	53		
0.51	3.10	103		
0.46	2.83	29		
0.51	3.06	206		

(10.4)

(2.59 2.94 2.84 3.15)

(3.06 3.26 3.17 3.52)

.(2.83 3.1 3.34,3.01)

(0.05 $\geq\alpha$)

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.3.4.4

(0.05 $\geq\alpha$)

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.(11.4)

: -11.4

0.07	2.22	0.72	4	2.87		
		0.32	201	65.17		
			205	68.04		
0.31	1.21	0.42	4	1.68		
		0.35	201	69.45		
			205	71.13		

: -11.4

0.20	1.50	0.39	4	1.56		
		0.26	201	52.20		
			205	53.76		

(11.4)

(0.07)

(0.20)

(0.31)

(0.05 ≥ α)

(0.05 ≥ α)

: -12.4

0.57	2.93	65	5	
0.57	2.91	61	10-5	
0.61	2.85	24	15-11	
0.55	3.14	17	20-16	
0.56	2.68	39	20	
0.58	2.88	206		

: -12.4

0.60	3.26	65	5	
0.60	3.28	61	10-5	
0.64	3.00	24	15-11	
0.59	3.35	17	20-16	
0.51	3.23	39	20	
0.59	3.24	206		
0.52	3.09	65	5	
0.52	3.09	61	10-5	
0.57	2.93	24	15-11	
0.44	3.24	17	20-16	
0.47	2.96	39	20	
0.51	3.06	206		

(12.4)

(2.68 3.14 2.85 2.91 2.93)

(3.23 3.35 3.00 3.28 3.26)

(2.96 3.24 2.93 3.09 3.09)

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($0.05 \geq \alpha$)

: .4.4.4

(0.05≥α)

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: (13.4)

:13.4

0.00	4.71	1.48	3	4.45		
		0.31	202	63.59		
			205	68.04		
0.00	30.44	7.38	3	22.14		
		0.24	202	48.99		
			205	71.13		
0.00	18.13	3.80	3	11.41		
		0.21	202	42.36		
			205	53.76		

(0.00)

(13.4)

(0.00)

(0.00)

(0.05)

(0.05≥α)

(Bonferroni)

.(14.4)

(Bonferroni)

:14.4

		()		
.138	-.31042		/	
.002	-.49922(*)			
.080	-.33987			
.001	-.33229(*)			
.315	.17687			
.000	.75000(*)	/		
.315	-.17687			
.000	-.50916(*)			
.000	.57313(*)	/		
.000	-.75000(*)		/	
.000	-1.08229(*)			
.000	-.57313(*)			
.011	-.26055(*)			
1.000	.07371			
.000	.53021(*)	/		
1.000	-.07371			
.000	-.33425(*)			
.000	.45650(*)	/		
.000	-.53021(*)		/	
.000	-.79076(*)			
.000	-.45650(*)			

(14.4)

($0.05 \geq \alpha$)

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:15.4

			()	
0.56	3.04	64		
0.63	2.88	58		
0.54	2.85	60		
0.38	2.54	24	/	
0.58	2.88	206		
0.45	3.60	64		
0.51	3.27	60		
0.50	3.09	58		
0.54	2.52	24	/	
0.59	3.24	206		
0.44	3.32	64		
0.47	3.06	60		
0.49	2.99	58		
0.40	2.53	24	/	
0.51	3.06	206		

(15.4)

(2.88)

(3.24)

(3.6)

($0.05 \geq \alpha$)

: **.5.4.4**

($0.05 \geq \alpha$)

: (16.4)

:16.4

0.01	3.70	1.17	4	4.66		
		0.32	201	63.38		
			205	68.04		
0.41	0.99	0.34	4	1.38		
		0.35	201	69.75		
			205	71.13		
0.04	2.55	0.65	4	2.60		
		0.25	201	51.17		
			205	53.76		

(16.4)
 (0.04) (0.01)
 (0.05 ≥ α)

(0.05) (0.41)

(LSD)

(17.4)

(LSD) : -17.4

0.655217	0.082695	401-600	400	
0.724098	-0.06451	601-800		
0.068305	0.35344	801-1000		
0.31119	0.198485	1000		
0.655217	-0.0827	400	401-600	
0.145918	-0.1472	601-800		
0.023425	0.270744	801-1000		
0.346963	0.115789	1000		
0.724098	0.064505	400	601-800	
0.145918	0.147201	401-600		
0.000342	0.417945	801-1000		
0.028402	0.26299	1000		

(LSD)

: -17.4

0.068305	-0.35344	400	801-1000	
0.023425	-0.27074	401-600		
0.000342	-0.41795	601-800		
0.250476	-0.15495	1000		
0.31119	-0.19848	400	1000	
0.346963	-0.11579	401-600		
0.028402	-0.26299	601-800		
0.250476	0.154955	801-1000		
0.703021	0.063437	من 401-600	400	
0.834396	-0.03432	من 601-800		
0.144919	0.253563	من 801-1000		
0.245624	0.204545	أكثر من 1000		
0.703021	-0.06344	أقل من 400	401-600	
0.281895	-0.09776	من 601-800		
0.075783	0.190126	من 801-1000		
0.202519	0.141108	أكثر من 1000		
0.834396	0.034325	أقل من 400	601-800	
0.281895	0.097762	من 401-600		
0.005725	0.287888	من 801-1000		
0.026746	0.23887	أكثر من 1000		
0.144919	-0.25356	أقل من 400	801-1000	
0.075783	-0.19013	من 401-600		
0.005725	-0.28789	من 601-800		
0.685357	-0.04902	أكثر من 1000		
0.245624	-0.20455	أقل من 400	1000	
0.202519	-0.14111	من 401-600		
0.026746	-0.23887	من 601-800		
0.685357	0.049017	من 801-1000		

(17.4)

($0.05 \geq \alpha$)

) (1000-801)

(800-601)

.(1000

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$(0.05 \geq \alpha)$

: -18.4

0.51	2.98	11	400	
0.55	2.90	57	600_401	
0.56	3.05	68	800_601	
0.56	2.63	37	1000_801	
0.59	2.78	33	1000	
0.58	2.88	206		
0.76	3.31	11	400	
0.60	3.26	57	600_401	
0.65	3.31	68	800_601	
0.50	3.16	37	1000_801	
0.47	3.10	33	1000	
0.59	3.24	206		

: -18.4

0.57	3.15	11	400	
0.52	3.08	57	600_401	
0.53	3.18	68	800_601	
0.47	2.89	37	1000_801	
0.44	2.94	33	1000	
0.51	3.06	206		

(18.4)

(2.78 2.63 3.05 2.90 2.98)

(3.1 3.16 3.31 3.26 3.31)

3.08 3.15)

.(2.94 2.89 3.18

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.(19.4)

:19.4

	%62.5	15	5	10
	%20.9	5	2	3
	%16.6	4	2	2
	%100	24	9	15

(%62.5)

(19.4)

(%16.6)

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.(20.4)

:20.4

	%83.4	20	6	14
	%16.6	4	3	1
	%100	24	9	15

(24)

(20)

(20.4)

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.(21.4)

:21.4

	%33.4	8	3	5
	%25	6	2	4
	%25	6	2	4
	%16.6	4	2	2
	%100	24	9	15

(%33)

(21.4)

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.(22.4)

:22.4

	%33.4	8	3	5
	%29.1	7	3	4
	%25	6	2	4
	%12.5	3	2	1
	%100	24	9	15

(22.4)

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.(23.4)

:23.4

	%50	12	4	8
	%29.1	7	3	4
	%20.9	5	2	3
	%100	24	9	15

(%50) (23.4)

(%29.1)

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.(24.4)

:24.4

	54.3	13	5	8
	%29.1	7	3	4
	%16.6	4	1	3
	%100	24	9	15

(24.4)

(%29)

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(4.16)

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(4.21)

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(0.05 ≥ α)

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(0.05 ≥ α)

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(0.05≥α)

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(0.05≥α)

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(0.05≥α)

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(%62.5) •
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القسم الثاني: أسباب الاحتراق الوظيفي

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القسم الثالث: المتطلبات المؤسسية لمواجهة ظاهرة الاحتراق الوظيفي

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62 (Ponferroni)	9.4
63	10.4
64	11.4
65	12.4
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68 (Ponferroni)	14.4
	

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