

## The Role of Job Adjustment in Job burnout with Supervisor Support as a Mediating Variable in the Relationship: Case study of Alpha Pipe Company in the state of Ghardaia

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### **Abstract:**

This study aimed to verify the impact of job Adjustment on job burnout with supervisor support as a mediating variable on workers in Alpha Pipe Company for Pipes in the state of Ghardaia, The descriptive approach was used, which is concerned with data collection and analysis in this light, and this is by relying on previous studies for the theoretical aspect, and the questionnaire designed from several previous studies to show the views of the (131) workers as a final sample whose answers were analyzed by several means The calculations provided by (Spss v28) and (Amos v26), The results of the study concluded that the supervisor's support mediated the relationship between job Adjustment and job burnout, but the direct effect of the supervisor's support on job burnout alone had a negative effect

**Keywords :** job Adjustment, job burnout, supervisor's support, Alpha Pipe Company .

**JEL classification codes :** M540 ; J28 ; J53..

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## أثر التوافق الوظيفي على الاحتراق الوظيفي بوجود دعم المشرف كمتغير وسيط: دراسة حالة على شركة ألفا بايب للأنابيب بولاية غرداية

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### الملخص:

هدفت هذه الدراسة إلى التحقق من أثر التوافق الوظيفي على الاحتراق الوظيفي مع دعم المشرف كمتغير وسيط على العاملين في شركة ألفا بايب للأنابيب بولاية غرداية ، وتم استخدام المنهج الوصفي الذي يهتم بجمع البيانات وتحليلها في هذا المجال ، وذلك بالاعتماد على دراسات سابقة للجانب النظري ، والاستبانة المصممة من عدة دراسات سابقة لإظهار آراء (131) عاملاً كعينة نهائية تم تحليل إجاباتهم بعدة أساليب إحصائية من خلال برمجية (v28 Spss) و (Amos v26) ، وخلصت نتائج الدراسة إلى أن دعم المشرف يتوسط العلاقة بين التوافق مع الوظيفة والاحتراق الوظيفي ، ولكن التأثير المباشر لدعم المشرف على الاحتراق الوظيفي كان له تأثير سلبي.

رموز تصنيف JEL: .J53 ; J28 ; M540.

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## **Introduction:**

Job Adjustment and by tracing its concept in most definitions, we find that it revolves around the fit of the person's abilities, knowledge, and behavior with the requirements of the job, With this definition, we give a more accurate definition of efficiency in terms of substance, which leads the worker to satisfy the employer through the job he occupies and be satisfied with himself through the achievements he achieves.

But in the opposite case, which relates to a negative behavioral variable called job burnout, it refers to the functional incompatibility of the worker, that is, the work requirements exceed his abilities and knowledge, Consequently, this leads to many negative consequences related to the individual's psychological and physical health, as well as the expected organizational outcomes.

So that the supervisor's support comes as a mediating variable in this study, through which we seek to highlight his role in modifying the relationship between job adjustment and job burnout, By highlighting the role of the administrative supervisor in raising the level of job adjustment for workers and reducing unwanted job burnout as a negative behavior that harms efficiency and productivity.

## **Main question:**

- Does the supervisor's support mediate the relationship between job adjustment and job burnout in Alpha Pipe Company for Pipes in the state of Ghardaia?

## **Sub-questions:**

- Is there a statistically significant effect of job adjustment on job burnout in Alpha Pipe Company for Pipes?
- Is there a statistically significant effect of job adjustment on the supervisor's support in Alpha Pipe Company for Pipes?
- Is there a statistically significant effect of supporting the supervisor on job burnout in Alpha Pipe Company for Pipes?

## **Main hypotheses:**

- The supervisor's support mediates the relationship between job adjustment and job burnout in Alpha Pipe Company for Pipes in the state of Ghardaia.

## **Sub Hypotheses:**

- There is a statistically significant effect of job adjustment on job burnout in Alpha Pipe Company.
- There is a statistically significant effect of job adjustment on the supervisor's support in Alpha Pipe Company.
- There is a statistically significant effect of supporting the supervisor on job burnout in Alpha Pipe Company for Pipes.

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**The importance of studying:**

- Identifying the level of each of the variables of job adjustment , the institution, the supervisor's support, and the job burnout in Alpha Pipe Company for Pipes in the state of Ghardaia ;
- Verify the impact of supervisor support as a mediating variable in the relationship between job adjustment and job burnout ;
- Provide suggestions and recommendations in order to improve the compatibility of employees with their jobs, and improve the level of supervision in order to avoid the burnout syndrome in the professional environment.

**Study Methodology:**

- **Study methodology:** the descriptive approach, through collecting the necessary data, analyzing it, and interpreting its results in light of this ;
- **Study tool:** In this study, it was based on a questionnaire to probe the opinions of Alpha Pipe Company for Pipes; About the variable of compatibility with the job and the institution, was prepared based on the study by (Bilal Afsar 2015), (Eva Chang et al. 2017), (Ji Chang Yang 2018); As well as the support of the supervisor, which was designed based on the study of (Themotte C. Coach 2013), (Marcherel Barco and Alain de Guzman 2014), (Badria Muhammad Youssef Al-Rawahieh 2016), (Eva Chang et al. 2017), and finally the job burnout scale (Maslash 1981) ;
- **Study population and sample:** Out of (900) workers in Alpha Pipe Company for Pipes in the state of Ghardaia, a simple random sample size of (270) workers was determined for conducting the study on them ;
- **Study procedures:** Some company employees were assigned to assist with the distribution of surveys on September 4, 2022, manually rather than electronically To avoid a long refund period, limit the time taken to fill out one survey (only 2 minutes). The sample size (270) factors were determined through the (sample size calculator) program based on a confidence level (95%) and a margin of error (5%). The questionnaires were retrieved on Monday 12 September 2022, with a response time of (09) days. And 132 questionnaires were returned with one questionnaire canceled because it was not suitable for the study so the number of people who answered completely (131) individuals subjected to statistical analysis ;
- **Statistical methods used in the study:** **Cronbach's Alpha** to check the level of internal consistency of the statements and the dimensions of the scale ; **Arithmetic means and standard deviation** This is to reveal the level of answers of the study sample and the extent to which these answers vary from each other ; **Structural Equation Modeling (SEM)** It consists of indicators such as Absolute Index (GFI. RMSEA), Incremental Fit Index (NFI. AGFI. RFI. IFI. TLI. CFI), and Parsimonious Fit Index (CMIN/ DF). ); **Path analysis model** To verify the relationship and the statistical effect between the study variables.

The following table shows the aforementioned quality indicators of conformity, through which the obtained results are compared:

Table No 01: Quality of Conformance Indicators

pointer	The ideal range of the indicator
Chi-square	The least possible is not statistically significant
Chi-square/df	Less than 5 is acceptable
Comparative Match Index (CFI)	Greater than 0.95 is better
tucker lewis index (TLI)	greater than 0.90
RMSE	less than 0.05 or less than 0.08
Match quality (GFI)	greater than 0.90
Corrector good match (AGFI)	greater than 0.90
Standard Conformity Index (NFI)	greater than 0.90
Increased matching index (IFI)	Greater than 0.95

المصدر: (سعيدى، 2021، صفحة 327)

## Theoretical framework:

### 1. The concept of job Adjustment:

**Christoph** defines job fit as “the matching of employees’ knowledge and skills with the requirements of the job.” (Brown, 2000, p. 643)

**Corine Boon & Michal Biron**, in turn, defines the fit of the person and the job: it is the state in which the characteristics of the person coincide with the characteristics of the work environment, That is, when "**the characteristics of a person make the environment complete and add to it what is missing**" (Boon & Michal Biron, 2016, p. 2180)

Person characteristics include capabilities, skills, knowledge, time, and energy, that a person can rely on to meet the demands of the job, while demands refer to the size and quantity of tasks and roles, for example, the period of work, the number of products or services provided by the employee. ..etc .(Edwards, 1996, p. 296)

**Mumtaz Ali Memon, Moataz, and others** define it as the employee's satisfaction with the job characteristics and the attractions it includes through which the employee's needs and preferences are met. (Memon, Rohani Salleh, & Mohamed Noor Rosli Baharom, 2015, p. 314)

As a comprehensive definition, we say that the congruence between the person and the job represents the suitability of the characteristics of the person and what they include of abilities, skills, knowledge, and needs with the demands (the size of the tasks) and the supplies of the job , (Deniz, Aral Noyan, & Öznur Gülen Ertosun, 2015, p. 370), That is the benefits that accrue to

the employee from the fulfillment of biological needs, psychological desires, motives, goals...etc . (Santos & Silvia Marcia Russi De Domenico, 2015, p. 574)

It is clear to us that institutions must consider people as one of the most important assets of the institution, because the perceptions of employees about the work environment are what determine the extent to which their needs, values, knowledge, and skills match the supplies and demands of the job, which affects their behavior, whether negatively or positively. (Afsar, Yuosre Badir, & Muhammad Muddassar Khan, 2015, p. 107)

## **2. Job Adjustment Characteristics:**

It consists of three basic aspects through the previous definitions of this concept, which are as follows (Peng & Chao Mao, 2014, p. 806):

- **Appropriate match:** Individuals and their jobs are similar in specific traits and characteristics;
- **The proportion of needs:** meaning that the return achieved by the job meets the expectations and needs of the employee;
- **Compatibility of job capabilities and demands:** that is, the employee's knowledge, capabilities, and values are in line with the requirements of the job role he occupies.

## **3. Supervisor Support Concept:**

When employees realize that there is a match between them and their supervisors, this leads them to accurately predict and understand the supervisor's goals that fall within the framework of the organization's goals. This results in high performance and good consistency between individual and collective goals, as supervisors are a link between these goals. (Astakhova, 2016, p. 957)

Because administrative supervisors often act as agents of the institution, by informing their employees of the goals of the institution to be achieved and clarifying the actions taken for that, which makes the employees more satisfied and committed to their institution.

Therefore, the supervisor's support is known from the employees' point of view about all the positive feelings that the employees have towards their boss at work, that is, the supervisor is supportive when the positive perception is achieved by the employees with the concept of social exchange theory. (Gordon, Howard Adler, Jonathon Day, & Sandra Sydnor, 2019, p. 83) .

## **4. The relationship of Job Adjustment and job burnout:**

Most of the results showed that the compatibility of the person's abilities with the job demands leads to several positive behaviors such as commitment, job satisfaction, and creative behavior, and the opposite case in the case of poor professional fit leads the employee to negative behaviors, the most important of which are Employee turnover and job pressure. (Sarac, Ismail Efil, & Mehmet Eryilmaz, 2014, p. 481)

Job stress as a negative behavior resulting from incompatibility with job requirements leads to long-term psychological and behavioral changes that lead to advanced stages of deterioration of the psychological state of the person, which is manifested in alienation from the job, and then job exhaustion, later developing to the employee's leaving the organization.

**Yan and Jian Shen** (2007) mention that inadequate working conditions can be inferred through indicators such as job dissatisfaction, organizational injustice, and excessive work pressure, which are among the most important causes of employee burnout. (Akkaya & Hüseyin Serin, 2020, pp. 28-29)

we can determine the relationship between job adjustment and job burnout through **Maslach's** definition of job burnout, which she said this "a stress syndrome in response to excessive job demands for energy that constitutes long-term stress for the employee." This is because the employee who did not achieve a balance of What is required between his resources of knowledge, abilities, needs, and energy and between job demands and supplies leads to the emergence of job pressure that extends through stages represented in indicators of job burnout and includes emotional burnout, Depersonalization, and a weak sense of personal achievement. (Siegall & Tracy McDonald, 2004, p. 291)

### **5. Supervisor Support Relationship to Job Burnout:**

According to the work requirements resource model, job burnout decreases when there is a match between the resources that the employee obtains through his job and their requirements, and this can only be achieved through the support the employee receives from his supervisor in the form of work resources, that is, all physical, psychological, and social factors, and organization that facilitates the work of the employee in the performance of his duties through the position he occupies. (Charoensukmongkol, Murad Moqbel, & Sandra Gutierrez-Wirsching, 2016, p. 07)

And **Lamprino et al** explains that servant leadership leads to a decrease in the feeling of psychological isolation from others, and reduces stress caused by work stress because the supervision that emerges from the idea of helping employees and improving the quality of their job services plays an important role in reducing some signs of job burnout. emotional burnout, Depersonalization, and feeling weak personal achievement. (Lamprinou, Konstantinos Tasoulis, & Foteini Kravariti, 2021, pp. 1077-1078)

### **6. The relationship between the Job Adjustment and supervisor support:**

A supervisor compatible with the values of the institution helps employees to create the appropriate organizational and social climate for them, by setting job requirements that are commensurate with the aspirations, capabilities, and values of employees, in addition to explaining work tasks, independence in the workplace, participation in decision-making, all of are reflected positively in increasing job performance, Conversely, if supervisors are incompatible with the values of the organization, they naturally tend to have a negative evaluation of the job roles that employees play. (Hamstra, Annelies E. M. Van Vianen, & Jessie Koen, 2019, pp. 595-596)

From another perspective, according to the resource theory, the support of the supervisor represents the most important organizational resource that enhances the motivation of employees in the direction of achieving goals, that is, the outstanding support of the supervisor is considered an aid in raising the level of employees' abilities and skills equivalent to the job requirements, which enables the employee to obtain returns The physical, psychological and social expected from this job. (Fan, 2018, pp. 997-998)

**Application side:**

**1. Presentation and discussion of the results of the study:**

**1.1 Presenting the results of the internal consistency validity with respect to the study variables:**

**Table 02:** Stability using Cronbach's alpha scale

variable	number of phrases	stability
Person-Job Fit	05	0.886
Supervisor Support	03	0.942
job burnout	03	0.941

**Source:** Prepared by researchers based on the outputs of the Spss v28 program

Table No. 02 shows that Cronbach's alpha stability coefficient ranged between (0.88) to (0.94), which are values that fall within the range (0.65 to 0.95), and from it, we say that all the variables have internal consistency of ferries and are considered valid for study and generalization of the results.

**1.2 Presenting the results of the personal variables related to the study sample:**

**Table 03:** shows the distribution of study sample members by gender

Statement	Repetition	percentage	Statement	Repetition	percentage
<b>sex</b>			<b>age</b>		
male	131	%100	30 years and under	10	%7.6
female	00	%00	31 to 40 years old	57	%43.5
-	-	-	41 to 50 years old	58	%44.3
-	-	-	50 years and over	6	%4.6
Total	80	%100	Total	131	%100
<b>Social status</b>			<b>Qualification</b>		
Married	126	%96.2	High School	107	%81.7
Unmarried	05	%3.8	Bachelor's degree	19	%14.5
absolute	00	%00	Master	05	%3.8

Widower	00	%00	Postgraduate	00	%00
Total	131	%100	Total	131	%100
Years of Experience			management level		
less than five years	12	%9.2	director	00	%00
From 6 to 10 years	33	%25.2	Director Deputy	00	%00
11 to 15 years old	55	%42	Head of the Department	01	%08
16 to 20 years old	10	%7.6	Engineer	11	%8.4
21 to 25 years old	12	%9.2	Doctor	00	%00
26 to 30 years old	08	%6.1	nurse	01	%08
31 to 35 years old	01	%08	administrative employee	14	%10.7
Over 35 years old	00	%00	professional worker	104	%79.4
Total	131	%100	Total	131	%100

**Source:** Prepared by researchers based on SPSS v28 software output

We note from Table No. 03 above that the study sample is all males with a percentage of (100%), and the highest age group in terms of number was (from 31 to 40 years) by (43.5%) and from (from 41 to 50 years) by (44.3%). which indicates that the study sample is balanced in terms of age group. In addition, we see through the social status category that the majority of them are married with a percentage of (96.2%), and Most of them hold a secondary level with a rate of (81.7%), and this is because of the nature of the work carried out by Alpha Pipe workers does not require high technical qualifications or skills, We also note through the experience factor that most of the study sample members have experience ranging from (11 to 15) years of experience (42%), followed by the age group (16-20 years) with (25.2%), That is, the members of the study sample are new to their professions, As for the Job title, we see that almost the majority of workers have the level of "professional worker" with a percentage of (79.4%).

1.3 The results of the descriptive statistics for the study variables:

Table 04: Arithmetic mean and standard deviation of the study sample variables

Variable	Arithmetic mean	Standard deviation
Person-Job Fit	4.58	0.551
Supervisor Support	4.26	1.046
job burnout	3.03	0.917

Source: Prepared by researchers based on the outputs of Spss v 28

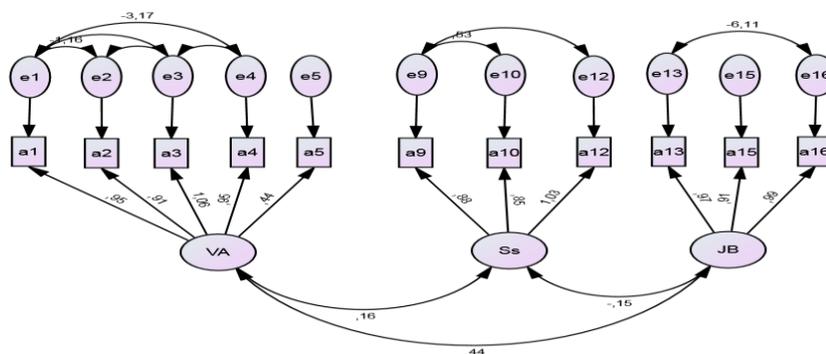
We note from the above table that the job adjustment variable is very high (4.58), as it falls within the range (4.5 and 5) with a deviation of (0.551), which indicates the agreement of the study sample. somewhat in their answers about job adjustment. Thus, we say that their abilities and qualifications correspond to the nature of the work they do.

It is also evident from the average related to the supervisor support variable of (4.26) that the answers were at a very high level, which indicates that the study sample individuals receive adequate support and assistance from their immediate superior, but it should be noted that the standard deviation level was recorded at the level (1.046). It is a high value and equal to one, which indicates a large dispersion in the trends of the study sample. This is due, according to the researcher’s interpretation, to the different organizational units related to Alpha Pipe Company, where each unit has a nature of work, circumstances, and supervisory methods that differ from the rest of the other units.

As for the job burnout variable, it recorded arithmetic mean of (3.03), which is a medium value, and this means that there is an average level of job burnout among workers in Alpha Pipe Company, but the deviation reached a level of (0.917), a value very close to (1) true, Which we refer to the same reasoning mentioned above regarding the different organizational units of workers.

1.4 Presenting the results of the confirmatory factor analysis and the model matching quality criteria:

Figure 01: Confirmatory factor analysis of the mediation model



Source: Prepared by researchers based on the outputs of the Amos V26 program

We note from the above model that the observed variables represented in the expressions of

scales listed in the form of boxes are loaded on the variables inherent in the form of circles, which are the subjects studied, where the letter (VA) indicates the content of job Adjustment, and the letter (Ss) symbolizes the abbreviation of the word support for the supervisor or the head, while the letter (JB) denotes the abbreviation of the word job burnout.

What is worth mentioning in this regard is that after loading the observed factors on the latent variables, we did not include a mismatch of the model, as some of the congruence indicators got values less than (0.90), and therefore we deleted some of the ferries that caused this, and we set relationships for the observed factors for Optimizing the matching of the model, and this is through the guidance of (Modification indices) in the Amos program, and after our modification, we finally got a perfect match, which we will show in the table below.

**Table 05: Model Quality Standards**

<b>Indications</b>	<b>Value</b>					
<b>Absolute Fit Index (AFI)</b>	RMSEA	GFI				
	0.067	0.931				
<b>Incremental Fit Index (IFI)</b>	CFI	TLI	IFI	RFI	AGFI	NFI
	0.986	0.977	0.986	0.939	0.862	0.963
<b>Parsimonious Fit Index</b>	P level	CMIN/DF				
	0.018	1.583				

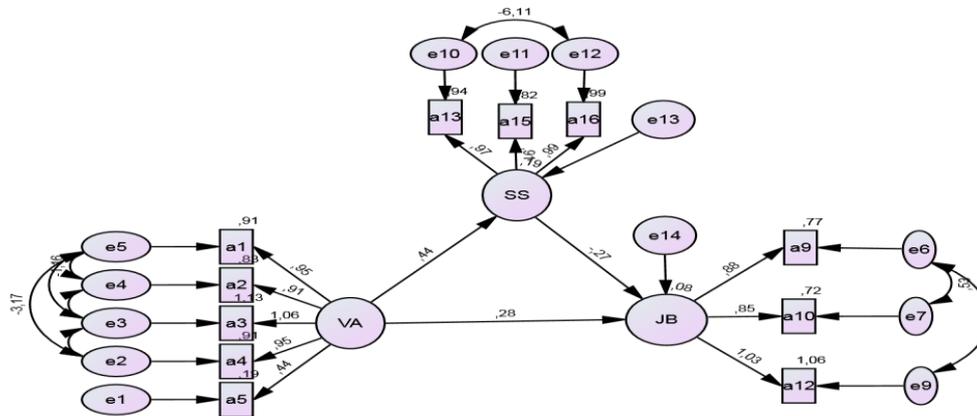
**Source:** Prepared by researchers based on the outputs of the Amos V26 program

Through the above table that shows the confirmatory factor analysis for the model of the role of compatibility with the job in reducing job burnout with the presence of supervisor support as a mediating variable, it turns out that the value of RMSEA was (0.067) and it is considered a value less than (8%), which indicates that it is an acceptable and meaningful value. We also note that the rest of the index values (GFI, CFI, TLI, IFI, RFI, AGFI, and NFI) are all close to (1), which supports the validity and acceptance of the model.

In addition, we note that the standard chi-square value of the main hypothesis amounted to (1.907), which is a value less than (2) and lies between the range (1-5) meaning that the value of the standard chi-square when less than (5) is a good match and less than 2 is an exact match, and this indicates that The hypothesized model is completely identical and valid for the study. (الألمعي، 2020، الصفحات 29-30)

2. Test hypotheses of the study:

Figure 02: Structural Model of Factors



Source: Prepared by researchers based on the outputs of the Amos V26 program

Table 06: Direct Effects of Study Variables

Hypotheses		P Label	Critical Ratio	Standard error	Estimate
Person-Job Fit	Supervisor Support	0.000	4.398	0.321	0.439
Person-Job Fit	Job burnout	0.006	2.753	0.346	0.275
Supervisor Support	job burnout	0.005	-2.818	0.104	-0.272

Source: Prepared by researchers based on the outputs of the Amos V26 program

2.1 The first sub-hypothesis: Table No. 06 shows that the critical ratio value for the first hypothesis was (4.398), it is considered a value greater than (1.96) and the probability value is (0.000) and it is considered statistically significant. Because it is below the significance level (0.05), which makes us reject the null hypothesis (H0) and accept the alternative hypothesis (H1) which states that there is a statistically significant effect of job adjustment on supervisor support (B = 0.439) in Alpha Pipe Company.

This hypothesis verifies the interpretation that an individual who is proportional in terms of his abilities to the requirements of the job receives the expected support from the managerial head because the managerial head expects from the worker a high commitment towards the duties of the job. On the other hand, workers expect adequate support that is manifested in the forms of

several factors such as assistance in making decisions and solving functional problems, providing a kind of autonomy at work, as well as a suitable professional environment, which was achieved by the results of the first sub-hypothesis.

**2.2 The second sub-hypothesis:** As for the second hypothesis, we see that the probability value was (0.006), which is a statistically significant value, while the critical ratio value was (2.753), a value less than (1.96), which makes us reject the null hypothesis and accept the alternative hypothesis that indicates On the existence of a statistically significant effect of job adjustment on job burnout ( $B= 0.275$ ) in Alpha Pipe Company for Pipes in the state of Ghardaia.

This shows that employees whose abilities match the requirements of their jobs lead to an increase in job burnout, and this can be explained by the fact that there are several overlapping factors related to the work environment that leads to an increase in job burnout, for example, the length of time working, physical work conditions such as noise or heat. Or the level of illumination, the machines or tools not being suited to the work requirements, especially for technicians who are professional workers, the lack of sufficient training to control the behavior related to the correct occupational positions of the professional workers, or there is an external cause related to family or social factors, to name a few.

Another explanation, according to the psychoanalytic perspective, is that people who are compatible with their work are more committed and excessively devoted to their work, or who prioritize the duties of their jobs over a social life, and They feel important through their work, They are considered more prone to job burnout, and this is what Frydenberg took. (Ayala, 2002, p. 104)

**2.3 The third sub-hypothesis:** We note from the above table regarding the third hypothesis of the effect of supervisor support on job burnout that the critical ratio was (2.818) and is considered a value less than (1.96), and the probability value was (0.005) and represents a statistically significant value because it is less than the significance level (0.05), which makes us accept the hypothesis that there is a significant statistical effect of supervisor support on job burnout, but the relationship between them is negative, as the regression coefficient reached a value ( $B = -0.272$ )

This shows that the supervisor's support for his subordinates through communication and mutual respect in the workplace, helping to solve job problems, and encouraging subordinates to provide suggestions, necessarily leads to alleviating work-related tension and stress, thus preventing or reducing the occurrence of signs of job burnout.

Because the positive relationship between the boss and the subordinate is considered one of the main factors contributing to the establishment of a positive work climate in which individuals can achieve their potential and goals and thus feel satisfied with themselves, which contradicts any negative behavior such as job burnout syndrome.

**Table 07:** The indirect effect of the study variables

<b>Variable</b>	<b>job burnout</b>
<b>Person-Job Fit</b>	<b>-0.119</b>

**Source:** Prepared by researchers based on the outputs of the Amos V26 program

**2.4 The main hypothesis:** From Table No. 07 above, it is clear that the value of the indirect effect of job adjustment on job burnout amounted to (-0.119), which is a negative value. Statistically significant because it is less than the significance level (0.05), which means that there is partial mediation to support the supervisor as a mediating variable in the relationship between job adjustment and job burnout.

This leads us to accept the main hypothesis that there is a statistically significant effect of job adjustment on job burnout with the presence of supervisor support as a mediating variable for workers in Alpha Pipe Company for Pipes in the state of Ghardaia.

## **Conclusion:**

### **Study results:**

- There is a statistically significant effect of job Adjustment on the supervisor's support in Alpha Pipe Company for Pipes in the state of Ghardaia;
- There is a statistically significant effect of job Adjustment on job burnout in Alpha Pipe Company for Pipes in the state of Ghardaia;
- There is a statistically significant effect of supporting the supervisor of job burnout in Alpha Pipe Company for Pipes in the state of Ghardaia ;
- There is a statistically significant effect of job Adjustment on job burnout with supervisor support as an intermediate variable in Alpha Pipe Company for Pipes in the state of Ghardaia.

### **In light of the above results, the researcher recommends the following:**

- Attention to providing a work environment suitable for the capabilities and needs of employees to reduce negative behaviors or psychological factors (for example, burnout) ;
- Training supervisors and holding seminars and workshops to improve the level of administrative supervision in line with international standards.

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