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# **The Impact of Human Resources Management Practices and Leadership Style in Reducing Job Burnout**

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## **ABSTRACT**

All sectors, private and/or public, irrespective of their volume, kind of effort, and arena, provide significant determinations for accomplishing their aims, withstand their exertion, and persist in an altering world in light of the express advancements and variations where the world is currently undergoing. According to studies, human resources used by firms are viewed as the most crucial and important resource that can assist them in attaining their objectives by giving them a competitive advantage. This study sought to determine how human resources management strategies affected job burnout amongst several employee positions occupied in Jordan's state ministries.

**Keywords:** Human Resources Management Practices, Job Burnout, Joint Services Council

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## **1. INTRODUCTION**

Any public or private sector's ability to achieve its goals, stay alive, and maintain a competitive advantage depends not only on the money, materials, and technological resources at its disposal but also on its human resources, which are able to maximize the value of other resources and carry out the sector's mission. Building a human capital pool that enables organizations to adapt to the demands of the external environment is a principal chore for human resources management by means of an administrative unit and might be accomplished over the appropriate solicitation of human resources management practices. This is the most suitable method for turning human resources addicted to a substantial basis for accomplishing reasonable improvement. By eliminating anything that could impair these resources' performance or cause them to feel burned out on the job, the business is better equipped to find exceptional human resources, hire them, take good care of them, and give them the right working environment (Hijazi, Al-Zoubi, Al-Gharaibah, Alsakarneh, & Al-Hawamdeh, 2021).

Jordan gave the public sector - in general - the extreme prominence for qualifying it to work competently as well as meritoriously in order to ensure that the sector outputs are distinctive and capable of filling the gap in the local and regional labor market. Jordan was one of the first countries to recognize the value of human resources and their critical role in attaining all-encompassing and sustainable development.

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## **2. HUMAN RESOURCES MANAGEMENT PRACTICES**

Human resources management is regarded as one of the most precarious branches in the associations, as all occupations rely heavily on the effectiveness, genuineness, and eagerness of its personnel. As a result, human resource management has taken on a new level of significance because it is the central component around which the work exists. It is regarded as the element that cannot be imitated and thus provides the organization with a significant competitive advantage.

(Noermijati, Firdaus, & Taufiqurrahman, 2022) defines human resource management as "the process of acquiring, training, evaluating, and compensating employees while paying attention to occupational health and safety factors related to work." According to (Mishra & Akman, 2010), it is "the use of individuals to achieve organizational goals."

(Hager, 2020) addresses that individuals who perceive more communal provision from their bosses get more burnout signs than those who perceive less support from their bosses. The outcomes are predominantly pertinent to the sophisticated education part, and Human Resources Management and Occupational Health Management. The study shows that the human resources department, by means of a significant basis of motivation for the employment of recruits' enlargement perceptions, and must reconsider how to strengthen responsiveness of vigorous and sympathetic management as well as how to improve standing insufficiencies.

Human resource management practices, also known as human resource management purposes, are defined as a set of accomplishments and the execution of exceptional strategies established for human resource management, with the primary goal of achieving the purposes of both employees and the organization (Anwar & Abdullah, 2021). The following are some of the most key applies:

- **Work Analysis and Design:** A prearranged progression which tries to gather all work-related material in order to determine the duties and responsibilities assigned to a job, as well as identify the credentials, aids, and involvements needed to the occupation holder.
- **Human Resources Planning:** In the work of (Nkomo, 1987) the influence of human resource planning on organizational performance, statistical tests revealed no noteworthy modifications in performance between firms that use formal human resource planning and those that do not. In comparison to non-users of such systems, there was evidence of a positive change in performance following the implementation of human resource planning.
- **Hiring:** Organizations place a high value on the processes of employing, assortment, and nomination to guarantee the continued operation of the organization.
- **Training and Development:** The efforts aimed at providing workers in the organization with information and aids associated to the work they do now, as well as developing their competences for the future, as accomplished through training and improvement (Chabani, 2020).
- **Employees' Performance Evaluation:** Several recent studies have investigated the relative worth and interchangeability of various types of performance measures. (Hoch, Bommer, Dulebohn, & Wu, 2018) investigated the connections between relatively objective and subjective measures of employee performance.

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### 3. JOB BURNOUT

A specific form of stress condition called burnout is characterized by emotional tiredness, depersonalization, and a decline in self-actualization. Little research has been done to determine whether burnout can be generalized to industry, despite the fact that it has been found to be potentially highly expensive in helping professions like nursing, teaching, and social work. (Cordes & Dougherty, 1993) reviews the literature on burnout and provides a conceptual framework to help readers better understand the condition. Propositions are made to clarify the dynamics of burnout, including the determinants of and interrelationships between the three burnout components. A paper by (Maslach & Jackson, 1981) specified the presence of three job burnout scopes which are:

- **Emotional Exhaustion:** It is the worker's loss of self-confidence and morale, as well as the exhaustion of his total energy, with the resulting frustration and psychological tension, where the worker has a general feeling of extreme fatigue as a result of the workloads and responsibilities placed upon him.
- **Depersonalization:** By adopting negative attitudes toward those who receive services and failing to care for them, as well as treating others as inanimate objects rather than human beings, where cruelty, brutality, indifference, frequent criticism and accusation of others, and criticism of human values and feelings appear.
- **Lack of Personal Accomplishment:** Individuals tend to judge themselves negatively and experience a drop in their performance efficiency and effectiveness, as well as in their relationships with others.

There are numerous causes of job burnout caused by three dimensions. (Hijazi et al., 2021) named them as follows:

- **The Individual Dimension:** Numerous studies have confirmed that the employee who is most attached to and dedicated to his work is the most vulnerable to job burnout (Fiabane, Giorgi, Sguazzin, & Argentero, 2013). This is due to his inability to achieve his goals and complete the work to the extent and level he desires as a result of the pressures placed on him.
- **The Social Dimension:** Employees whose jobs require direct contact with customers are more likely to feel burned out as a result of the pressures they face and their constant attempts to satisfy customers (Vogus, Gallan, Rathert, El-Manstrly, & Strong, 2020).
- **The Professional Dimension:** These are the factors relating to the workplace's composition and conditions that affect how much pressure an employee experiences at work. This has an adverse effect on the employee's capacity to fulfill his objectives and contributes to his feeling of burnout. (Boone, Field, Karpoff, & Raheja, 2007).

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### 4. RESEARCH IMPORTANCE

The interest of human resources management practices and leadership style in reducing job burnout was materialized by establishing the Ministry of Municipal Affairs which was established on the 13th February 1965 under the name of the Interior Ministry of Municipal Rural and Environmental Affairs. The name changed in 1980 and became the Ministry of Municipal Rural and Environmental Affairs. In 2002, the name changed and became The Ministry of Municipal Affairs ("Ministry of Local Administration," 2021).

The Ministry is in charge of managing all activities related to municipal councils' local administrative concerns regarding service delivery and all regulatory concerns, as well as the execution of local development projects and the coordination of these councils' plans to be in line with developmental concerns across the Kingdom. ("Ministry of Local Administration,").

Many improvements and fruitful schemes have been employed in different municipalities such as:

- The collaboration with the private sector (productive branches) in many municipalities worked to provide employment opportunities for local residents in such regions in 17 productive branches.
- Currently, the ministry is working with the Ministry of Labor to establish productive branches in other regions, and they have been given 25 sites to set up new productive branches.
- In 2017, the Infrastructure Projects Program for Regions approved funding for a productive kitchen in the municipality of Great Ajloun.
- Financing the paper and cartons factory in Al Mafraq Municipalities in 2017 through the Infrastructure projects for regions program.
- The Municipality of Mu'ath Bin Jabal in cooperation with the Joint Services Council, seeks to reduce job burnout by holding workshops in cooperation with civil society and giving leadership to competent people.
- The Municipality of Mu'ath Bin Jabal in cooperation with the Joint Services Council prepared the studies to install cameras to supervise traffic jams and faulty stopping, cleaning issues inside the municipality border.

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## 5. CONCLUSION AND FUTURE WORKS

This study serves as an example of how leadership style and human resources management procedures can reduce job burnout. According to the study's findings, if various industries wish to raise the caliber of human resources department procedures, they must pay attention to how they go about performing their duties, particularly those involving associate members, as doing so will provide them a competitive advantage. Additionally, in order to maintain a competitive advantage, ministries, particularly the Ministry of Local Administration, must pay close attention to employee burnout and make a concerted effort to address all of its root causes.

Based on the preceding ideas, it is concluded that there is a striking similarity between the public and private sectors in this study subject. This may encourage researchers to conduct additional research on this topic in Jordanian ministries as well as the Joint Services Council in order to reveal the reasons for the similarity despite differences in the way and style of administration in these sectors in general, and it may also encourage researchers to study other topics related to this subject in order to better understand these sectors' environments, whether public or private, and to further develop these sectors.

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