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# THE ROLE OF HUMAN RESOURCE QUALITY IN LIMITING EMOTIONAL EXHAUSTION -A FIELD STUDY IN A SAMPLE OF HEALTH ORGANIZATIONS SALAH AL-DIN GOVERNMENT

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## Abstract

**Most important objectives:** The main objective of the current study is to determine the role of the quality of human resources in reducing emotional exhaustion through the role of job engagement for a sample of workers in a group of health organizations in Salah Al-Din Governorate, which are (Tikrit Teaching Hospital, Saladin General Hospital, to join the medical, Beji General, Samarra General).

**Study method and sample:** This study relied on the method of the field study in a number of health organizations in Salah Al-Din Governorate, while the study sample amounted to (263) respondents in the health organizations surveyed out of the study population of (833), while the valid forms for statistical analysis were (251) forms.

## The most important conclusions of the study are:

**First:** There is a correlation and a significant (positive) impact between the quality of human resources in terms of their dimensions and the functional link in the health organizations studied.

**Second:** There is an (inverse) correlation and impact between the quality of human resources and emotional attrition, functional engagement and emotional attrition in the health organizations under study.

**Keywords:** Human quality, Job relatedness, Cognitive feeling, Health organizations in Salah Al-Din Governorate.

## Introduction

Workers in contemporary organizations confront many challenges and obstacles, some related to the external environment and others to the internal environment. The phenomena that result from them adopt their ability to achieve harmony and compatibility between the psychological and professional aspects, resulting in emotional exhaustion. Emotional exhaustion is one of the important subjects, especially recently, because it has significant

negative effects on the individual level and the level of the organization as a whole. Therefore, organizations must reflect this topic and provide solutions and proposals to reduce and eliminate it as much as possible to achieve their desired goals and gain a competitive advantage over other organizations. As a result of technological development and the increase in the power of competition between organizations, whether at the local or global level, the concept of quality has become one of the important concepts in all aspects of the life of organizations, especially the quality of human resources because this resource is the reason for the existence of organizations and the most important reason for their success. Thus, the organization must follow a correct strategy to achieve this quality and respond quickly to the needs and desires of customers. From the above, the aim of this investigation is embodied in delving into the philosophical and intellectual debate of the study variables in its theoretical aspect, and as for the practical aspect, it is to answer the questions of the basic problem represented by the class of the character of human supplies quality in reducing emotional exhaustion at the level of health organizations in the Iraqi environment in general and Salah al-Din Governorate in particular.

### **The first aspect**

#### **Methodological framework**

##### **First: Research problem**

Human resources quality is one of those important topics to decrease the depletion of minds with skills and experiences possessed by organizations, which often leads to the collapse of the working individual and his inability to perform his tasks in an ideal manner, and then the defect and deficiency in providing the services provided by organizations.

The controversy raised by this study falls within a realistic issue hurt by Iraqi organizations in general and health organizations in particular, as the depletion of human resources with capabilities and skills has increased repeatedly. The subject has attracted attention over periods, which made it difficult for these organizations to achieve their goals, and then negatively reflected on the functional structure of work, which forced health organizations to do their utmost to combine rational behavior and emotional behavior and take measures and actions to instill a sense of harmony and unity among workers for the vision and mission of the organization and successfully transform their efforts into the principle of commitment, and based on the above, the research problem can be framed with the following research questions:

1. Does the management of the health organizations in the study model know the nature of the study variables (quality of human resources and of workers)?
2. Does the administration of health organizations perceive the phenomenon of emotional exhaustion?
3. What is the nature of the superiority of human resources prevailing in the health organizations of the study sample?
4. What is the relationship and influence between the quality of human resources and emotional exhaustion in the organization under study?

### Second: The significance of the research

The significance of the study stays in revealing the character of human resources quality in reducing emotional exhaustion in health organizations in Salah al-Din, and by reviewing many previous research and studies connected to these unknowns, it was located that the association among each of the unknowns was not adopted, to the best of the researcher's knowledge, which denotes concerning underpinning subjects connected to the analysis, and its significance also originates from the importance of the arena of function in unique of the central subdivisions in the Iraqi situation.

### Third: Research objectives

1. Develop a diagnostic framework for the quality of human supplies in the field of health organizations of the study sample and the related capabilities that enhance the functional and professional position of workers.
2. Presenting ways to focus on the quality of human resources and its character in reducing emotional exhaustion among workers in health organizations.
3. Diagnosing the nature of the relationship and impact between the quality of human resources and emotional collapse in the organization under study.

### Fourth: The hypothetical plan for the research

Based on prior research and studies, a combined classical was considered that expresses a plan that reveals the relationships of association and affect amongst the dimensions of human incomes quality and the scopes of emotional exhaustion, as shown below:

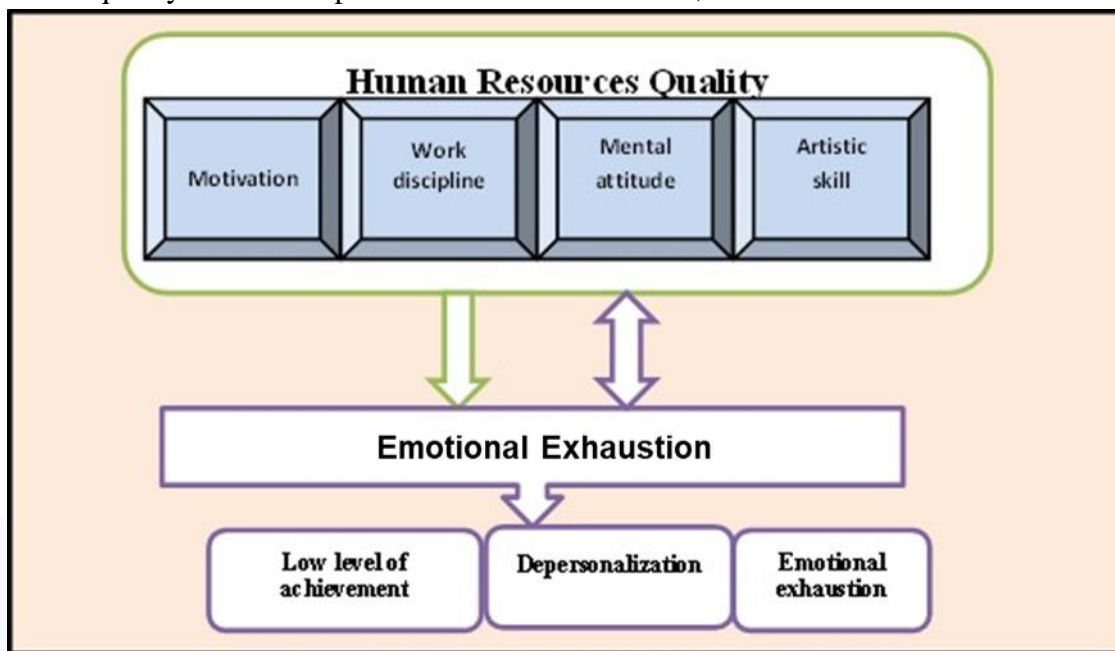


Figure 1. Hypothetical research plan.

Source: Organized by the researcher.

### **Fifth: Research hypotheses**

In concern of the investigation identification and its theoretical strategy, the study is depended on a set of assumptions that exemplify the targets to be determined, which can be explained as follows:

- The first central assumption: There is a significant and inverse association between the quality of human resources in terms of its dimensions at the overall level and the level of sub-dimensions and reducing emotional exhaustion in the health organizations under study
- The second central assumption: There is a substantial influence of the quality of individual incomes in conditions of its scopes at the overall level and at the level of sub-dimensions in reducing emotional exhaustion in the health organizations under study.

### **Seventh: Testing the reliability of the questionnaire**

It denotes to the capability of the survey to determine what it was intended for. This is one of the upmost crucial requirements that must be encountered in constructing scales. The harm of this requirement involves that the hierarchy is unfounded, and its outcomes cannot be relied upon. With its approved scales, the research questionnaire was subjected to validity and reliability tests after its distribution (reliability measurement). This test is measured using Cronbach's alpha, one of the upmost statistical approaches utilized in this area. The Cronbach's alpha value was calculated and reached (87.7%), which is a very good percentage for the research, indicating the questionnaire's reliability.

## **The second section**

### **The hypothetical agenda of the study**

#### **First: Human resources quality**

##### **1. The concept and definition of human resources quality**

The thought of human resources quality has attracted the attention of a large number of researchers in contemporary literature, especially in the administrative aspect, who agreed on the necessity of providing high-quality human resources in order to provide the best service to the customer (Kamila & Klimecka-Tatar, 2018), and here it is emphasized that quality is matching standards with the achieved results, while human resources combine the ability to think and the physical condition that a person enjoys, and based on the above on the one hand, and in the opinion of (Sastra, et.al., 2019), the term human resources quality refers to the distinguished elite of human resources (employees) who have the strength and ability to acquire new skills and knowledge and transfer advanced technology, and thus their ability to work with high efficiency, the higher the quality of the work team, the more the desired goals are achieved, and this is done through education and training, as (Yasa & Astuti, 2018) indicate that this resource should be subject to a set of laws and schemes in order to make this function productive and achieve goals, as well as to have a balance between the needs of the organization and the demands of the human resource, and this term has been defined by many researchers, including the following:

A- The level of education, experience, skill, and information that must be available in the human resource to accomplish certain tasks and achieve the organization's goals (Samiruddin & Husain, 2016).

B- They are people who master contemporary scientific and technological knowledge, have creative thinking, organization, and discipline, and contribute to defending the organization effectively (Hiep, 2021).

C- A set of characteristics that differentiate the human resource, the most important of which are (mental energy, intellectual ability, a source of information and suggestions, innovations, and latent knowledge through which strategic goals can be achieved (Setyadi et al., 2017)).

Therefore, the researcher believes that the thought of human resources quality is (a set of characteristics that an individual should possess, the most important of which are (technical skill, motivation to work, mental attitude, and work discipline) in order to accomplish work, overcome difficulties, and achieve the best results, and then reach superior performance.

### **1. Dimensions of Human Resources Quality**

In order to provide an idea about the dimensions of human supplies quality by adopting the model (Sitohang, 2009), we will present it in some detail as follows:

#### **First dimension: Technical skill**

Technical skills can be defined as a set of cognitive and presentation activities possessed by working individuals, which appear through their work performance and can be developed through training and qualification to implement these skills and apply them in their performance (Green, 2011)

While (Steinhard, 2022) defined it as a set of innovative and broad processes and methodologies in the context of applying different tasks and activities based on their interests, competencies, and capabilities in all fields and professions that individuals need that would facilitate the performance of work duties well and generate the desired results.

In light of the above, technical skill is the knowledge and competence in actions that involve methods, processes, and procedures. Therefore, it involves functioning with tools, as having the skills to deal with situations is particularly useful because it expands the range of possible solutions by adding a creative mindset that may see the problem from different angles that other parties involved cannot easily comprehend.

#### **The second dimension: Mental (mental) attitude**

The mental attitude of the employee within the organization is very vital because it is one of the factors of the organization's success. The attitude is illustrated through the personal admiration or hatred of the working individual towards his work, as it is a form of intellectual (mental) activity directed towards a specific goal. As a product of this activity, things are determined if they are (happy, unhappy, accepting, or rejecting others, so it can be said that the mental attitude is part of the feelings of the working individual towards his work (Kliwon, 2003). Mental attitude was described by (Sitohang, 2009) as a person's readiness to act in a certain way towards certain things in the organization and is motivated from within and outside. Job satisfaction significantly impacts attitudes such as loneliness and admiration that affect the decision-making process of the working individual. Ultimately, the concept of mental attitude can be described as the ability of the working individual to do certain things and determine a set of goals that he seeks to achieve without others. Thus, the mental attitude



has an important and main role for the working individual and the organization. The more a positive mental attitude is produced for the working individual (happiness, acceptance, victory, competition), the more this is reflected in his performance, which helps the organization to cohesion and achieve its current and future goals, and vice versa, when a negative mental attitude is generated (anger, hatred, rejection), it affects the employee's evaluations and the job he occupies.

### **The third dimension is the work discipline**

It is the individual's awareness and readiness to comply with all applicable principals and rules. Moreover, work discipline characterizes the mental and psychological state that directs behavior, and obedience is an instinctive matter in the soul and is based on respect and loyalty to the legal authority in the organization and arises through proper upbringing, and then it can be refined through training, development and the acquisition of good habits and noble qualities (Mangkunegara & Octorend, 2015).

The study ((Hasibuan, 2010; indicated that work regulation is the firmness in organizing matters in all parts of the organization, whether it is a profession, time, behavior, or method of dealing at all administrative levels, and thus it represents a complete organizational effort to implement the rules and regulations that must be adhered to by all employees).

The researcher defines work discipline as an administrative practice by senior management to impose organization and commitment within the organization through a set of regulations and laws that the working individual must adhere to and not exceed.

### **The fourth dimension is work motivation**

The topic of work motivation has been conversed. Still, many investigations and literature are interested in creating a suitable work environment for completing work in the best possible way by working with individuals and achieving the organization's goals (Panele, 2004). The first to talk about motivations were Mier (1972) and McCloskey (1974), as they were interested in expecting the insistence of workers to complete their work and remain in it, and then came (Hackman & Oldham, 1975), and many theories were issued that all people have needs and these needs can be met by motivations (Steers et al., 2004). Motivations are essential to the accomplishment of organizations and a basic factor in organizational psychology, as they identify the roots of the social and practical conditions of the individual. Through them, organizations can enhance their performance and achieve their goals (Mamun, 2020).

## **Second: Emotional Exhaustion**

### **1. Concept and definition of Emotional Exhaustion**

is one of the first concepts of depletion commonly discussed. This model emerged from the Maslach model in 1981 for psychological burnout, which goes back to (Maslach), a social psychologist and professor at the University of Berkeley- California, in which he states the levels of stress among individuals (Bhumika, 2020).

Many studies, including the study (Edmondson, 2008), have confirmed the necessity of studying the thought of and identifying its effects on organizations and reducing them

because it is one of the negative results and declines in employee performance. Then, it can develop a phenomenon in the organization and reach employees on the front lines at all administrative levels.

In the same context, it can be said that the phenomenon of is one of the critical issues in shaping organizational, social, and psychological behavior in organizations and is one of the fixed phenomena in the workplace within modern organizations (Ladebo & Awotunde, 2007). In light of the careful reading of the subject, the researcher came up with a thought of emotional exhaustion, which is a state of emotional and mental reactions resulting from continuous stress and exposure to pressure during work and the feeling of exhaustion of the individual's resources, which leads to increased dissipation of personality and depletion (psychological burnout).

## **2. Dimensions of emotional exhaustion**

### **The first dimension of emotional exhaustion**

Emotional exhaustion refers to the condition in which the working individual feels that he can no longer give more of himself on the emotional level, thus affecting his job (Marrau, 2004).

In the same context, (Goldberg and Grandey, 2007) authorized that emotional exhaustion is the depletion/depletion of emotional resources and the fatigue resulting from excessive job demands that he cannot control or accomplish.

Organizations and senior management should succeed employees' emotions because they are a basic dimension to achieving the employee's well-being and reducing their emotional exhaustion, especially those working in the health sector. After all, emotions are a basic component in dealing with patients and thus affect their effectiveness in their jobs (Koksal & Mert, 2023).

### **The second dimension is depersonalization.**

Depersonalization, or what is called the loss of the human division in dealing with can be defined through what writers and researchers have discussed, including what was mentioned by (Maslach & Jackson, 1984) that employees respond to the needs of customers who receive service or care weakly, non-existent, or harshly.

It was also defined as a group of negative, sarcastic, independent, and passive attitudes and feelings of employees towards others (Çukur, 2019).

From another perspective, depersonalization has been associated to the dehumanized and impersonal view of others with whom they deal, whether inside or outside the organization (Libano et al., 2022).

### **The third dimension is feeling a low level of personal achievement**

This aspect is characterized by the working individual evaluating himself negatively and feeling a failure and tends to feel a low level of performance at work (Al-Maamari and Al-Shamli, 2021).

This feeling is designed through frustrating or discouraging work results from difficult and recurring situations. Although the working individual tries to resist the situation, it does not

achieve the preferred result. Then, the individual begins to doubt his true abilities and then gives up, expressing this by feeling a lack of achievement or what is called a low level of private achievement (Youssef & Mahdi, 2013).

One of the aims for reaching this feeling in the working individual is the worker's feeling of losing personal commitment in work relationships (Ghanem et al., 2023).

The feeling of low level of achievement also increases when the cases in which the working individual stops to provide the best results or reach positive or convincing results are repeated, which in turn leads to the emergence of symptoms of depression and stress, in which the individual believes that his efforts will not be effective, and then abandons attempts and increases his emotional exhaustion (Tras, 2019).

#### **The fourth dimension is work pressure.**

Stress may activate in working individuals when they feel frustrated, complain a lot, criticize each other, and do not adhere to rules or procedures. Moreover, this appears in their conduct within the work environment, and then the individual cannot reach his planned goals or accomplish the tasks assigned to him (CAROL, 2005).

In order to release pressure and contain problems, it is necessary for working individuals, especially health professionals who feel high responsibilities and pressures resulting from working long hours, to have some behaviors and characteristics such as calmness and focus at work, in addition to skill and experience in order to build a successful professional relationship and stay away from emotional behavior, anxiety, and tension, which in turn hinders the progress of the professional process and causes problems, greater effort and more work pressure (Qawasmeh, 2022). Work pressures diverge from one profession to another. However, the medical profession is at the top of the list in terms of pressures, as an analysis (Simonton, 2009) confirmed that the medical profession is the greatest responsibility for the lives of individuals, and their lives are charged with tension and excitement, especially emergency incidents that require immediate and accurate intervention or periodic follow-up, which makes doctors face death daily, and then the doctor is faced with his success or failure in performing his responsibilities, which are of course not easy in form or content, and then he says that "practicing the medical profession can limit the health of those who perform it."

#### **The third aspect**

##### **Description and diagnosis of study unknowns and examining its assumptions**

##### **First: Explanation and analysis of study scopes and unknowns**

This aspect is related with determining the description of the thoughts and positions stated by the people regarding the central unknowns of the study, among the scopes that make up these unknowns, as follows:



1. Explanation and analysis of the scopes of human resources superiority.

**Table 1. Arithmetic means and standard deviations of the scopes of human resources quality**

Indicator	Questions	Arithmetic mean	Standard deviation	Importance %
<b>Arithmetic means and standard deviations of the technical skill dimension</b>				
X1	I maintain my professional reputation by performing my work duties with sincerity.	4.81	0.42	96.2
X2	I have the authority to effectively assume responsibility.	4.28	0.74	85.6
X3	My colleagues and I feel that we have a shared responsibility with the hospital management in providing services to patients.	4.29	0.86	85.8
X4	I have the skill to assume my role and responsibility towards others.	4.50	0.63	90.0
X5	I have high confidence in making and implementing many decisions in my field of work.	4.46	0.80	89.2
<b>Average</b>		<b>4.47</b>	<b>0.47</b>	<b>0.894</b>
<b>Arithmetic means and standard deviations of the mental attitude dimension</b>				
X6	I make sure that my thinking at work is creative and innovative.	4.57	0.62	91.4
X7	I make sure that I am more enthusiastic and persistent when doing the work and duties assigned to me.	4.45	0.70	89.0
X8	I work to achieve high performance results and thrive at work.	4.46	0.69	89.2
X9	I feel good because my work matches my skills.	4.41	0.81	88.2
X10	My work gives me a sense of meaning.	4.38	0.79	87.6
<b>Average</b>		<b>4.46</b>	<b>0.51</b>	<b>89.2</b>
<b>Arithmetic means and standard deviations of the work discipline dimension</b>				
X11	I and most of my colleagues at the hospital perform all work with high professionalism.	4.42	0.73	488.
X12	I am keen to adhere to all orders of the hospital administration such as adherence to (laws, regulations, and instructions in force).	4.49	0.63	89.8
X13	I adhere to work hours and do not leave work except with official permission.	4.36	0.80	087.
X14	Discipline in the workplace creates safety and order among hospital workers.	4.50	0.68	090.
X15	I exercise my powers and decisions within what the law authorizes me to do.	4.47	0.74	89.4
<b>Average</b>		<b>4.45</b>	<b>0.47</b>	<b>0.89</b>
<b>Arithmetic means and standard deviations of the work motivation dimension</b>				
X16	The hospital management seeks to spread the spirit of cooperation between it and the workers.	4.02	1.01	80.4
X17	I can participate and contribute ideas and suggestions in the implementation of the work.	4.00	1.00	80.0
X18	There are good opportunities to obtain education in order to increase knowledge and the ability to excel in work.	3.75	1.13	75.0
X19	The hospital has an organizational climate characterized by job security and stability.	3.65	1.19	73.0
X20	The hospital provides a fair rewards and incentives system that improves my work performance	3.31	1.45	66.2
<b>Average</b>		<b>3.74</b>	<b>0.96</b>	<b>0.74</b>

The results shown in Table (1) specify the following:

1. Technical skill: One of the most prominent phrases that denoted to the positivity of the dimension (technical skill) and was ranked first was (X1) (I care about my professional reputation by completing work tasks with all sincerity), as the arithmetic mean value was (4.81) with a standard deviation of (0.42) and a level of importance of (0.962), meaning that the importance ranking of this paragraph was within the very high, and we conclude from this result that the individuals surveyed in the study sample are keen on their professional reputation and completing their work with all accuracy and sincerity by following the above indicators.

2. Mental attitude: The phrase (X6) contributed, in succession, to the positivity of the mental attitude dimension, which mentioned (I care that my thinking at work is creative and innovative) with an arithmetic mean of (4.57) and a standard deviation of (0.62) and the highest relative importance of (91.4), and this specifies the keenness of the individuals working in the surveyed organizations to think creatively.

3. Work discipline: One of the phrases that contributed most to enriching the positivity of the dimension (work discipline) and ranked first is (X14), which states (discipline in the workplace produces security and order among hospital workers) with an arithmetic mean of (4.50) and a standard deviation of (0.68) and the highest relative importance ranking, as it reached (0.90), which indicates that the individuals surveyed are keen to adhere to all regulations issued by the hospital administration.

4. Work motivation: One of the most important phrases that helped in the positivity of the dimension (work motivation) and determined the highest relative importance ranking is (X16), as the arithmetic mean reached (4.02) and the lowest standard deviation of (1.01) and the highest relative importance, as it reached (80.4), which indicates that the senior management in the surveyed organizations is keen to share ideas and suggestions with the working individuals in implementing the tasks assigned to them, and their answers indicate that they have sufficient space to participate in expressing opinions and contributing to giving ideas and suggestions.

2. Explanation and analysis of the scopes of .

**Table 2. Arithmetic means and standard deviations of the scopes of Emotional Exhaustion**

Indicator	Questions	Arithmetic mean	Standard deviation	Importance %
<b>Arithmetic means and standard deviations after emotional exhaustion</b>				
X21	I often feel anxious and emotionally disturbed due to working long hours.	3.39	1.17	67.8
X22	I lack self-confidence, have low morale, and lack interest in patients due to emotional exhaustion.	2.87	1.26	57.4
X23	The working individual lacks the energy needed to complete work and focus due to psychological (emotional) fatigue.	3.35	1.14	67.0
X24	Emotional exhaustion or fatigue affects my personal life and the ability to show appropriate feelings with family members.	3.11	1.25	62.2

X25	Dealing with patients directly is a lot of stress for me.	3.16	1.35	63.2
<b>Average</b>		<b>3.18</b>	<b>0.98</b>	<b>63.6</b>
<b>Arithmetic means and standard deviations of the depersonalization dimension</b>				
X26	I am often marginalized and excluded at work by the hospital administration.	2.92	1.36	58.4
X27	I and some colleagues feel that there is a poor response towards patients.	2.78	1.23	55.6
X28	I feel harassed, uncomfortable or stereotyped when dealing with me by my direct supervisors.	2.75	1.36	55.0
X29	The poor treatment of patients by the individual worker is caused by strained relationships with others within the workplace.	2.99	1.26	59.8
X30	I feel stressed, anxious and afraid because of the negative behaviors of my colleagues at work.	2.83	1.27	56.6
<b>Average</b>		<b>2.85</b>	<b>1.07</b>	<b>57.0</b>
<b>Arithmetic means and standard deviations for the dimension of low achievement</b>				
X31	The level of achievement of the working individual decreases due to lack of resources at work.	3.82	1.21	76.4
X32	The working individual feels a lack of support provided to him by others and senior management in the hospital.	3.45	1.26	69.0
X33	The working individual feels a lack of confidence in the organization and continuous disappointments, which affects his performance.	3.25	1.28	65.0
X24	The working individual feels that he does not receive sufficient appreciation from the management.	3.35	1.33	67.0
X35	The working individual feels that the instructions that organize his work are not clear and precise.	3.01	1.22	60.2
<b>Average</b>		<b>3.37</b>	<b>1.06</b>	<b>67.4</b>
<b>Arithmetic means and standard deviations of the organizational similarity dimension</b>				
X36	The constant pressures of work drain my energy and reduce the time allocated to my personal life.	3.39	1.26	67.8
X37	I feel pressure at work due to the increase in night working hours and the long hours it requires.	2.98	1.31	59.6
X38	The difference in the moods of colleagues at work causes pressure at work.	3.27	1.24	65.4
X39	I often lose control of my behavior with my colleagues due to the constant pressures of work.	2.82	1.44	56.4
X40	Working in shifts causes annoyance and increases work pressure.	2.67	1.36	53.4
<b>Average</b>		<b>3.03</b>	<b>1.08</b>	<b>60.6</b>

A- Emotional exhaustion: The data in Table (2) specify that one of the most important phrases that contributed to enriching the positivity of this dimension and had the highest ranking in relative importance was (X21), and the phrase stated (I often feel anxious and emotionally disturbed as a result of working long hours), as its arithmetic mean was (3.39) with a standard deviation of (1.17) and the highest relative importance of (84.2).

B- Depersonalization: The arithmetic mean value for this dimension was (2.85), which is smaller than the theoretical mean value of (3), and this requires that the sample's responses in this unknown supervised regarding neither agreeing nor strongly agreeing, and the stage of answer for this dimension was inside the average, with a standard deviation of (1.07) and a relative importance of (57.0).

C- Low level of achievement: The arithmetic mean for this dimension was (3.37), which is bigger than the theoretical mean value of (3). This indicates that the sample's responses in this unknown supervised regarding agreement and strongly agree. The answer dimension for this level was within the average, with a standard deviation of (1.06) and a relative importance of (67.4). This indicates that the sample's answers on this dimension were homogeneous.

C- Work pressure: The arithmetic mean for this dimension was (3.03), which is bigger than the theoretical mean value of (3). This indicates that the sample's responses on this unknown minded about agreement and strongly agree. The dimension of answer for this level was within the average, with a standard deviation of (1.08), a relative importance of (60.6), and a dispersion rate of (35.6%). This shows that the sample's answers on this dimension were homogeneous.

## Second: Testing research suggestions:

### 1. Examination the association assumption and its associated sub-theories:

**Table 3. Outcomes of the association relationship between the quality of human resources in terms of its dimensions at the overall level and at the level of sub-variables and Emotional Exhaustion**

Independent variable Dependent variable	Human resource quality	Technical skill	Mental attitude	Work discipline	Work motivation
	-0.677**	-0. 651**	-0.663**	**-.0.642	**-.0.667
Calculated $\alpha$ value	0.000	0.000	0.000	0.000	0.000
Relationship type	There is a statistically significant inverse association between each level of human resource quality and emotional exhaustion.				

Type of relationship: There is a statistically significant inverse association between each level of human resource quality and emotional exhaustion.

Specific  $\alpha$  value (0.01), confidence level (0.99). N = 251

Source: Organized by the author depending on the outcomes of the SPSS program.

From Table (3), we note the following:

#### 1. At the overall level:

The results indicate a significant and inverse association between the quality of human resources and emotional exhaustion at the overall level, as the association coefficient value reached (-0.677), which is a negative value. This shows there is a significant negative correlation (inverse relationship) between the quality of human resources and emotional exhaustion, directing the strength of the inverse relationship between the two variables. This is what the study emphasized in its theoretical aspect (Liu et al., 2014). Therefore, it can be said that the more the working persons in the study enjoy high quality, the more this leads to limiting and reducing their emotional exhaustion in order to integrate to reach the goal by the health organizations under study.

**2. At the level of sub-dimensions:**

The results show that there is a significant inverse (negative) association between the levels of human supply quality and emotional exhaustion under study, as the value of the correlation coefficient ranked according to the strength of the correlation of the dimensions (work motivation, mental attitude, technical skill, work discipline) was as follows:

- Work motivation and emotional exhaustion: The results specify a significant correlation between work motivation and emotional exhaustion, and the importance of the association coefficient was (-0.667), which is a negative value, meaning that the relationship between them is opposite.
- Mental attitude and emotional exhaustion: The results show a significant correlation between work motivation and emotional exhaustion, and the importance of the association coefficient was (-0.663), which is a negative value, meaning that the relationship between them is opposite.
- Technical skill and emotional exhaustion: The results denote a significant correlation between technical skill and emotional exhaustion, and the importance of the association coefficient was (-0.651), which is a negative value, meaning that the relationship between them is opposite.
- Work discipline and emotional exhaustion: The results suggest a significant correlation between work discipline and emotional exhaustion, and the importance of the association coefficient reached (-0.642), which is a negative value, meaning that the relationship between them is opposite. The negative value indicates the inverse association between the variables, meaning that the more attention is paid to the dimensions of human resource quality, the lower the level of emotional exhaustion in the health organizations under study. Thus, it will decrease the level of their exhaustion, personality dissipation, and low level of achievement and alleviate the work pressures they suffer from within their organizations, and this was confirmed by the logical theoretical relationship between the study variables (Koksal & Mert, 2023) and (Kapur, 2022), and then the second main hypothesis is accepted, which says that there is a significant (inverse) association between the quality of human supplies in conditions of its levels at the overall dimension and the level of sub-dimensions and emotional exhaustion in the health organizations under study.

**2. Examination the effect assumption and its related sub-assumptions:**

**Table 4. Results of simple linear regression to analyze the influential relationship between the quality of human resources in terms of its dimensions at the overall level and at the level of sub-variables in Emotional Exhaustion**

Independent variable Dependent variable	Constants	Emotional attrition	F value		Interpretation factor R <sup>2</sup>
	A	B <sub>1</sub>	Calculated	Significance F	
Quality of human resources	66.931	-0.677	201.348	0.000	0.458
Technical skill	63.205	-0.651	182.817	0.000	0.423
Mental attitude	56.708	-0.663	199.121	0.000	0.439
Work discipline	64.466	-0.642	170.147	0.000	0.412
Work motivation	67.759	-0.667	199.272	0.000	0.444



$N = 251, d.f. = 249, **p \leq 0.01$

**Source: Organized by the author depending on the outcomes of the SPSS program.**

After performing the statistical analysis of the fifth main hypothesis, Table (4) shows the following:

#### **A. At the overall level:**

The computed F value for human resource quality was (201.348) at a significance level of (0.000). Through the interpretation coefficient R, human resource quality achieved in explaining (45.8%) the total changes in . In comparison, the remaining (54.2%) might be because of other unknowns not comprised in the standard. It is obvious from the above that the dimension of among the sample members will reduce with the growth in the impact of the levels of human supply quality. The regression equation was as follows:

$$Y = 66.931 - 0.677X$$

Since:

Y: represents the reduction of Emotional Exhaustion.

X: Human resource quality.

The above results clarify that the more attention is paid to the dimensions of human resource quality, the greater the impact in reducing.

#### **B. At the sub-dimensions level:**

The results indicate the existence of a significant influence association for all dimensions of human resources quality in reducing emotional exhaustion under study and ranked according to the highest strength of the influence coefficient (motivation towards work, mental attitude, technical skill, work discipline) as follows:

- The influence of motivation towards work on emotional exhaustion: The results of Table (45) show the existence of a significant influence of motivation on emotional exhaustion, and this is maintained by the computed (F) value of (199.272) at a significance level of (0.000), and through the interpretation coefficient  $R^2$ , motivation towards work prospered in clarifying (44.4%) of the entire alterations in emotional exhaustion, and the residual (55.6%) might be because of other unknowns that were not incorporated in the standard. It is obvious from the above that the level of emotional exhaustion among the sample members studied will decrease with the growth in the influence of motivation towards work, while the regression equation was as follows:

$$Y = 67.759 - 0.667 X_4$$

Since:

$X_4$  represents motivation towards work.

- The effect of the mental attitude (mental) Emotional Exhaustion: The outcomes of Table (45) show the existence of a noteworthy effect of the mental attitude (mental) on , and this is supported by the calculated (F) value of (199.121) at a significance level of (0.000), and through the interpretation coefficient  $R^2$ , the mental attitude (mental) succeeded in explaining (43.9%) of the total changes in , and the remainder of (.156%) may be due to other variables that were not included in the model, and it is clear from the above that the level of among

the sample members will decrease with the increase in the effect of the mental attitude (mental), and the regression equation was as follows:

$$Y = 56.708 - 0.663 X_2$$

Since:

$X_2$  represents the mental attitude (mental).

• The effect of technical skill on : The outcomes of Table (4) indicate that there is a significant effect of technical skill on , and this is supported by the calculated (F) value of (182.817) at a significance level of (0.000), and through the interpretation coefficient  $R^2$ , technical skill succeeded in explaining (3.42%) of the total changes in , and the remainder of (57.7%) may be due to other variables that were not included in the model. It is well-defined from the above that the level of among the sample members will decrease with the increase in the effect of technical skill, and the regression equation was as follows:

$$Y = 63.205 - 0.651 X_1$$

Since:

$X_1$ : represents technical skill.

• The effect of work discipline on emotional exhaustion: The results of Table (4) indicate that there is a significant influence of work discipline on emotional exhaustion, and this is supported by the calculated (F) value of (170.147) at a significance level of (0.000), and through the interpretation coefficient  $R^2$ , work discipline succeeded in explaining (41.2%) of the total changes in emotional exhaustion, and the remaining (58.8%) may be due to other variables that were not included in the model. It is distinct from the above that the level of emotional exhaustion among the sample members will decrease with the increase in the effect of work discipline, and the regression equation was as follows:

$$Y = 64.466 - 0.642 X_3$$

Since:

$X_3$ : represents work discipline.

Then, the fifth main assumption is accepted, which states: (There is a significant inverse effect of the quality of human resources in terms of its dimensions at the overall and sub-level in reducing emotional exhaustion in the health organizations under study).

#### **Fourth aspect: Conclusions and recommendations**

In continuation of the research methodology and intellectual frameworks for its variables and the consequences of the statistical analysis used in a manner consistent with its limits and hypotheses, this axis was devoted to reviewing the most important conclusions and recommendations presented by the research through the following two paragraphs:

##### **First: Conclusions**

1. The relative importance of work discipline came at a very high proportion, and the researcher explains this result as their keenness to (adhere to the orders and laws in force) in their organizations and not exceeds them, which contributes to providing the best results.
2. The relative importance of the dimension of emotional exhaustion in the health organizations studied originated at a medium rate. The researcher clarifies this result as

individuals working in the health organizations under study feel tired due to excessive job demands and need help to control or accomplish them in the best way.

3. A significant negative correlation (inverse relationship) exists between human incomes quality and emotional exhaustion. The researcher explains this result as the higher the quality of the working individuals in the investigation, the more this leads to reducing and minimizing their emotional exhaustion to integrate to reach the goal of the health organizations under study.

4. There is a negative significant association for all dimensions of human resources quality, the most important of which is motivation towards work in reducing emotional exhaustion under study. The researcher explains this outcome by stating the importance of motivation and its high impact on reducing emotional exhaustion.

### **Second: Recommendations**

1. Addressing the shortcomings that happen by working individuals as a result of the lack of powers granted to them in order to bear responsibility effectively.
2. Urging the administrations of the organizations under analysis to address the shortcomings in adopting joint responsibility between senior management and working individuals to provide the best services to patients.
3. Addressing the shortcomings resulting from the sensation of the working individual that his work does not match his skills.
4. Senior management should lecture the shortcomings in the lack of a sense of meaning when working by the working individual.
5. Addressing the shortcomings in the organizations surveyed concerning the failure of employees to adhere to work hours and leave work without official permission.
6. The hospital administration should revise its policy to spread the spirit of cooperation between the hospital and the employees.

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