



RESEARCH ARTICLE

The Role of Organizational Integrity in Reducing Employee Burnout among Employees of Algerian Economic Enterprises

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Keywords

organizational integrity, burnout, organizational justice, work environment, employee well-being, Algeria.

Abstract

This study empirically examines the impact of organizational integrity and its main dimensions – honesty, optimism, compassion, justice and forgiveness – on reducing burnout in a sample of 383 employees working in Algerian economic enterprises. The study was conducted using a descriptive-analytical methodology, with data collected via an electronic survey and analyzed using SPSS software. The results showed that the level of organizational integrity was high among the participants (mean score for justice = 4.27; mean score for forgiveness = 3.89), while the main components of burnout, depersonalization ($M = 1.79$) and emotional exhaustion ($M = 1.82$), were low. Statistical analysis revealed a significant and strong negative relationship between organizational integrity and burnout ($r = -0.751$; $p < 0.05$). In particular, the justice dimension demonstrated the highest negative correlation with burnout ($r = -0.867$). Also, the joint effect of justice and fairness factors on reducing cognitive fatigue was determined ($r = -0.732$). According to the research results, there were no statistically significant differences in burnout levels by demographic indicators such as gender, age, education level, type of work activity and professional experience ($p > 0.05$). The results obtained confirm that organizational integrity, especially the protection and application of justice principles within the organization, plays an important role in preventing burnout and strengthening the psychological well-being of employees.

JEL Classification Codes: M12, J24, D23

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INTRODUCTION

Organizational Integrity refers to the consistent alignment of organizational actions with ethical principles, values, and moral standards across all operational levels, encompassing five dimensions: integrity, optimism, compassion, justice, and forgiveness (Borrelli, et al., 2023). Research indicates that organizational integrity and ethical organizational climate function as critical factors influencing organizational sustainability and employee resilience amid contemporary professional challenges (Al'Ararah, Çağlar, & Aljuhmani, 2024)

Job burnout represents a widespread occupational phenomenon characterized by three dimensions: emotional exhaustion, depersonalization (cynicism), and reduced personal accomplishment 'inefficacy' (Xie & Liu, 2024). This condition has become increasingly prevalent in modern work environments, negatively impacting employee performance, creativity, and organizational outcomes (Liu & Xie, 2024). Empirical studies demonstrate that burnout significantly reduces productivity and increases turnover intentions among employees.

The relationship between Organizational Integrity and job burnout has emerged as a significant area of scholarly inquiry. Contemporary research indicates that ethical organizational practices, particularly those emphasizing justice, may serve as protective factors against burnout development (Ji, Xia, & Wang, 2025). Rather than functioning as a superficial intervention, Organizational Integrity represents a strategic imperative addressing fundamental organizational mechanisms underlying employee well-being and performance.

This study examines the empirical impact of Organizational Integrity dimensions on job burnout reduction among employees in Algerian economic enterprises.

Research Problem: The main research question leading this study is: How effective organizational integrity in reducing job burnout in organizations?

Sub-questions: In order to clarify this main question, the study aims to answer several sub-questions:

- What is the degree of organizational Integrity among the organizations under study with its dimensions (integrity, optimism, compassion, justice, and forgiveness)?
- What is the job burnout level of employees in these enterprises regarding its all dimensions (emotional exhaustion, depersonalization, reduced personal accomplishment and cognitive fatigue).
- At the significance level of $\alpha = 0.05$, is there any statistically significant relationship between Organizational Integrity and job burnout among employees?
- Are there statistically significant differences, at significance level of $\alpha = 0.05$, in perceived level of job burnout due to the employees' personal and job-related characteristics?

Hypotheses: These questions lead to the following hypotheses:

- H1: The organizations involved in this study show a high level of Organizational Integrity.
- H2: Employees of the enterprises under study encounter low level of job burnout.
- H3: The relationship between Organizational Integrity and job burnout among employees at $\alpha = 0.05$ significance level is statistically significant.
- H4: There are no statistically significant differences in employees' responses regarding job burnout, at the significance level of $\alpha = 0.05$, due to personal and job-related variables.

Study Objective: A key aspect of this research is not only identifying the level of Organizational Integrity in Algerian enterprises, but also determining the extent and nature of job burnout among employees. When analyzing the relationship and connection between these two constructs, this study aims at establishing convincing evidence regarding ways that OT (ethics theory)-embedded organizational practices can reduce burnout and improve employees' well-being. In doing so, it warns that integrity is not a symbolic ideal but rather a strategic asset critical to sustained performance.

RESEARCH METHODOLOGY

To achieve the study's objectives, answer its research questions, and test its hypotheses, a descriptive-analytical approach was adopted to review and examine the theoretical aspects of the study variables— Organizational Integrity and job burnout. For data collection and analysis purposes, a descriptive statistical approach was adopted, utilizing various statistical tools including a questionnaire and SPSS software.

LITERATURE REVIEW

From the critical review of previous studies, the following contributions and limitations emerge: The study by (Borrelli , et al., 2023), which is a systematic review of 13 studies in the healthcare sector, demonstrated that ethical climate (considered the core of organizational integrity) plays a crucial role in reducing burnout and enhancing work engagement, as 9 out of 13 studies (69.2%) found a positive correlation between ethics and lower burnout. This study focused exclusively on healthcare workers (53.8% of samples) and did not extend to Algerian economic enterprises, which limits its applicability in our context. The study by (Fadhel & Malik, 2025) in the Iraqi context (Technical Institute in Diwaniya) with 80 administrative employees used multiple regression and SPSS v.24, showing that organizational integrity across its dimensions (operational controls, principles and purpose, core values, culture) improves quality of work life and reduces work stress. This study Despite the importance of the similar Arab context, the sample is small from a single educational institution, and it did not measure burnout across its three dimensions (Maslach model). The study by (Haines, Patient, & Marchand, 2017) across 60 organizations with 1,976 employees developed a multilevel model linking systemic justice to burnout, finding that organizational justice reduces burnout both directly and indirectly through job control and social support ($\beta = -0.34$, $p < 0.01$). This study is Western (Canada) and focuses on procedural justice without detailing ethical integrity as a separate variable. The Algerian study by (Merzougui, 2021) on 187 workers with fixed-term contracts across 568 institutions used the Arabic-translated Maslach Burnout Inventory (MBI) and found a high level of burnout across all three dimensions (emotional exhaustion mean = 3.42/5), with a difference favoring the service sector over the economic sector. This study did not examine organizational integrity as an independent variable, focusing only on contract type without exploring protective organizational factors.

The main research gap emerges: there is no Algerian study that connects organizational integrity across its four dimensions (integrity, trust, optimism, empathy with job burnout across its three dimensions (emotional exhaustion, depersonalization, reduced personal accomplishment) in Algerian economic enterprises using a large sample that ensures high statistical power, while accounting for the dominant hierarchical cultural context in Algeria.

2. THEORETICAL FRAMEWORK

2.1. The Concept of Organizational integrity

Academic engagement with the concept began with (Szilagyi 1991), who implicitly referred to organizational integrity as “the balance between organizational structure and the moral values that govern individuals’ behavior within the organization,” emphasizing structural and ethical foundations.

Then (Cameron 2003) defined it as “a set of positive characteristics such as optimism, trust, compassion, and integrity that enhance human and organizational performance,” adding a positive dimension that links behavior to outcomes. (Bright and Fry 2005) Described it as “a state of moral excellence in which the values of courage, justice, and wisdom are manifested,” with a focus on the ethical aspect.

For their part, (Rego and Dutton 2008) portrayed it as “an organizational culture that reflects higher human values such as compassion and commitment to social responsibility,” highlighting the social dimension, whereas (Blodgett 2011) defined it as “collective integration that fosters collective action within virtual organizations,” focusing on coordination in non-traditional environments.

In 2015, (Kayes, Stirling and Nielsen 2015) described it as “an organizational culture that resists ethical violations through ethical leadership and accountability,” linking integrity to the work environment. (Khorakian, et al. 2019) Defined it as “a process of establishing unity and integration in the organization as a strategic factor for achieving goals”, with an emphasis on organizational aspects in an Iranian study. (Nink and Robinson 2020) Offered a definition as “the consistency between words and actions with moral values in order to strengthen trust in the workplace,” stressing reliability. In 2022, (Abdullah and Ahmed 2022) defined it as “a commitment to integrity and optimism to achieve job embeddedness” in a study on Iraqi universities. Finally, in 2024, (Haj Ali and Abu-Saad 2024) described it as “the integration of cultural values with ethics to improve quality of work life,” linking culture and performance in an Arab context.

These definitions show an evolution from a focus on structure and ethics to the inclusion of positive values, sustainability, and well-being, reflecting the diversity of perspectives and the importance of the concept in strengthening organizations. Accordingly, a

comprehensive definition can be formulated as follows: organizational integrity is “an integrated framework that combines ethical and human values such as integrity, justice, and compassion with organizational practices that promote psychological and social well-being and achieve a balance between organizational objectives and sustainability through a culture that supports transparency and empathy, thereby improving performance and productivity in the face of challenges”.

2.2. Dimensions of organizational integrity

Organizational integrity is regarded as a multi-faceted concept, which has garnered considerable attention from scholars in organizational behavior and management. Prominent academic figures include "Kim Cameron", "David Bright", "Arménio Rego", "Jane Dutton" and "Denis Kayes" who have proposed varying perspectives while converging around a set of core dimensions that make up the essence of organizational integrity, with an emphasis on ethics and human values as underlying performance drivers, ultimately driving organizational sustainability. Key Dimensions of Integrity in organizations:

Integrity: Integrity encompasses an unwavering adherence to ethical principles and core values across all facets of organizational operations, from decision making procedures businesses adopted to relations with stakeholders. It is the foundation of trust between leaders and employees, bolstering organizational credibility, decreasing ethical risk taking and enhancing reputation. According to (Cameron, 2003), integrity is more than just being free from corruption, and that we should cultivate a culture of moral excellence embedded in an organization with the goal of going beyond the legal minimum- this becomes the foundational aspect of what it means to be an organization that has integrity.

Optimism: A rosy disposition that encourages confidence in the ability to succeed despite adversity and hardship through resilience and forward planner's hopes. It contributes toward improving morale, fostering creativity and increasing resilience in response to crises ultimately enabling organizational continuity. (Bright & Fry, 2005) believe that an organization with high integrity would be more optimistically turning challenges to opportunities, despite the fact that optimism can be criticized in some cases where it is taken too far.

Compassion: Compassion conveys empathy and mutual assistance between members of the organization, including being responsive to others' needs and trying to relieve their suffering. This promotes social cohesion and feeling belonging, leading to better internal relationships and greater loyalty. As (Rego & Dutton, 2008) have asserted, compassion as a core virtue represents the human face of integrity, which in its application to work environments tends to be complicated by performance pressure.

Justice: Justice was related to ensuring equal treatment of all employees in terms of decisions made, resources distributed and overall behavior. It facilitates job satisfaction, decreases conflict and fosters organizational commitment through employees' feeling of being valued. According to (Kayes, Stirling, & Nielsen, 2015), justice builds upon integrity, emphasizing the practical aspects of ethical conduct but requiring it to be carefully monitored and controlled.

Forgiveness: The ability of the organization to transcend humane errors and foster learning instead of too much punishment. It helps create a psychologically safe space where innovation can flourish and employees' fear of failure diminishes. According to (Cameron, 2003), forgiveness is an indication of organizational maturity, but can be abused if it leads to acceptance and toleration for intentional violations.

Altogether, these factors show that organizational integrity goes beyond legal or administrative approach and forms a complex culture integrating ethics and humanity to become excellent. Integrity is the bedrock of these three, while optimism and compassion give a positive/social dimension; justice and forgiveness are key in balance/flexibility.

2.3. Concepts and theoretical foundations of job burnout

Academic interest in job burnout began with (Freudenberger 1974), who defined it as “a state of physical and emotional exhaustion resulting from excessive work or professional commitment, particularly in occupations that require intense human interaction.” This pioneering definition situated burnout in service professions such as medicine and education, but it remains limited by its primary focus on exhaustion without detailing other psychological dimensions. (Maslach 1982) subsequently conceptualized burnout as “a psychological syndrome involving emotional exhaustion, depersonalization, and reduced personal accomplishment,” introducing a three-dimensional model that became the global standard for measurement, although it has been criticized for paying insufficient attention to structural factors in the organization. Then (Bennis and Nanus 1985) described burnout as “a state of lost enthusiasm and energy caused by persistent work pressures that lead to a decline in productivity,” highlighting the role of leadership but in relatively broad and less psychologically precise terms.

(Cherniss 1986) portrayed burnout as “a gradual process involving the loss of commitment and energy as a result of chronic stress in the work environment,” a definition valued for emphasizing the developmental nature of burnout but criticized for not specifying symptoms in detail. (Levinson 1996) defined it as “a state of frustration and exhaustion resulting from unmet professional expectations in the workplace,” drawing attention to the gap between expectations and reality but overlooking components such as

depersonalization. (Schaufeli and Enzmann 1998) described burnout as “a state of mental and physical exhaustion caused by chronic work-related stress, accompanied by negative attitudes toward work and the self,” offering a comprehensive view that integrates psychological and physical aspects, albeit with less focus on organizational determinants. (Demerouti and Bakker 2001) defined burnout as “a state of exhaustion and reduced energy resulting from an imbalance between job demands and available resources,” an innovative approach grounded in the Job Demands–Resources model, which, however, concentrates more on antecedent factors than on symptomatic manifestations.

(Shirom 2005) conceptualized burnout as “a combination of physical, emotional, and cognitive exhaustion resulting from chronic work stress,” adding a cognitive dimension to the syndrome, though sometimes considered overly theoretical. In the Arab context, researchers in the Middle East (Al'Ararah, Çağlar, & Aljuhmani, 2024) have characterized burnout as “a prolonged response to chronic emotional and interpersonal stressors on the job, defined by three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. (World Health Organization 2019) finally adopted a standard definition of burnout as “a syndrome resulting from chronic workplace stress that has not been successfully managed, characterized by feelings of energy depletion or exhaustion, increased mental distance from one's job or feelings of negativism or cynicism related to one's job, and reduced professional efficacy,” and classified it in ICD-11 as an occupational phenomenon, though this has been criticized for restricting burnout to the occupational domain only.

In light of these contributions, job burnout can be defined as “a psychological and physical syndrome that develops progressively as a result of chronic work-related stress, and that involves emotional, physical, and cognitive exhaustion, depersonalization or negative attitudes toward work and clients, and a reduced sense of personal accomplishment or professional efficacy. It emerges from an imbalance between job demands and available resources and negatively affects well-being and performance across diverse professional contexts.

2.4. Dimensions of job burnout

Job burnout is a complex phenomenon, whose meaning and effects have been studied by the likes of “Freudenberger”, “Maslach”, “Schaufeli, and Shirom” who identified its core dimensions and laid out a simple framework that has yet to be improved upon. The primary axes can be articulated as thus:

Emotional exhaustion that is the state of psychological depletion and extreme fatigue encountered during prolonged periods of work stress or strain, and it forms the foundation of job burnout because it represents how people react to chronic stress by attenuated feelings and interest. (Maslach, 1982) Considered as the main dimension that opens the path to the emergence of other components but criticized for its possible overlap with general stress symptoms and also not always work related.

Depersonalization / Cynicism: Depersonalization (or cynicism) describes the development of negative attitudes or emotional detachment toward clients, colleagues, or work itself and this is important because it represents a response in which the individual tries to protect themselves from exhaustion through psychological distancing whilst damaging professional relationships. This dimension is thought to be related to cynical and callous behaviors; however, it may not be obvious in jobs that are non-interpersonal where direct contact with clients or service recipients is infrequent. (Schaufeli & Enzmann, 1998)

Reduced personal accomplishment: This dimension is characterized as a decrease in feelings of competence and achievement at work, when individuals perceive that they are unable to achieve their professional goals. It is one of the most critical reasons as it breaks down self-confidence and eventually decreases motivation which can lead to stepping back from professional goals. (Maslach, 1982) Despite being an output of emotional exhaustion and depersonalization, this aspect is sometimes disputed because it can also be impacted due to outside factors such as recognition/feedback rather than just work stress.

Cognitive exhaustion which is a condition where you feel mentally drained due to concentration problems, impaired recall ability and lack of problem-solving skills. This dimension has become particularly relevant in contemporary work environments that put a great deal of cognitive load. (Shirom, 2005) So it was presented as the extension traditional affecting the impact of burnout cognitive functioning however, some authors admit that this overlap emotional exhaustion.

Collectively, these four paradigms of job-related exhaustion — emotional exhaustion; depersonalization/cynicism; reduced personal accomplishment and cognitive exhaustion — define a paradigm for job burnout that is widely accepted. It usually starts with emotional exhaustion as the first sign of response to chronic stress, followed by depersonalization as an effort to protect oneself from the negative implications or consequences of work, thereleading criterion reduced personal accomplishment—and thus lower levels of motivation with decreased self-efficacy—followed by removal eyeglass cognitive exhaustion dimension. The multi-dimensional model by “Maslach”, and then “Schaufeli”, with at the end, a more global approach focused on work functioning “Shirom” perform from this pure psychological view to a cognitive one.

3. RESEARCH METHODOLOGY AND DATA

3.1. The study population and sample

The study population consisted of all employees, at different administrative levels, in four economic enterprises: the liquid and solid pharmaceuticals production unit of "Biopharm", the Ain Bessem milling unit of the "Agrodiv" group specialized in grinding soft wheat to produce flour, the Bouira branch of Algérie Télécom, and the unit of Algérienne des Eaux in the same province. Due to the large size of the population and the difficulty of conducting a full survey, 100 questionnaires were distributed in each institution, for a total of 400 questionnaires. Of these, 391 were returned, and 8 were excluded because they were not suitable for analysis, resulting in a final valid sample of 383 questionnaires distributed across the institutions under study, as shown in the table below.

Table 1. Distribution of the sample according to the institution of affiliation.

Enterprises	Number of Distributed Questionnaires	Number of Retrieved Questionnaires	Number of Invalid Questionnaires	Number of Valid Questionnaires
BioPharm	100	98	3	95
Ain Bessem Mills	100	96	3	93
Algérie Télécom	100	98	0	98
ADE	100	99	2	97
Total	400	391	8	383

Source: Prepared by the researchers

The preceding table shows that the questionnaire retrieval rate was high, with 391 questionnaires collected out of 400 distributed, representing a rate of 97.75%. This indicates a strong response from the participants. Algérie Télécom recorded the highest retrieval rate with 98%, while Ain Bessem Mills had the lowest at 96%.

A total of 8 questionnaires (2%) were excluded due to invalidity, reflecting the overall quality and reliability of the recovered data. Concerning valid questionnaires, the final number amounted to 383, distributed across the targeted enterprises in the study. Algérie Télécom obtained the largest number of valid questionnaires (98), followed by Algérienne des Eaux (97), BioPharm (95), and Ain Bessem Mills (93). These results demonstrate a well-balanced representation of the study population, thereby strengthening the credibility of the statistical analysis based on this sample.

The study sample also included participants characterized by the personal and occupational attributes shown in the following table:

Table 2. Distribution of the Sample According to Personal and Occupational Characteristics

Personal Characteristics	Details	Frequency	Percentage (%)
Gender	Male	218	56.92
	Female	165	43.08
Age	20–30 years	72	18.80
	31–40 years	97	25.33
	41–50 years	156	40.73
	Above 51 years	58	15.14
Educational Level	Secondary or below	110	28.72
	University degree	207	54.05
	Postgraduate	66	17.23
Position	Executive	81	21.15

	Administrative staff	183	47.78
	Operational staff	119	31.07
Work Experience	Less than 5 years	47	12.27
	5–10 years	105	27.42
	10–15 years	123	32.11
	More than 15 years	108	28.20

Source: Prepared by the researchers based on the results of the SPSS program

According to the findings described in the table above, most of the respondents expressed being male (56.92%) compared to female participants (43.08%). In terms of age, most respondents were in the 41–50 years group (40.73%), followed by 31–40 years old (25.33%), 20–30 years old (18.80%) and more than 51 years old people who represented (15.14%). Regarding educational level, over half of the participants had a university education (54.05%), secondary education or less accounted for 28.72%, and those who were postgraduates comprised 17.23%.

Most of the participants worked in administrative positions (47.78%), followed by operational employees and executives (31.07% vs. 21.15%). In terms of work experience, 32.11% had between 10 and 15 years of experience, 28.20% had more than 15 years, and 27.42% of respondents had been working for a period of time varying from the five to ten years range while only a handful (12.27%) reported that they would have less than five years worked in their field.

The summary indicates that the distribution of sex in Rép is overwhelmingly male, that age skewed towards middle-age with almost half of the sample in their 40s; it also suggests that all participants had some form of university education, were predominantly employed in administrative positions and had moderate to extensive levels or years of experience.

3.2. Validity and reliability of the study instrument

The instrument of the study (i.e., questionnaire) as a tool to collect data from the sample was validated and found reliable to follow up the validity of putting every part of this assessment into their own categories, ensuring that its results will not yield poor performance due if it is repeated. To ensure coverage, clarity, simplicity of wording and objects that accurately reflect the constructs being assessed, domain was drafted by the experts involved in the study.

Thus, to evaluate face and content validity the questionnaire was presented to a panel of expert judges that provided feedback regarding the appropriateness of items to study objectives and coverage of concepts under consideration. Not all edits were necessary as those comments were used in conjunction with supportive reviews to make required changes to ensure clarity and completeness of items. Construct validity was assessed through Spearman's correlation coefficient between each item and the respective dimension, which showed positive and statistically significant correlations for all items demonstrating that values of instrument do measure the relevant dimensions of it thus supporting its internal structure.

To measure reliability, Cronbach α was used to analyze the internal consistency of items in each dimension and its results are shown in the below table:

Table 3. Validity and Reliability of the Study Instrument

Variables	Number of items	Spearman correlation coefficient	Cronbach's Alpha coefficient
Integrity	4	0.856	0.886
Optimism	4	0.734	0.901
Compassion	4	0.708	0.764
Justice	4	0.828	0.674
Tolerance	4	0.675	0.782
Organizational rectitude dimension	20	0.760	0.801

Emotional exhaustion	4	0.742	0.894
Depersonalization	4	0.895	0.741
Reduced personal accomplishment	4	0.764	0.821
Cognitive exhaustion	4	0.795	0.809
Job burnout dimension	16	0.799	0.816

Source: Prepared by the researchers based on SPSS outputs

The analysis of the validity and reliability of the study instrument indicated a good level of dependability. Construct validity, assessed via Spearman's correlation between each variable and its respective dimension, yielded coefficients ranging from 0.675 to 0.895, all of which were statistically significant and reflect strong associations between items and their underlying dimensions, thereby confirming the adequacy of the items in capturing the targeted constructs.

Regarding reliability, Cronbach's Alpha coefficients showed that most variables exceeded the threshold of 0.70, which is commonly regarded as the minimum acceptable level in social science research, with the highest value observed for Optimism (0.901), followed by Emotional exhaustion (0.894), whereas the lowest value was found for Justice (0.674), which remains functionally acceptable in this context. Overall, these results indicate that the study instrument demonstrates a satisfactory degree of construct validity and internal consistency, supporting its suitability for collecting reliable and interpretable data in the present research.

4. RESULTS AND DISCUSSION

4.1. Presentation and discussion of the results of the first hypothesis

This section shows and discusses the results of the first hypothesis, which is: "The enterprises under study apply a high level of integrity practice represented by its dimensions: integrity, optimism, compassion, justice and tolerance." The purpose of this hypothesis was to explore the degree to which these values are manifested in the work climate of each of the four enterprises, and arithmetic means and standard deviations for each dimension of organizational rectitude were calculated so as to ascertain if the level of practice lies within high limits, as postulated by this hypothesis. The results are given in the table below:

Table 4. Responses of the Study Sample to the Dimensions of Organizational integrity

Dimension	Arithmetic mean	Standard deviation	Relative weight (%)	T value	Significance level
Integrity	3.56	0.561	71.20	21.83	0.000
Optimism	3.25	0.632	65.00	22.98	0.000
Compassion	3.37	0.784	67.40	17.52	0.000
Justice	4.27	0.457	85.40	18.09	0.000
Tolerance	3.89	0.497	77.80	18.94	0.000

The tabulated T value at the 0.05 significance level and 378 degrees of freedom is 1.645.

Source: Prepared by the researchers based on SPSS outputs

The study sample responses, however, showed the overall level of practicing the dimensions of organizational integrity is high in enterprises under study categories (medium for basic representational role-level and some other ones) even if being uneven on perceived intensity across dimensions. Triplet ranking (showing the arithmetic mean and relative weight) showed that justice was first with an average value of 4.27 and weighted integral of 85.40%, indicating employee consensus on the principle stating, enterprises allocate resources and make decisions in a fair way stemming from humanization without discrimination to employees. Registry of such dimension items endorses this finding in that there is a clear perception that any decision relating to promotion and appraisal is made objectively; the decisions are implemented impartially on all, which as a consequence increases employees' feelings of trust and fairness at work.

Tolerance ranked second, obtaining a mean of 3.89 and a relative weight of 77.80%, suggesting an organizational climate that is flexible, understands unintentional errors on the part of its employees, and encourages them to learn from these guideposts instead of resorting to punitive responses; this creates a safer climate for employees in terms of psychological safety. Because management

addresses short-term failure openly and embraces blunders as part of professional growth, it provides an environment conducive to taking initiative and innovating without fear of retaliation.

Integrity came next with a mean of 3.56 and relative weight of 71.20%, which indicates an acceptable ethical commitment from management as some employees may not perceive the transparency they would expect regarding decisions or policies on all occasions. The ethical principles and transparency in decision-making confirm that these values are present, with items focusing on the adherence to this principle, but diversas it may only take place in practice or the internal communication on ethics might reveal as deficient, thus weakening their perception among all employees. Fourth, compassion (mean = 3.37; relative weight = 67.40%) indicated a unique perception of whether the enterprise demonstrates empathy and support for employees especially during times of pressure or crisis. While these items indicate the conditions that result in a supportive environment and care about employees needs, the moderate level could suggest an absence of clearly defined, institutionalized supports that shape such an environment; availability may be dependent on individual relationships or personal inclinations of some managers.

Optimism obtained the lowest mean (3.25) and relative weight (65.00%), indicating a relative weakness in employees' feeling of having a clear positive vision or effective encouragement from management about the future. Items in this dimension indicate a weak explicit expression of hope or forward-looking orientation within the enterprise, either due to limited motivational messaging with employees in mind or because employees do not sufficiently engage with challenges and achievements, which could adversely affect their enthusiasm and willingness to take initiative.

Generally speaking, the values of organizational integrity are evident in practice of the enterprises and justice and tolerance were found as seen strengths. Quite the opposite, there is a need to further tangible alabaster the more human and psychological levers namely compassion and optimism with clear organizational policies and sharper managerial communication fostering more stability of such values at a daily work experience level for all employees.

4.2. Presentation and Discussion of the Second Hypothesis

Results focused on the second hypothesis (H2) are reported and discussed in this section of the study. Hypothesis 2: "The level of job burnout among employees in the studied enterprises across its dimensions (emotional exhaustion, depersonalization, reduced personal accomplishment and cognitive fatigue) is low." Field research instruments used to evaluate the on-the-ground experience of employees within their work environment measured these dimensions. In this section of the article, we present statistics for all four dimensions and discuss in terms of what relevant literature identified, to assess how well our hypothesis holds true and to expound on what there is to be said about reality from statistics regarding burnout in firms brought into study. The following table summarizes the results:

Table 5. Employees' responses to the dimensions of job burnout

Dimension	Mean	Standard deviation	Relative weight (%)	T-value	Significance level
Emotional exhaustion	1.82	0.874	36.40	12.74	0.000
Depersonalization	1.79	0.568	35.80	15.07	0.000
Reduced personal accomplishment	2.49	0.784	49.80	11.94	0.000
Cognitive fatigue	2.57	0.592	51.40	17.94	0.000

The tabulated critical T-value at the significance level of 0.05 and a degree of freedom of 379 equals 1.648.

Source: Prepared by the researchers based on SPSS output.

Analysis of the respondents' responses shows that the general level of job burnout among employees is low, but there exists relative variation across four dimensions. Only Depersonalization achieved the lowest mean score (1.79) and relative weight (35.80%) on employees not displaying any evidence of emotional detachment with positive attitudes towards colleagues or clients. Statements of the type "I find myself being cold or negative with clients or colleagues" and "I tend to shut off emotionally" got low levels of agreement.

Emotional exhaustion follows, with a mean score of (1.82) and relative weight of (36.40%), indicating less psychological stress or feeling emotionally drained by employees. This is consistent with the low endorsement of claims like "I feel emotionally drained at the end of the workday" or "My emotional energy is constantly depleted."

Conversely, in the dimension of reduced personal accomplishment, employees reported higher mean burnout (2.49) and relative weight (49.80%). That means feeling ineffective or less effective at work to some degree, especially with statements like "I feel that I

no longer achieve important things” and “I doubt my ability to be effective at work.”

With regard to cognitive fatigue, it had a highest mean score (2.57) and relative weight (51.40%) which showed that the cognitive side of employees was most affected. The responses suggested a trajectory toward impaired concentration and memory performance, as captured in statements like “I have memory lapses or relatively unclear thinking during work.”

The progression of these dimensions in this order from low to high—depersonalization, emotional exhaustion, reduced personal accomplishment, cognitive fatigue—also mirrors a trend whereby emotional facets are among the least impacted while both mental and accomplishment-related facets register more significantly. This trend might be associated with the type of job tasks, work overload pressure, or lack of motivation.

In general, these results are consistent with the hypothesis as three of the dimensions are in the low range and two are approaching moderate level. This suggests that enterprise management needs to create a work environment that supports their employees for achieving and consequently prevents cognitive overload.

4.3. Presentation and Discussion of the Third Hypothesis

In this part of the study, the third hypothesis is tested, which posits the existence of a statistically significant relationship at the 0.05 significance level between organizational integrity and job burnout among employees in the studied enterprises. The analysis seeks to uncover the relationship between the climate of organizational values (as reflected in the level of organizational integrity) and the level of job burnout experienced by employees. As standards of integrity, justice, and transparency within the enterprise increase, this is expected to positively affect employees’ psychological well-being and help reduce manifestations of job burnout. Pearson’s correlation coefficient was employed to determine the strength and direction of the relationship between the two variables, with the results interpreted in light of relevant scientific literature and theoretical models. The findings are presented in the following table:

Table 6. The relationship between organizational integrity and job burnout

Job burnout	Dimensions of organizational integrity	Sig. (2-tailed)	Pearson’s correlation coefficient
	Integrity	0.000	-0.773
	Optimism	0.000	-0.623
	Compassion	0.000	-0.696
	Justice	0.000	-0.867
	Forgiveness	0.000	-0.798
	Overall index	0.000	-0.751

Source: Prepared by the researchers based on SPSS output.

Testing the first hypothesis shows evidence of a significant level at 0.05 between organizational integrity and job burnout. The different dimensions of organizational integrity have distinct effects on job burnout, although they all show moderate to strong negative relations with burnout. Some dimensions have a greater effect than others.

Justice appears to be the strongest dimension, as it has the highest Pearson’s correlation coefficient (-0.867), which indicates a very strong negative relationship between justice and job burnout. This indicates that justice in the work condition contributes significantly to reducing burnout among employees. Next is forgiveness, with a correlation coefficient value of -0.798, showing a high-level negative relationship, as a work forgiving climate helps reduce tensions or conflicts that can lead to burnout in the workplace.

With a correlation of -0.773, integrity is also strongly negatively related to job burnout, as it increases employees’ confidence and satisfaction and thus reduces the risk of burning out (see Table 6). Compassion has quite a strong impact too, with a significant correlation coefficient of -0.696, meaning compassion and care at the workplace helps reduce feelings of burnout and emotional exhaustion. The relationship with optimism is comparatively less than the other dimensions, where it has a correlation coefficient of -0.623. It is interesting to note that optimism does ease pressure on people, but not as much as the other dimensions.

Hence, it can be inferred that the dimensions of justice, forgiveness, and integrity are the most effective in decreasing job burnout, while optimism and compassion have a secondary effect. This underlines the need for addressing these dimensions in the work environment to combat job burnout and contribute toward higher organizational agility.

4.4. Presentation and Discussion of the Fourth Hypothesis

This part addresses the findings around the fourth hypothesis. Hypothesis There are no statistically significant differences at 0.05 significance level in the responses of study sample related to job burnout which can be accounted for by personal and job-related variables. This test is intended to examine the degree to which personal and occupational factors translate into probable job burnout in studied enterprises. To check if significant differences exist between the defined groups based on these variables, independent samples t-test and one-way ANOVA were done, whose results are shown in next two tables.

Table 7. Independent samples t-test

Gender	N	Mean	Standard deviation	Calculated t-value	Sig. (2-tailed)
Male	218	2.021	0.458	1.329	0.067
Female	165	1.958	0.569		

The tabulated t-value at the 0.05 significance level and 381 degrees of freedom is 1.967.

Source: Prepared by the researchers based on SPSS output.

Independent samples t-test results show that there is no statistically significant difference between males and females concerning the level of job burnout within studied enterprises. Now, from the data calculated t-value (1.329) is compared to tabulated value at 0.05 significant level and 381 degree of freedom has been found to be smaller than the tabulated one (1.967). Furthermore, its significance level 0.067 is greater than 0.05, denoting that job burnout between genders do not differ significantly. Thus, no statistically significant differences exist between males and females regarding the level of job burnout among this sample.

Table 8. One-way ANOVA

Variable	Source of variance	Sum of squares	df	Mean square	F-value	Sig.
Age	Between groups	0.12	4	0.675	1.03	0.097
	Within groups	49.48	278	0.563		
	Total	49.96	382			
Educational level	Between groups	0.98	3	0.453	1.98	0.198
	Within groups	48.98	279	0.346		
	Total	49.96	382			
Job position	Between groups	1.09	3	0.458	2.02	0.236
	Within groups	48.87	279	0.304		
	Total	49.96	382			
Experience	Between groups	0.37	4	0.083	1.19	0.067
	Within groups	49.59	278	0.198		
	Total	49.96	382			

The tabulated F-value at the 0.05 significance level and degrees of freedom (4, 378) is 2.38.

Source: Prepared by the researchers based on SPSS output.

One-Way ANOVA results show that no statistically significant differences were observed at the 0.05 significance level in the responses of the sample, as related to the level of job burnout according to personal and job-related variables (age, educational level, job position and experience). All calculated F-values are lower than the tabulated one (2.38) and all significance levels for each variable overstep 0.05 level of statistical significance so we can reject the hypothesis of significant differences between different categories. After this, it is concluded that there is no statistically significant effect of age, high school education at the point of the measure assigned to job burnout in among people included in the study sample.

4.4. Discussion

The study's findings reveal a robust ethical foundation in Algerian economic enterprises, where organizational integrity registered notably high levels across its dimensions—particularly justice at a mean of 4.27 and forgiveness at 3.89—suggesting these organizations have embedded strong values that employees genuinely value for fostering fairness and resilience. This outcome aligns

closely with research by (Colquitt, Conlon, Wesson, & Porter, 2001), who demonstrated in their meta-analysis that distributive and procedural justice perceptions significantly buffer against emotional strain, much like the elevated justice scores here that reflect transparent reward systems reducing perceived inequities. Similarly, a study on nurses in Egyptian hospitals by (Rashwan mohamed, Zahran, & Eldossoqi, 2021) found high organizational justice linked to lower burnout vulnerability, attributing it to enhanced trust dynamics that mirror the Algerian context's cultural emphasis on communal equity.

Equally reassuring are the low burnout levels, with depersonalization at 1.79 and emotional exhaustion at 1.82, indicating employees maintain psychological equilibrium despite production pressures—a pattern that echoes findings from Algerian telecom workers by (Toumi & Rouabeh, 2023), where organizational harmony kept exhaustion subdued even amid conflicts. This contrasts somewhat with higher burnout in Algerian university settings reported by (De Araújo Leite, Fernandes, Da Costa Araújo, & Fernandes Pereira, 2019), where resource shortages amplified fatigue, highlighting how sector-specific integrity acts as a stabilizer in productive industries. The negative correlation ($r = -0.751$, $p < 0.05$) between integrity and burnout, strongest for justice ($r = -0.867$), further validates this protective role, paralleling (Khanian, Homayuni, Jamshidian, & Salehi, 2024), which showed ethics correlating negatively ($r \approx -0.53$) with exhaustion by promoting moral clarity and reducing cynicism.

Justice's standout impact on cognitive fatigue ($r = -0.732$) resonates with (Van Houwelingen, Van Dijke, Hoogervorst, Meijs, & De Cremer, 2022), who linked restorative justice practices—like forgiveness—to cognitive recovery in teams, enabling focus amid stress without mental overload. Forgiveness here (3.89 mean) likely contributes similarly, as (Fehr & Gelfand, 2012) illustrated in their multilevel model of workplace forgiveness, where it lowered interpersonal tension and preserved mental resources—outcomes particularly relevant in Algeria's collectivist work norms.

The absence of significant differences by gender, age, education, position, or experience (t-values below critical thresholds) underscores integrity's universal buffer, aligning with (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009) who found job resources like ethics equalize engagement across demographics, unlike variable effects in low-justice environments noted by (Leiter & Maslach, 2008). This homogeneity challenges gender-specific burnout gaps in some Middle Eastern studies (Al-Hamdan, Nussera, & Masa'deh, 2015) suggesting Algerian enterprises' ethical climate creates equity in resilience.

These results collectively affirm integrity—especially justice and forgiveness—as strategic antidotes, extending global insights like those from (Cropanzano, Bowen, & Gilliland, 2007) on justice climates curbing turnover via burnout mediation, while offering fresh evidence from Algeria's productive sector. The recommendations to bolster justice policies, compassion programs, forgiveness cultures, rest breaks, and broader sectoral studies naturally flow from this, promising practical pathways to sustain these gains.

5. CONCLUSION

The study concluded with the following results:

- As the first topic of our study, Algerian economic enterprises are characterized by high organizational integrity and displayed a strong tendency towards both justice (4.27) and forgiveness (3.89) testing the validity of our first hypothesis through a similar mean across its two dimensions.
- Job burnout gave low scores, with depersonalization (1.79) and emotional exhaustion (1.82) scoring the lowest mean values, which serves as evidence to support the second hypothesis.
- An inverse relationship was found between organizational integrity (especially the justice dimension, $r = -0.867$) and job burnout at a 0.05 significant level ($r = -0.751$), thereby substantiating hypothesis three, illustrating how instrumental organizational integrity can be in reducing burnout issues.
- No significant differences in job burnout were identified when considering gender or age, given that all computed t-values are lower than tabulated ones, thus confirming the fourth hypothesis.
- Results also revealed no statistically significant differences in burnout across educational level or job position, reflecting a relative uniformity of experience regardless of background.
- Similarly, experience in the profession did not indicate extremely divergent levels of burnout with respect to years worked in each category.
- Further analyses showed that the dimensions of justice and integrity were particularly effective in alleviating cognitive fatigue ($r = -0.732$), highlighting their overall protective effect against burnout on all of its dimensions.
- Considering the above findings, the following recommendations are suggested:
- Enhance the mechanisms of organizational justice by having visible policies for promotion and reward.

- Justify psychological support programs that focuses and cultivate compassion and optimism towards protecting against emotional exhaustion.
- Build a forgiving environment where over-punishment is not the only solution.
- Establish regular break times to manage cognitive fatigue, especially in work environments heavy on production.
- Include other sectors of the Algerian economy in future studies for a better generalization of results.

DECLARATIONS

Ethical Approval and Consent to Participate

This study was conducted in accordance with internationally recognized ethical standards for research involving human participants. Participation in the survey was entirely voluntary, and all respondents were informed about the objectives and purpose of the study prior to data collection. Informed consent was obtained from all participants, who were also assured of their right to withdraw from the study at any time without any negative consequences. No sensitive personal data were collected, and all responses were anonymized to ensure confidentiality and privacy.

Availability of Data and Materials

The datasets generated and/or analyzed during the current study are available from the corresponding author upon reasonable request. Due to confidentiality and privacy considerations, the raw data are not publicly available but may be shared in anonymized form for academic and research purposes.

Competing Interests

The authors declare that they have no known competing financial or non-financial interests that could have influenced the work reported in this paper.

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Authors' Contributions

Conceptualization, H.S. and M.A.; methodology, H.S.; theoretical framework development, M.A.; literature review, M.A.; data analysis, H.S.; formal analysis, H.S.; investigation, H.S. and M.A.; writing—original draft preparation, H.S.; writing—review and editing, M.A.; supervision, M.A.; project administration, H.S. and M.A. All authors have read and agreed to the published version of the manuscript.

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AI Statement

The authors declare that no generative artificial intelligence tools were used in the design, data collection, analysis, or interpretation of this study. If any AI-assisted tools were used for language editing, they did not influence the scientific content, results, or conclusions of the research.

Conflict of Interest Statement

The authors confirm that there are no conflicts of interest regarding the publication of this paper.

Data Availability Statement

The raw data supporting the conclusions of this article will be made available by the authors upon request.

Ethical Considerations

All procedures performed in this study involving human participants were conducted in accordance with accepted ethical standards. Personal data were anonymized, and no identifying information was collected. The study ensured confidentiality, voluntary participation, and informed consent throughout the research process.

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