

Burnout as an Indicator of Organizational Commitment Among Employees: A Field Study on a Sample of Nurses at Bashir Ben Nasser Hospital in Biskra

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Abstract :

This study examines the relationship between job burnout and organizational commitment among nurses at Bachir Ben Nasser Hospital in Biskra. Results reveal high normative and continuance commitment, with moderate affective commitment and moderate burnout levels. Notably, a positive correlation was found between burnout and affective commitment, challenging traditional theories. The study highlights the need for better psychological support and improved working conditions. Further research is recommended to explore the underlying factors shaping this unexpected relationship.

Keywords: Organizational commitment; Job burnout; Nurses; Mental health; Bachir Ben Nasser Hospital.

1. Introduction

Although the world is witnessing remarkable advancements across various domains, it is not devoid of complexities that often give rise to different forms of stress, anxiety, and pressure in many aspects of life—whether professional, personal, or health-related. Over time, such pressures may lead to the emergence of more serious psychological and social phenomena that can negatively affect both the individual and society. These conditions often result in rising conflicts and challenges, prompting scholars and researchers to study these issues in depth, explore their causes, and seek ways to reduce their impact or help individuals adapt to them in pursuit of safety and stability.

Mental health aims to foster a sense of satisfaction, psychological harmony, and social balance for workers, in order to enhance performance levels and productivity. It also strives to help individuals overcome the obstacles they face, which can disrupt this balance and ultimately impact mental well-being—often resulting in decreased work performance and efficiency.

The development and effectiveness of any organization—and the achievement of its goals—are closely linked to the level of organizational commitment demonstrated by its employees. This commitment positively influences staff behavior and is considered one of the key focus areas in modern institutions. It is cultivated through ongoing interaction and relationship-building within the organization, contributing to the formation of strong ties between the institution and its members, and supporting the achievement of collective objectives.

Quality of work life represents an integrated system of technical and human standards, requirements, and conditions, all aimed at ensuring a dignified and supportive work environment for employees. It is also meant to protect them from threats or pressures that could negatively impact

their performance, productivity, interpersonal relationships, and connection with the organization. Among the most significant of these pressures is what is commonly referred to as burnout.

Burnout is a negative psychological condition that develops as a result of prolonged exposure to occupational stressors and increasing workload. It is particularly prevalent among employees with longer years of service who experience intense emotional exhaustion, emotional numbness, and a diminished sense of accomplishment. Burnout manifests as a state of psychological fatigue, negative attitudes, and detachment from oneself and one's professional responsibilities.

This psychological state significantly hinders employees' ability to fulfill their responsibilities effectively, thereby obstructing organizations from achieving their intended goals (Taghreed bint Hamad Al-Haddab, 2020).

Working in the healthcare sector is often regarded as one of the most demanding professions, largely due to the distinct nature of healthcare roles compared to other types of work. A closer look at the social and professional reality in Algeria reveals that the healthcare sector faces numerous challenges—especially in public hospitals and clinics.

1.1 Problem Statement

The human element remains one of the fundamental pillars of institutional success, particularly within the healthcare sector, which relies heavily on the competence and stability of its workforce—especially nurses. However, the professional realities these individuals face, marked by difficult working conditions and accumulating psychological pressures, often expose them to mental and occupational disturbances that negatively affect both their mental well-being and the quality of their job performance.

In contrast, organizational commitment is recognized as a key psychological factor that can enhance an individual's resilience in the face of stress, driving greater motivation, loyalty, and a sense of belonging to their organization.

Organizational commitment is widely regarded as one of the primary factors influencing institutional success and employee performance. When employees feel a sense of loyalty, cooperation, and belonging to their workplace, they are generally more productive, motivated, and dedicated to fulfilling their duties and contributing to the organization's overall objectives.

Achieving productive efficiency in any professional environment requires that workers enjoy both physical and psychological well-being. Mental health enables individuals to adapt to their work environment, manage the psychological challenges they may face, and maintain a sense of satisfaction, adequacy, and morale. This in turn enhances focus, reduces workplace accidents, and contributes to optimal performance. Therefore, it is crucial to safeguard the psychological health of employees, as freedom from internal conflict, emotional instability, and chronic stress is essential for both individual safety and organizational efficiency.

In Algeria, as in many other countries, the healthcare sector has been under increasing pressure due to limited resources, overcrowding, and shortages of essential infrastructure. These challenges heavily impact the working conditions in hospitals and place a significant burden—both professional and psychological—on healthcare staff, particularly nurses. A nurse's role extends far beyond following medical instructions; they are central to the entire care process, dealing directly and continuously with patients, often under demanding and emotionally taxing conditions.

Within this context, burnout has emerged as one of the most pressing psychological challenges facing nurses today. It poses a direct threat to their mental well-being and influences their professional behavior and ability to continue delivering high-quality care. Burnout often manifests as chronic

fatigue, emotional detachment, and a loss of motivation or professional satisfaction, which may lead to reduced productivity or even the desire to leave the profession altogether.

On the other hand, organizational commitment stands out as a significant psychological and professional variable influencing employee behavior within institutions. It reflects the degree to which individuals identify with their organization, are willing to exert effort to achieve its goals, and desire to remain part of it over the long term. A low level of organizational commitment may contribute to the emergence or escalation of burnout, whereas a high level may serve as a protective factor that mitigates its effects.

Given this interplay between burnout and organizational commitment, a central question arises :

- What is the nature of the relationship between these two variables among nurses, particularly within the complex work environment of Bashir Ben Nasser Hospital in Biskra?
- Does a high level of organizational commitment help alleviate the intensity of burnout ?
- Or does a lack of commitment increase a nurse's vulnerability to burnout? And to what extent does this relationship manifest within the specific context of the Algerian healthcare system?

1.2 General Hypothesis

There is a statistically significant relationship between the level of organizational commitment and the level of job burnout among nurses working at Bashir Ben Nasser Hospital in Biskra.

1.3 Sub-Hypotheses

- The level of organizational commitment among nurses at Bashir Ben Nasser Hospital in Biskra is high.
- The level of job burnout among these nurses is moderate.
- There is a statistically significant inverse relationship between organizational commitment and job burnout; that is, as organizational commitment increases, the level of job burnout decreases.

1.4 Research Objectives

- To identify the level of organizational commitment among nurses working at Bashir Ben Nasser Hospital in Biskra.
- To assess the level of job burnout experienced by these nurses, including its various dimensions (such as emotional exhaustion, depersonalization, and reduced personal accomplishment—if addressed in the study).
- To analyze the relationship between job burnout and organizational commitment, and determine whether this relationship is statistically significant.
- To understand how the level of organizational commitment influences the intensity of job burnout among nurses, and to provide an interpretation of this relationship within the professional context.
- To offer practical recommendations aimed at strengthening organizational commitment and reducing job burnout among healthcare professionals.

1.5 Study Significance

The significance of this study stems from the growing challenges facing the healthcare sector, particularly those related to the psychological and occupational pressures experienced by nurses. These pressures can lead to varying degrees of job burnout. Understanding this phenomenon is essential due to its direct impact on the quality of healthcare services and the effectiveness of performance within hospital institutions.

The study also gains importance through its exploration of the relationship between job burnout and organizational commitment. It highlights how a nurse's sense of belonging to their institution and their positive contribution within it may be linked to their vulnerability to psychological and occupational exhaustion.

The significance of the study can be summarized in the following points:

- Scientific Significance: The study contributes to the existing body of literature on organizational commitment and job burnout, particularly within the Algerian healthcare context—a setting that remains relatively under-researched when it comes to integrating these two variables.
- Practical Significance: The findings may assist healthcare policymakers and administrators in designing psychological and organizational intervention programs aimed at reducing burnout levels while enhancing nurses' loyalty and professional motivation.
- Social Significance: By contributing to improved working conditions for nurses, the study indirectly supports the enhancement of healthcare service quality delivered to the public and promotes greater efficiency across the national healthcare system.

2. Operational Definition of Study Variables

2.1 Organizational Commitment

Operationally defined in this study as the score obtained by the employee on the Organizational Commitment Questionnaire (OCQ) developed by Meyer, Allen, and Smith. The scale is divided into three dimensions: affective commitment, continuance commitment, and normative commitment.

2.1.1 Affective Commitment

Operationally defined as the score the employee obtains on the affective commitment subscale of the Organizational Commitment Questionnaire.

2.1.2 Continuance Commitment

Operationally defined as the score the employee obtains on the continuance commitment subscale of the Organizational Commitment Questionnaire.

2.1.3 Normative Commitment

Operationally defined as the score the employee obtains on the normative commitment subscale of the Organizational Commitment Questionnaire.

2.2 Job Burnout

Operationally defined in this study as the score obtained by the employee on the Maslach Burnout Inventory (MBI), designed for professionals working in human service occupations. The scale consists of three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment.

2.2.1 Emotional Exhaustion

Operationally defined as the score obtained by the employee on the emotional exhaustion subscale of the Maslach Burnout Inventory.

2.2.2 Depersonalization

Operationally defined as the score obtained by the employee on the depersonalization subscale of the Maslach Burnout Inventory.

2.2.3 Reduced Personal Accomplishment

Operationally defined as the score obtained by the employee on the reduced personal accomplishment subscale of the Maslach Burnout Inventory.

3. Theoretical Framework of The Study

3.1 Organizational Commitment

3.1.1 Concept of Organizational Commitment

The concept of organizational commitment has been approached and defined in various ways by different scholars. Among the earliest definitions is that of Porter and Smith (1970), who viewed it from a psychological perspective, describing it as “an effective and positive orientation toward the organization.” According to Al-Dakhil Allah, this remains one of the most widely adopted definitions of organizational commitment (Al-Oufi, 2005, p. 33).

Steers defined organizational commitment as the “relative strength of an individual's identification with and involvement in a particular organization.” He outlined three key components that form the foundation of this definition:

- A strong belief in and acceptance of the organization’s goals and values.
- A willingness to exert considerable effort on behalf of the organization.
- A strong desire to maintain membership in the organization (Zawi, 2020, p. 40).

Meyer (2001) defined it as “the force that binds an individual to engage in a set of actions directed toward one or more organizational goals”.(Safia, 2015, p. 81).

Based on these definitions, organizational commitment can be understood as a combination of attitudes, emotions, and behaviors that employees express toward their organization and their roles. It encompasses several dimensions, such as loyalty, belonging, responsibility, dedication, and concern for achieving institutional goals. Organizational commitment plays a crucial role in ensuring institutional success and sustainability. It boosts employee productivity and efficiency, fosters creativity and innovation, and motivates employees to perform at their best and continuously improve their performance.

3.1.2 Importance of Organizational Commitment

Organizational commitment has garnered significant attention from researchers due to its decisive role in determining the success and continuity of organizations, especially in today’s competitive work environments. When individuals are genuinely committed to their organization’s mission and work collaboratively to achieve its goals, they tend to deliver higher performance and are more aligned with organizational expectations.

Highly committed employees are often recognized for their exceptional performance, enhanced productivity, and strong desire to remain within the organization. Moreover, employees who perceive their organization as responsive to their needs are less likely to leave or be frequently absent.

The following points further highlight the importance of organizational commitment:

- It is a key indicator of institutional effectiveness.
- It contributes to organizational stability and increased performance rates.
- The greater the alignment between individual and organizational values and objectives, the higher the employee morale (Barqouq, 2014, pp. 15–37).
- It serves as a major predictor of various behavioral outcomes, particularly employee turnover. Individuals with a strong sense of organizational attachment are more likely to stay longer and work harder to achieve institutional goals (Hamadat, 2006, p. 67).
- It fosters job satisfaction among employees (Al-Omayan, 2005).
- It helps reduce conflicts between management and employees (Hareem, 1997, p. 30).

- It supports the retention of skilled and specialized personnel, especially those in high-demand roles.
- It promotes creative behavior among employees, driven by a desire to contribute to the advancement of the organization to which they belong (Al-Ayashi, 2019, p. 28).

3.1.3 Characteristics of Organizational Commitment

According to (Hamadat, 2006, p. 68), organizational commitment is characterized by several key features:

It can be conceptualized as a psychological state that reflects the individual's emotional and cognitive attachment to the organization they work for.

- Organizational commitment plays a crucial role in shaping an employee's decision to either remain with or leave the organization.
- Individuals with strong organizational commitment are distinguished by their acceptance of the organization's goals and values, viewing them as part of their own identity, and by their willingness to invest effort in achieving those goals.
- They exhibit a deep belief in the organization's core values and objectives.
- These individuals tend to go above and beyond in contributing to organizational success, demonstrating sustained involvement in its activities.
- They are more likely to evaluate the organization positively and show appreciation for what it offers.
- Their commitment is often long-term and deeply rooted, which is reflected in their behavior and performance.
- They express strong loyalty and dedication to the organization and work collaboratively with others to support its continued success.

3.1.4 Dimensions of Organizational Commitment

Researchers in the field of organizational behavior commonly distinguish between three primary types of commitment that employees may exhibit within social institutions. These dimensions are as follows:

A. Continuance Commitment

According to Greenberg and Baron (2009), continuance commitment refers to an individual's strong desire to remain with an organization due to the perceived costs associated with leaving it. The longer an employee has been with an organization, the more they feel they have invested—whether in terms of retirement benefits, professional relationships, or accumulated experience—and thus the more reluctant they become to give up those gains. Employees who are highly aware of these potential losses tend to show a high level of continuance commitment (Qaisi, 2019, p. 113).

B. Affective Commitment

Affective commitment reflects the employee's emotional attachment to, identification with, and involvement in the organization. When an employee is affectively committed, they genuinely want to remain part of the organization because of the sense of belonging and loyalty they feel. Such individuals are typically motivated by personal alignment with the organization's goals and values and by a heartfelt connection that fosters continued engagement. Affective commitment, therefore, captures the individual's intrinsic desire to contribute positively to the organization due to mutual values and emotional bonds (Al-Maghrabi, 2007, p. 339).

C. Normative Commitment

Normative commitment refers to a sense of moral obligation an individual feels toward remaining with the organization. This type of commitment is often strengthened when employees perceive that the organization supports and values them, encourages positive participation, and allows them to contribute not only to operational processes but also to strategic planning and decision-making. Normative commitment is characterized by ethical responsibility and is typically found among conscientious employees who are guided by a strong sense of duty and the broader public interest (Achouri, 2017, p. 69).

3.2 Job Burnout

3.2.1 Definition of Job Burnout

One of the most widely accepted and frequently cited definitions of job burnout is that proposed by Maslach and Jackson, who described it as “a feeling of emotional exhaustion, depersonalization, and reduced personal accomplishment”.

In a similar vein, Federbici (1993) defined burnout as “a state characterized by apathy, isolation, detachment, and negativity in interpersonal relationships, resulting from psychological pressures experienced by the individual in their workplace.” (Taghreed bint Hamad Al-Haddab, 2020, p. 32).

Amr Saleh (2020) further described burnout as “a state of psychological stress stemming from the accumulation of emotional or professional burdens over the years, accompanied by feelings of ineffectiveness and lack of achievement, ultimately leading to emotional exhaustion and a desire to quit”. (Saleh, 2020, p. 132).

In essence, job burnout is a condition that affects the employee both mentally and physically. It manifests as emotional fatigue, depression, and dissatisfaction with the job, the work environment, and social relationships within the organization. The workplace is perceived as a source of fear and anxiety due to an accumulation of stressors and pressures, ultimately resulting in a loss of motivation and a decline in personal performance.

3.2.2 Factors and Causes of Job Burnout

Job burnout is the outcome of various stressors that the employee experiences within their work environment. Numerous field studies across different contexts have identified multiple causes behind this phenomenon, which can be summarized as follows:

A. Personal and Individual Factors

Most studies agree that employees who are highly committed and dedicated to their work are often more susceptible to burnout, as they are frequently subjected to intense work-related pressures (Abu Masoud, 2010, p. 25).

Additionally, individual personality differences play a significant role in determining vulnerability to stress. Individuals who are less capable of coping and adapting to stressors are more likely to experience the negative effects of stress (Batcho, 2016, p. 33).

B. Professional-Related Factors

The nature of the profession and its demands are among the most influential dimensions affecting an employee's sense of belonging and commitment. The work environment and its related conditions significantly contribute to either increasing or alleviating job-related stress. If employees feel that their job fails to meet their basic personal needs, dissatisfaction grows, eventually culminating in burnout (Abu Masoud, 2010, p. 28).

C. Social Dimension Factors

Increased pressure is often observed in institutions, especially those providing services to the public. These institutions carry the burden of societal demands, which increases the workload on employees, particularly in public service sectors and among professionals delivering direct support to communities (Kribaa, 2010, p. 75).

D. Values and Beliefs Factors

Burnout can also result from a conflict of values between the employee and the organization. When an employee's personal beliefs and values clash with those of the institution, a value conflict arises. This conflict tends to worsen in the absence of mutual commitment and alignment between both parties.

3.2.3 Causes of Job Burnout

Based on the previously discussed factors, the following are the primary causes of job burnout:

- Lack of workplace relationships: The absence of interpersonal relationships in an employee's life, whether with colleagues or supervisors, and the resulting feeling of isolation, is a significant contributor to burnout (Telali, 2017, p. 55).
- Work-related stress: Burnout can result from the pressures that stem from the interaction between the individual and their work environment. These pressures often lead to negative emotional states such as anxiety and tension.
- Lack of positive reinforcement: When employees receive neither material nor moral appreciation for their efforts—especially if those efforts involve overtime or creative contributions—this lack of recognition becomes a strong predictor of burnout.
- Inequity and injustice: The absence of fairness in the workplace often leads to employees being assigned responsibilities that exceed their capabilities. When they fail to fulfill these duties, they are held accountable, even though their shortcomings may be due to limited abilities or poor organizational resources and tools (Al-Talla', 2015).
- Inability to release daily life stress: Suppressed stress accumulates over time and can manifest in physical health issues, particularly affecting internal organs.
- Personality type: For example, individuals with a Type A personality—characterized by competitiveness, aggression, ambition, disorganization, and a constant sense of time urgency—are more prone to intense emotional reactions and psychosomatic disorders, particularly cardiovascular issues. In contrast, those with a Type B personality are less exposed to such disorders due to their more relaxed, organized, and balanced approach to life (Abdullah, 2001, p. 70).
- Occupational and social factors: Certain professions inherently involve chronic stress and pressure, making individuals in these roles more vulnerable to psychosomatic illnesses.
- Social role dysfunction: This refers to reduced ability in social interaction and poor social skills, including difficulties in forming balanced relationships and friendships. It often results in a lack of motivation to work, low productivity, and an inability to bear individual and social responsibilities.

Studies suggest that the main causes of social role dysfunction include high levels of anxiety, depression, feelings of helplessness, and perceived failure in stressful life situations (Al-Khatib, 2001, p. 54).

In summary, a lack of social interaction, excessive workload, increased administrative responsibilities, insufficient motivation and material or moral support, work monotony, strict supervision, poor psychological resilience to stress, and the absence of fairness and equity are all key indicators signaling the onset of job burnout.

3.2.4 Outcomes and Effects of Job Burnout

The ongoing interaction of job burnout symptoms—physical, psychological, cognitive, and behavioral—over a prolonged period inevitably has a detrimental impact on an individual's health, professional life, and family stability. These consequences can be summarized as follows:

A. Individual-Level Effects and Outcomes

- Increased susceptibility to mental and psychological disorders, such as nervous breakdowns, obsessive-compulsive disorder, or chronic depression, as a result of persistent negative emotions like frustration, anger, and feelings of worthlessness.
- Higher exposure to physical ailments, including chronic headaches and digestive issues.
- Difficulty in relaxing and sleeping, which can escalate into insomnia, often driven by excessive reliance on medication and tranquilizers.
- Increased risk of heart attacks, due to prolonged high blood pressure and its related cardiovascular complications.
- Severe deterioration of social and family relationships, caused by withdrawal and isolation from family and friends.
- Rise in family problems, such as divorce, domestic violence, and family disintegration, stemming from emotional detachment and a lack of human connection in daily interactions.
- Transmission of anxiety and hopelessness to family members, resulting from constant complaining and venting about work issues even outside the workplace.

B. Organizational-Level Effects and Outcomes

- Loss of creativity, innovation, and initiative, as employees no longer feel motivated to engage proactively.
- Decline in productivity, due to decreased work pace and performance, primarily driven by reduced motivation and enthusiasm.
- Escalation of workplace tension, conflict, and disputes among colleagues, triggered by intensified emotional responses such as anger and resentment, along with diminishing morale and tolerance.
- Avoidance of participating in work-related initiatives or even discussing job matters with colleagues.
- Increased employee turnover and early retirement, resulting from a persistent sense of inefficacy and dissatisfaction with personal accomplishments.
- Rising institutional losses, due to frequent tardiness, early departures, absenteeism, and resignations.
- Higher healthcare and insurance expenses, driven by the growing number of health-related issues among employees.
- Increased operational costs, as a result of professional errors caused by mental distraction and diminished concentration (Chehri, 2022, p. 76).

3.2.5 Dimensions of Psychological Burnout

Maslach and Jackson (1981) conceptualized psychological burnout as consisting of three core dimensions:

A. Emotional Exhaustion

This refers to the increased feelings of emotional fatigue and depletion experienced by workers suffering from burnout.

B. Depersonalization (Deshumanization)

This dimension indicates the emergence of negative and detached attitudes toward service recipients or clients, whereby workers begin to emotionally withdraw from those they serve.

C. Reduced Personal Accomplishment

This is reflected in employees' tendency to evaluate themselves negatively, accompanied by a sense of ineffectiveness and failure in achieving professional goals or meeting expectations (Shehab, 2001, p. 36).

3.2.6 Strategies for Maintaining Mental Health and Preventing Occupational Psychological Disorders

Workers' mental health is of great importance both economically and humanistically. Expenditures on employees' healthcare, social welfare, and recreation should not be seen merely as services, but rather as long-term investments—indeed, among the most valuable ones. The better the workers' physical and mental health, the greater their productivity, both in quality and quantity. Moreover, occupational illnesses often leave devastating effects on the affected individual, their family, and the institution employing them (Abu Al-Amreen, 2008, p. 76). To promote and preserve mental well-being in the workplace, the following strategies are recommended:

- Assigning the right person to the right position helps avoid psychological maladjustment and related disorders.
- Providing a sufficient income ensures that workers can meet their living needs and fosters a sense of belonging and commitment to the job.
- Encouraging interpersonal relationships within and between workgroups enhances overall productivity and contributes to better mental health.
- Creating a positive work environment—clean, well-lit, properly ventilated, and comfortably heated—has a direct effect on employees' psychological well-being.
- Maintaining manageable work units allows employees to clearly understand their roles and responsibilities.
- Adopting a decentralized management approach by involving workers in decision-making processes can increase their engagement and motivation.
- Ensuring proper housing and medical care through contributions to social services, health benefits, and sick leave allowances significantly boosts workers' mental security.
- Fostering worker welfare helps prevent psychological distress and frustration, which in turn enhances production quality and efficiency (Abu Al-Amreen, 2008, p. 82).

4. The Applied Aspect of The Study

4.1 Research Methodology

This study falls within the scope of correlational research, as it examines the relationship between two variables: organizational commitment and psychological well-being. Accordingly, the researcher adopted the descriptive correlational method, which is defined as a set of research procedures aimed at describing a phenomenon through the collection, classification, processing, and thorough analysis of data in order to draw meaningful inferences and reach conclusions and generalizations about the phenomenon or topic under investigation (Al-Rashidi, 2000, p. 59).

4.1.1 Study Sample

The study was conducted at the Bashir Ben Nasser Hospital, where participants were selected using a convenience sampling method. A total of 50 questionnaires covering the two study scales were distributed, of which 40 were returned and deemed valid for analysis. This constituted the final sample of the study.

4.1.2 Research Instruments

In line with the study's two main variables, the researcher relied on the following two standardized scales:

A. Organizational Commitment Scale

Developed by Meyer, Allen, and Smith, this scale consists of 18 items measuring three dimensions of commitment:

- Affective Commitment
- Continuance Commitment
- Normative Commitment

Each dimension is assessed through 6 items, and responses are recorded on a five-point Likert scale, ranging from 1 to 5 (Dalili, 2020, p. 744).

B. Maslach Burnout Inventory (MBI)

Originally developed by Christina Maslach in 1981, the inventory in its original form comprises 22 items addressing the individual's emotional response toward their profession. It covers three dimensions:

- Emotional Exhaustion: 9 items
- Depersonalization: 5 items
- Reduced Personal Accomplishment: 8 items

Responses are measured using a seven-point scale, ranging from 0 to 6 (Nebbar, 2018, p. 528).

4.1.3 Field Study Results

A. Presentation of The Study Results on The Levels of Organizational Commitment and Job Burnout Among Nurses

a. Results Related to Organizational Commitment

The table below presents the levels of organizational commitment and its dimensions among the nurses:

Table 1. Mean and Standard Deviation of Organizational Commitment and Its Dimensions among Nurses.

Dimension	Normative Commitment	Affective Commitment	Continuance Commitment	Overall Organizational Commitment
Mean	23.72	22.57	32.00	70.00
Standard Deviation	3.72	4.38	3.47	7.05
Level	High	Moderate	High	High

Source: Developed by the researcher.

As shown in the table, the mean score for normative commitment was 23.72, with a standard deviation of 3.72, indicating a high level.

The mean score for affective commitment was 22.57, with a standard deviation of 4.38, indicating a moderate level.

The mean score for continuance commitment was 32.00, with a standard deviation of 3.47, indicating a high level.

The overall organizational commitment had a mean score of 70.00 and a standard deviation of 7.05, indicating a high level of organizational commitment among nurses.

b. Results Related to Job Burnout

The table below presents the level of job burnout among nurses:

Table 2. Mean and Standard Deviation of Job Burnout among Nurses.

Mean	Standard Deviation	Level
157.95	29.68	Moderate

Source: Developed by the researcher.

The table indicates that the mean score of job burnout among nurses was 157.95, with a standard deviation of 29.68, which reflects a moderate level of burnout.

c. Presentation of Results Related to the Correlation Between Job Burnout and Professional Commitment

The following table presents the correlation values:

Table 3. Pearson Correlation Coefficients Between Job Burnout and Dimensions of Professional Commitment.

	Normative Commitment	Affective Commitment	Continuance Commitment	Overall Professional Commitment
Pearson's r	0.545**	0.794**	0.443**	0.587**
p-value	0.000	0.000	0.004	0.000
Significant at	0.01	0.01	0.01	0.01

Source: Developed by the researcher

The table shows that:

- The correlation coefficient between job burnout and normative commitment was 0.545, with a p-value of 0.000, indicating a statistically significant relationship at the 0.01 level.
- The correlation between job burnout and affective commitment was 0.794, with a p-value of 0.000, also statistically significant at the 0.01 level.

- The correlation coefficient between job burnout and continuance commitment was 0.443, with a p-value of 0.004, which is also statistically significant at the 0.01 level.
- Finally, the correlation between job burnout and overall organizational commitment was 0.587, with a p-value of 0.000, confirming statistical significance at the 0.01 level.

5. Discussion Of Results According to The Study Hypotheses

5.1 Discussion of The First Hypothesis

The level of organizational commitment among nurses working at Bachir Ben Nasser Hospital in Biskra is high.

The results revealed that the overall level of organizational commitment among the nurses was high, with a mean score of 70.10 and a standard deviation of 7.05, indicating that the nurses demonstrate strong attachment to their institution and a willingness to remain in their jobs.

Regarding the sub-dimensions of organizational commitment:

- Normative Commitment: The level was high ($M = 23.72$), reflecting a strong sense of moral obligation toward the institution.
- Continuance Commitment: Also, high ($M = 23.80$), suggesting that nurses perceive it would be difficult to leave their job, possibly due to economic or social constraints.
- Affective Commitment: The level was moderate ($M = 22.57$), which may indicate a weaker emotional attachment to the institution, despite the nurses' continued employment.

This variation between the dimensions suggests that the nurses' motivation to remain within the institution is not necessarily rooted in emotional connection, but rather in a sense of duty and practical necessity. Such a trend may be attributed to working conditions or a lack of intrinsic rewards—factors that particularly impact affective commitment.

These findings partially align with previous research, which has shown that organizational commitment tends to be higher in its normative and continuance dimensions, while the affective component remains lower, especially in high-stress environments such as public hospitals.

5.2 Discussion of the Second Hypothesis

The level of job burnout among nurses working at Bachir Ben Nasser Hospital in Biskra is moderate.

The study results indicated that the level of job burnout among nurses was moderate, with a mean score of 157.95 and a standard deviation of 29.68.

This outcome reflects a tangible degree of psychological and occupational exhaustion, though it has not yet reached a critical or high-risk level. This moderate level of burnout may be attributed to constant stressors such as overcrowding, limited resources, and staff shortages, all of which contribute to gradual fatigue.

However, certain protective factors—such as professional routine, adaptation, or internal motivation—may still be effective in mitigating the progression of burnout to severe levels.

Interestingly, the high level of organizational commitment observed among the nurses was not sufficient to reduce burnout to a low level, suggesting that other aspects of the work environment, such as workload and managerial support, require intervention.

5.3 Discussion of the Third Hypothesis

There is a statistically significant inverse relationship between organizational commitment and job burnout among nurses—i.e., the higher the organizational commitment, the lower the burnout.

Contrary to the initial hypothesis, the results showed a strong and statistically significant positive correlation between job burnout and the dimensions of organizational commitment, particularly affective commitment ($r = 0.794$, $p < 0.01$).

This finding indicates that higher levels of commitment are associated with higher levels of burnout, which may seem counterintuitive at first glance, but can be explained through several possible interpretations:

- Highly committed employees may take on heavier workloads, driven by a sense of moral duty or responsibility, making them more vulnerable to exhaustion.
- Nurses might associate their commitment to the institution with frustration stemming from inadequate support, which leads to burnout despite their loyalty.
- Organizational commitment may not always stem from job satisfaction, but rather from lack of alternatives or fear of job loss, which intensifies psychological pressure.

This positive correlation calls for a critical reassessment of the institution's reality: A high level of commitment should not always be viewed as a positive indicator—unless accompanied by organizational policies that safeguard employee mental health.

General Discussion of the Study Results:

5.4 The Final Results in Light of the Hypotheses

- The findings partially contradicted the initial hypotheses, particularly regarding the relationship between organizational commitment and job burnout.
- This indicates that professional commitment does not necessarily protect employees from burnout; on the contrary, it can become a source of pressure if not supported by a healthy work environment.
- There is an urgent need to review the organizational conditions for nurses and to provide both psychological and professional support, especially for those exhibiting high levels of commitment.
- The results also highlight the importance of distinguishing between types of commitment, as affective commitment appears more closely linked to burnout compared to normative or continuance commitment, which calls for targeted organizational interventions.

5.5 Discussion of Organizational Commitment and Its Dimensions

The study revealed that nurses at Bachir Ben Nasser Hospital in Biskra demonstrate high levels of organizational commitment, with noticeable variation across the three dimensions:

- Normative commitment was reported at a high level.
- Continuance commitment was also high.
- In contrast, affective commitment was at a moderate level.

This variation reflects the nature of the nurses' professional relationship with their institution. The elevated normative commitment suggests a strong sense of moral obligation toward the organization, potentially driven by a workplace culture that promotes discipline, system adherence, and recognition of employees' contributions—not only in execution but also in shaping institutional policies and goals. This reinforces the notion that commitment is not simply about obeying orders, but rather a deeply held conviction in the value of remaining and contributing meaningfully.

As for the high level of continuance commitment, it likely stems from the nurses' awareness of the costs associated with leaving, whether financial, psychological, or social. Factors such as accumulated experience, professional relationships, and job stability create a practical bond with the

organization, making departure a difficult and costly decision—especially given the scarcity of alternative opportunities in the public health sector.

On the other hand, the moderate affective commitment points to a lack of emotional attachment to the institution. This may be due to personal circumstances or external stressors that dampen enthusiasm and emotional connection, even as nurses continue to show strong organizational loyalty. This emotional detachment may reflect a gap between employee aspirations and the recognition or support they receive, suggesting the need for enhanced motivational strategies and emotional engagement initiatives.

5.6 Discussion of Job Burnout Levels

The study recorded a moderate level of job burnout among nurses—a result that cannot be underestimated, especially in a profession that demands significant emotional and physical effort like nursing.

Interestingly, the study did not directly attribute this level of burnout to professional or organizational factors, but rather suggested that external or social pressures (such as family circumstances or fatigue from non-work responsibilities) may be key contributors.

Nevertheless, this does not rule out the possibility that workplace pressures, even if not explicitly dominant, may interact with personal stressors to intensify burnout—especially in the context of repetitive tasks, daily routines, and staff shortages, which are common in many public healthcare institutions.

5.7 Discussion of the Relationship Between Organizational Commitment and Job Burnout

The study identified a statistically significant and strong positive correlation between job burnout and the three dimensions of organizational commitment. This means that as burnout increases, so does organizational commitment, and vice versa.

This result contradicts the third hypothesis, which predicted an inverse relationship based on the theoretical assumption that high commitment acts as a buffer against burnout. The findings challenge this assumption, suggesting the need for a deeper analysis of the nature of this relationship.

In certain cases, high levels of commitment—particularly normative or affective—may lead employees to take on burdens beyond their capacity, driven by a sense of duty or a desire not to disappoint the institution. Over time, this can lead to a gradual slide into burnout. This phenomenon is known in occupational psychology as burnout caused by over-commitment, where the very sense of loyalty becomes a psychological burden.

Meanwhile, individuals with high continuance commitment may feel unable to leave, even when experiencing exhaustion, which may worsen their mental state. This interpretation aligns with the study's findings of positive correlations between all commitment dimensions and burnout levels.

5.8 Linking the Results to the Institutional Context

The work environment at Bachir Ben Nasser Hospital—as a public institution operating in a resource-limited and high-demand setting—may create a complex reality: employees are ethically and professionally committed, but also psychologically drained. This underscores the need for immediate organizational interventions to reduce workplace pressures and achieve a healthy balance between commitment and psychological well-being.

5.9 Summary of the Discussion

- The overall level of organizational commitment among nurses is high, driven more by ethical and practical factors than by emotional attachment.

- The level of job burnout is moderate, potentially linked to overlapping personal, social, and professional stressors.
- The relationship between commitment and burnout was found to be positive, contrary to traditional theoretical expectations. This indicates that, in some cases, commitment may become an additional source of exhaustion.
- The findings highlight the importance of providing sustainable institutional support, and of motivating employees both psychologically and socially, rather than merely relying on their loyalty or discipline.

6. Recommendations

- Enhance psychological support programs in hospitals: Establish safe psychological spaces for nurses, such as counseling sessions or regular open dialogue with management. This can help alleviate burnout symptoms, especially among those with high levels of commitment who tend to overburden themselves.
- Strengthen the emotional dimension of organizational commitment: Given that emotional commitment was moderate, it is recommended to reinforce this aspect by improving the work environment, recognizing nurses' efforts, and offering opportunities for promotion and training. These measures can foster a stronger emotional sense of belonging.
- Reconsider task distribution and workload: High commitment from nurses should not be exploited in a way that leads to burnout. Tasks must be distributed fairly, respecting the balance between work and personal life.
- Involve nurses in decision-making processes: Capitalize on the high normative commitment by involving them in shaping internal policies. This promotes appreciation and belonging and helps them feel like partners in change, rather than just executors.
- Promote a culture of burnout prevention: Conduct training sessions and awareness workshops to help staff recognize the signs of burnout and how to manage them early.
- Balance commitment with organizational support: Employee loyalty should not come at the expense of mental health. Management should reciprocate commitment with real support and adequate resources.

6.1 Suggestions for Future Studies

- Explore the relationship between job burnout and job satisfaction among nurses, analyzing differences based on gender, years of experience, or department type.
- Investigate the mediating effect of psychological stress or organizational climate on the relationship between organizational commitment and job burnout.
- Compare burnout levels across different hospitals (public vs. private) to understand how institutional nature impacts this phenomenon.
- Conduct qualitative studies to understand the personal and subjective reasons why some committed nurses are more vulnerable to burnout.
- Study the impact of leadership styles (authoritarian, transformational, participative...) on the development of commitment and burnout among healthcare workers.

Conclusion:

Behavioral and emotional disturbances within organizations result in significant waste of resources and have serious consequences on both individuals and society. Therefore, it is essential to

implement radical changes within the organization and pay greater attention to the human element to achieve qualitative progress that ensures continuity and effectiveness.

One of the most important aspects of caring for the human element is paying attention to employees' mental health. The higher the level of mental health among employees, the better their performance becomes—highlighting its positive impact. Likewise, organizational commitment is one of the key pillars that organizations rely on to achieve their goals, as it is directly linked to employees' belief in and dedication to those goals.

A high level of organizational commitment results in a decrease in negative phenomena such as absenteeism, shirking duties, and turnover. On the other hand, it leads to positive outcomes like staff stability, increased motivation, improved performance, and achievement of institutional goals with efficiency.

Amid the increasing challenges faced by the healthcare sector—particularly in public hospitals—this study sheds light on two critical phenomena that directly affect employee performance and quality of life: job burnout and organizational commitment. The research was based on a field study conducted among nurses at Bashir Ben Nasser Hospital in Biskra.

Findings showed that organizational commitment among nurses was high, especially in its normative and continuance dimensions, reflecting strong ethical belonging and a desire to remain in the organization. However, affective commitment remained at a moderate level, indicating a relative emotional disconnect with the institution.

Regarding burnout, results revealed a moderate level, which is a concerning indicator that warrants attention—particularly in light of statistically significant positive correlations between burnout and all dimensions of organizational commitment. This contradicts traditional literature and highlights the complexity of the relationship between professional loyalty and psychological well-being.

These findings call for a re-evaluation of management strategies within healthcare institutions—creating a motivating work environment, focusing on the psychosocial needs of employees, and offering genuine support mechanisms to achieve a healthy balance between commitment and psychological stability.

Finally, the study opens new avenues for future research, especially regarding the psychological and organizational factors that influence this complex relationship, contributing to improving overall performance and ensuring quality care for patients.

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