ASSESSMENT OF THE EFFECT OF EMPLOYEE BURNOUT ON MANAGEMENT STAFF PERFORMANCE IN NATIONAL BOARD FOR ARABIC AND ISLAMIC STUDIES, KADUNA.

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Abstract

Employees and management staff of organisations are critical component of the organization as such their ability to discharge their duties is of critical importance. Sometimes such ability is affected by a range of factors and these factors interfere with their ability to discharge. Burnout is considered to be a state in which an employee is stressed from his emotions, physical activities and is mentally tired. When employees are stressed they are said to be suffering from burnout. This study focuses on the effect of burnout on the performance of management staff. The objectives of the study was to; determine the leading cause of burnout among management staff of NBAIS, to determine the consequence of burnout on the performance of management staff. Data were generated primarily from the usage of questionnaire, and a total of 20 questionnaires was administered and retrieved from the management staff of NBAIS and data were analysed using descriptive statistic. The study established that personal factors and Work/ Organizational risk (workload, control, reward, community, values and equipment's) were the leading cause of burnout among management staff. The study revealed that the consequence of such is the presence of absenteeism, stress, Poor interpersonal relationship, turnover, Diminished and dwindled performance. It was recommended that the control of these causes will help reduce the extent of burnout among management staff, thereby reducing stress, improving performance and reducing the level of turnover.

Key words: Burnout, employee, Performance & Management

1.1 Introduction

The performance of staff at the National Board for Arabic and Islamic Studies (NBAIS), particularly among the management staff has been an issue of concern, considering the centrality of the Board to the conduct of the Senior Arabic and Islamic Secondary School Certificate Examinations (SAISSCE). For the Board to achieve its mandate, the performance

of its management staff must be at its peak. The Board itself has witnessed several challenges from internal to external, these challenges have been serving as bottle neck to the mandate of the Board and this is to be driven by the management staff. The management staff are saddled with the responsibility of ensuring the effectiveness of the examination.

In today's dynamic and demanding work climate, employee burnout has emerged- as a critical concern, impacting organisational performance, employee well-being, and overall productivity. Burnout—a psychological syndrome resulting from prolonged exposure to chronic interpersonal stressors in the workplace—is typied by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment (Maslach & Leiter, 2016). In Nigeria, the competitive nature of the public and private sector, compounded by demanding workloads, has contributed to rising burnout rates among employees. The educational sector is featured with high demand on productivity and innovation which poses strains on all components of the Organisation (Ogbonna, 2022). It is critical to understand and manage burnout which is not only for safeguarding employee health but also to guarantee sustainable growth in organisations. Strategic interventions including employee assistance programmes, workload redistribution, flexible scheduling, and supportive leadership are instrumental in mitigating burnout (Leiter & Maslach, 2017). Moreover, fostering a culture of psychological safety, conducting regular mental health assessments, and maintaining open communication channels are increasingly seen as essential components of a healthy workplace. As the Nigerian civil service undergoes rapid transformation and digitalization, it is imperative that institutions evolve their human resource strategies to support workforce resilience.

1.2 Problem of the Study

Admittedly hard data is not available relative to the incidence of burnout among management staff of Nigerian institutions. However, there exists widespread acknowledgement in literature that staff do burnout due to stress related to their job. There is also little evidence of researches on the field of burnoiut among management staff among institutions this is because the perception of scholars have focusses on the intermediate or on junior staff and the stress of the management staff seem to be ignored. Burnout among top management staff is of central importance because it affects the stability of the organization and the general performance of the organization. If the burnout among management staff is not addressed, the consequence will be costly to the entire organization and even to the lower level staff.

NBAIS has been an organization which has been ignored by scholars of social science, critical components of the organization has been ignored and even factors that tend to undermine the the performance of the decision makers have been ignored. Therefore there is the need for this study to explore how burnout could affect the performance of the management staff and to extension, the general organizational performance.

1.3 Research Questions

    i.   What are the leading cause of burnout among management staff of NBAIS?

    ii.   What are the consequence of burnout on the performance of the said management staff?

1.4 Objectives of the Study

The objectives of the study are to;

 a. determine the leading cause of burnout among management staff of NBAIS.

 b. to determine the consequence of burnout on the performance of the said management staff.

2.1 Literature Review

2.1.1 Employee Burnout

Employees are critical component of the organization as such their ability to discharge their duties is of critical importance. Sometimes such ability is affected by a range of factors and these factors interfere with their ability to discharge. Burnout is considered to be a state in which an employee is stressed from his emotions, physical activities and is mentally tired (Maslach, 2021). This is usually considered to be due to a period of excessive and prolonged level of stress faced by the individual (Maslach & Leiter, 2008). To OBM (2023) burnout is simply a psychological syndrome which is a result or reflection of a response to a prolonged stress of a job or an individual.

The presence of a condition produced by a prolonged stress at work comes along with a cost to the individual and extending it to the organization itself. The presence of burnout in an organization produces an unfavorable outcome in the organization. Review by Maslach (2021) considers it to be a state of tiredness or energy depletion both physically and emotionally which impairs the effective discharge of a worker's duties and responsibilities.

Since the condition of mind of the worker to a large extent affects his productivity, a situation where the state of mind is impaired will invariably reflect on his ability to execute his duties with a certain guarantee of efficiency and effectiveness. In tandem to the above, Anadkat & Josh (2023) argues that burnout is a major deterrent to the efficiency of staff in most organization and organisations which ignore it will pay for it dearly, they therefore urge organisations to ensure that such is given priority and its adverse effect averted. Similarly, Roth et al (2021) discovered that the issue of burnout has for long been neglected and so many organisations have paid the price of such negligence dearly without even knowing. Lee, et al (2011) further argues that some organisations often tend to address the problem of burnout wrongly by looking at other irrelevant issues.

Since burnout is a condition of an individual viz-a-viz the discharge of his responsibilities, there is no need for an argument on its centrality to the general organizational performance. A study conducted by Duffy et al (2014), Heather et al (2020), Cowhdhy (2018) and Anadkal and Josh (2021) were all able to establish that there is a strong relationship between burnout and staff stability and productivity. This implies that such a critical component cannot be neglected or taken likely by managers and practitioners.

Laurent et al (2014) enjoined scholars and practitioners to note that burnout actually only associates with one's employment and the problem revolving around such employment and does not pertain to other aspects of one's life, they further enthused that the symptoms associated with burnout are; low self-esteem, drug abuse, absenteeism, depression and abandonment.

After prolonged argument on the phases of burnout rate Meslaach et al (2009) made it a common knowledge that burnout rate has three basic dimensions which are; emotional dimension, cynicism and depersonalization and each of these have a manner of effect on the employee.

2.1.2   Dimensions of burnout

Yanbei, et al. (2023), argues that there are three (3) dimensions of burnout as discussed below.

i.   Exhaustion/ emotional weakness

This can be seen as the feeling of emotional or physically overextended. It is the feeling of extreme fatigue by an employee and this impede the pace with which he or she discharges the assigned responsibilities. In exhaustion, the staff feels the loss of energy and a serious weakness towards discharging his duties and have his energy towards a given task to be completely depleted rendering the staff unproductive. Chowdhung (2018) sees it to be the first and most obvious state of burnout. To Grandy (1999), it leads to the total collapse of a certain staff and he becomes useless to the discharge of his responsibilities. In another instance, Yanbei, et al. (2023) sees exhaustion as the weariness displayed by an individual to the discharge of his responsibilities. The staff gets fatigues and brainfag to the extent that delivering on his expected duties becomes an arduous task.

ii.   Cynicism

Here, the staff develops a feeling of distrust with his colleagues and with the management of the said organisation. The said staff takes a cold attitude towards his responsibilities as he distrusts his colleagues and even the system. Claponea, & Iorga (2023) further argues that at this stage, the affected workers often feel that other staff (colleagues and management) are not sincere and are only interested in themselves. When workers are engulfed in such perception, it becomes difficult for them to discharge their duties. Bakker, et al (2005) argues along the same narration and added that it becomes difficult for them to cooperate with others for the general success of the organization.

iii.   Inefficiency/ineffectiveness

This is the dearth of skill, it refers to unskillfulness which is presented due to the level of burnout in an employee. Here according to Lee, et al. (2011) the expected or desired result are not produced by the individual. In relation to burnout, inefficiency and ineffectiveness is the reduction of personal accomplishment of activities. Choud (2018) argues further that it is also affected by cynicism and exhaustion. However, Kim and Kao, (2011) puts it that to be inefficient is not to meet the desired goals as at when desired. In the job content, inefficiency usually develop as part of exhaustion and cynicism since it is reflected in the fact that it is difficult for an individual to feel accomplished when tired or when helping people he doesn't trust.

2.1.3   Causes of burnout

Several scholars have argued that burnout is a thing affecting an individual and his job, therefore its causes of burnout cannot be far from the individual. Other scholars further argued

that burnout can either be from the individual himself or from the working environment or the working condition. Maslach, and Leiter, (2008), rightly classify the cause of burnout to be either personal or environmentally related. This mean that it cause can be within the individual or his external environment.

(1) Personal

The personal causes of burnout are peculiar to the individual himself, such features plays significant role to the individual level of burnout or otherwise. factors like; the age, gender, work experience, work satisfaction, stress, coping process and personality are all personal factors that enhances burnout. These factors are usually as usually unique and play a significant role to the extent which an individual is burned out. Maslach & Leiter (2008) narrated that the personal features peculiar to certain individuals may either increase or decrease the risk of burnout in an organization, as individual personality could determine the level of resistance to stressful situations, also some persons respond differently to stimuli in their environment viz-a-viz their age, gender, work experience etc and it is in this regard that Bakker et al (2004) establish that male respond more to stimuli in their work load as compared to their female counterpart.

(2) Work/ Organizational risk

This was developed out of the argument that there is the possibility that the job condition and personality variables could cause burnout. Hence, there was more argument that aside the personal variables as examined above, attention should also be given to the job related variable. These are simply job features which usually cause risk and have a significant influence on the level of burnout experience by a staff. Maslach (2001) elucidated that this work related idea and concept exert significant influence on the level of burnout experienced by staff. Such organizational factors which pose risks are;

a. Workload. This is the volume of work expected to be discharged by an employee within a given time. It is summarily the expected task of an individual during a given time period. Workload often affects the level of employee burnout simply because workload usually determines the burden which a given job exerts on an individual and it affects his abilities. Burns, et al. (2021) argues that which is affected by time and pressure as well as resources usually affects or exert influence on burnout because of the workload is often a source of stress to the said staff as it leads to exhaustion.

b. Control. This is more related to the extent which an employee is free to discharge his responsibilities and take decisions as they deem it fit. The extent to which an individual worker is free to discharge his duty assigned to him also affects his disposition towards the job. In some organisations, workers are not allowed to use their initiative as they are in constant check, there are several factors of control regarding their job schedule and this increases their chances of burnout (Bryant & com, 2006).

c. Reward. This is the gesture of appreciation given to staff of an organization, rewards could be in cash or kind or even both. To Maslach (2003) and Shanafet et al, (2027), rewards are comments and recognition which could be interpersonal, monetary, or even both. This creates a feeling of appreciation to the employee in respect to the discharge of the responsibilities assigned attached to his job. When reward in whatever form is offered to staff, it serves as motivation and it affects them psychologically.

d. Community. Community is the association of persons who make up an organization. The work environment is a community of person and the integration or interpersonal relationships significantly affects the workers level of burnout. The level of burnout is also affected by the level and quality of interpersonal relationship and collaboration existing between and among staff of the organization. The organization that is able to create a harmonious /conducive atmospheres for its workforce will reduce the level of its staff burnout especially on this aspect, this is because to Anadkati & Joshi (2023), the more harmonious or conducive the working environment (relationship), the lesser the chances of burnout.

e. Fairness. This is considered to be the ability of someone to make an objective judgment which is devoid of dishonesty or discrimination. To be fair is to be objective in all ramifications. Armon (2009) further adds that it is the state of conforming to the established rules and standard. In fairness, there is the display of mutual respect, candor and very importantly, the feeling of trust in the organisation and the extent of the above significantly affects the level of burnout on employees.

f. Values. To Maslach and Leite (2008) values often reflect the goals and aspirations of individuals viz-a-viz their work. Therefore, there will be clash if the organizational goals and aspirations clashes with that of the employee. Therefore there must be an equilibrium between the values of the employee and that of the organization and where there is the presence of imbalance in the above, the more the likelihood of burnout.

g. Office equipment's. These are the machines and materials needed for the employee to discharge his duties in the most effective and efficient way. If the provision of these equipment's that are necessary for the job function are not provided timely and adequately, there is the chance for the employee to experience burnout. To Salvagioni et al (2017), there is a high chance of employees to experience burnout if they are not provided with the materials needed for production.

2.1.4   Consequences of burnout in organisations

The presence of burnout among workers of an organisations adversely affects the individual, other members of the organization and it even affects the general organizational performance. The consequence of burnout has been reflected in several ways as identified by organizational managers or researchers, they include;

a. Absenteeism. To Salvagioni et al (2017), one of the major sign and consequence of burnout is a high level of absenteeism displayed by the affected staff. Bakker et al (2005) was able to correlate staff burnout with a high rate of absenteeism. Their study established that burnout is a strong predictor of absenteeism. When an employee are experiencing burnout, they tend to abscond from their duty, they try to find excuses, change offices, stay away from work and generally avoid the discharge of their specified jobs.

b. Turnover. This is the rate of exiting an organization. Turnover is a consequence of burnout among employees who have limited resistance. Oztunk & Ay (2018) pointed out that once a staff starts exhibiting the quality of absenteeism and such is not being properly managed, the next thing is to do will be to exit the organisation. If burnouts

are not adequately managed, it will create an unhealthy atmosphere for staff to thrive and they would be forced to seek for employment elsewhere.

c. Poor interpersonal relationship. Burnout is often manifested by a feeling of isolation and neglect, persons who suffer from burnout find difficulty in relating with their colleagues, they often basically have issues relating or cooperating with their colleagues, they often become difficult to relate with, they react poorly and even separate themselves from others. In fact Maslach (2006) entreats us to note that staff who suffer from burn out have the tendency of harming the existing relationship at workplace.

d. Stress. This is the difficulty that is experienced and it causes worry or emotiuonal tension. Stress is a reflection of the mental and physical state of the employee. Stress is also a reflection of burnout at the same time a cause of burnout (Salvagioni et al., 2017). When employees are experiencing burnout, they tend to be stressed. Stress often leads to more burden on the employee and it frustrates the employee from discharging his duties. Stress is a more relative concept especially when considering the nature of the organization and the position of the employee hierarchically.

e. Diminished and dwindled performance. Burnout is manifested in the delay in the staff performing their duties, absenteeism and general poor attitude to work and the persistence of this will reflect in the performance of duties and responsibilities of the employee, Maslach, & Leiter (2017), further stressed that since the burnout staff is not motivated, is absent and has a poor attitude to work, what is to be expected is a reduction in his level of performance.

f.

2.1.5   Preventive strategies.

The management of the causes of burnout is not an easy task, this is because the factors which causes it are numerous and are relative to the individual and the working conditions. Despite the above, Ballenger-Browning (2011) and Bakker et al (2002) argue that it is better to first prevent or intervene on the issues from the individual level to the organizational level, this is argued because the factors which causes burnout are basically from the individual level to the organizational level and we shall discuss them briefly.

a.   Individual level

Interventions from the individual level could be used to intervene or prevent burnout among staff, such interventive strategies are;

To Schaufeli and Salanova (2010), if an individual wants to prevent or manage burnout, such can easily be done through adjustments in their working habit. Anwa et al (2010) further interacts that working habits of the individual could be moderated or adjusted to aid the management of such condition, such habit could be through a reduction in the working pattern especially of timing and also, the individual could take more break periods as a means of managing burnout.

In addition to the above, the staff could make adjustments in his or her life style via the work being carried out, mechanism such as learning effective time management could help in

reducing burnout. Individuals could learn how to manage their time using a job schedule as it will greatly reduce fatigue and burnout.

On this Schaufeh & salamore (2010) enthused that burnout could be avoided or managed by obtaining social resources which aid in the socialization ability and processes. Such resources could be obtained through their co-workers, management staff or even their family members.

To Maslach et al (2006), this intervention system, focuses on the individual and entreats such individual experiencing burnout to engage in activities that will aid his relaxation, the affected staff would be enjoined to engage in socialization activities that enhance socialization and relaxation. The said staff are encouraged to go hiking, site seeing, movies or cinemas or other relaxation centers.

Van Rhena et al (2005) enthused that a major preventive mechanism for staff who suffer from burnout is the self-analysis. If an individual feels burned out, he is encouraged to make an evaluation of himself to determine the extent of his burnout and the possible strategies to remedy the situation. Self-analysis will aid the person to know his true state and would aid in motivating such a person on how best to manage the situation

Workers are to enjoy and display skills that will promote their health. Vanraheem et al (2018) stressed that organisations must ensure that they enlighten their employees on the need to promote and live a good and healthy lifestyle. A healthy lifestyle tend to reduce the chances of ill health and promote psychological balance, it is therefore necessary in the management of burnout among employee.

b. Organizational interventions

There are other strategies that could be explored by an organization to manage burnout situations among staff, these strategies are unlike the ones related to the individual, these one are related to the organization itself. Organisations are encouraged to look inward to prospective burnout and manage them to help reduce the chances of burnout. They are;

Since it has been established in our earlier literature that the quantity and quality of work responsibilities has a direct effect on burnout, organisations can use this as a means of control or a means of intervention in the level of burnout experiences by employees. Workload is the responsibility assigned to an employee considering his educational background, experience and personality. If an individual is subjected to a workload that exceeds his capacity, he is likely to suffer burnout.

Also, Employee who enjoy less freedom are of course likely to suffer burnout. Control is the level of regulation exerted on an employee regarding the discharge of his responsibilities. Control regulates the extent which an employee goes, his does and dont's.

In addition, Fye et al., (2018) narrated that this is also another effective means of intervention by organization which intends to control or regulate its staff burnout. Staff who are experiencing burnout could be managed by increasing their level of reward, they could be rewarded in cash or in kind, or even, their reward could be reviewed to reflect their current situation (Kim, et al 2018). It is therefore an appropriate tool for managing burnout.

This is more related to work culture and the work environment. A healthy working environment promotes team spirit, promotes interpersonal relationships and promotes the feeling of trust

and reliability in the organisation. To Fye et al., (2018) sometimes, poor interpersonal relationships between and among members of the organization promotes high level of burnout, therefore for oganisation to manage such on the employtee burnout, there is the need for an organization to use its community as an effective avenue for such.

So also, to control and manage burnout in staff, it is of importance that the management adopt the usage of fairness principle. Employees must be treated fairly without fear or favor nor discrimination on what ever basis. Employees must be honest with themselves and the management must likewise adopt the same principle, if burnout is to be managed (Holman et al, 2019). This is because the absence of this could enhance burnout once the staff feel they are not being fairly treated, their chances of burnout increases, therefore it could be managed by adopting and utilizing the fairness principle.

These are the things ideas, ideologies, goals, aspirations etc which employees attach importance to. Regarding an organization, values are the goals and vision of the organization. Like it has been rightly noted in the study of Fye et al., (2018) , sometimes the values of the employee and that of the employer comes into conflicts and this conflicts has several consequences and such consequence on employees could be burnout. Managing such would invariably means finding or striking a balance between the values of the employee and that of the employer (organisation), because only through this will the burnout be averted since it will guarantee a harmonious relationship and will create a win-win situation for all parties involved.

2.2 Job demands-resources theory (JD-R)

The job demands-resources theory (JD-R) was proposed by Demerouti et al. (2001). The JD-R theory is an extension of the job demands-resources model. The JD-R theory aids in explaining how job demands and resources affect employees' job performance as well as their well-being. Based on the propositions of this theory, every workplace has two types of environment, namely, job demands required for the job, and job resources provided or needed to meet those demands (Bakker & Demerouti, 2017, 2007). The extension of the theory in recent is personal resources (Xanthopoulou et al., 2009, 2007). The Job demands includes; physical, social, and emotional stress related to personal work, requiring constant effort and corresponding psychological costs (Demerouti et al., 2001). Further, Job demands encompass heavy workloads, emotional labor, stressful work environments, poor relationships, conflicting demands from agencies and clients, and role uncertainty. These demands have a strong connection with the extent which workers put in their zeal towards the discharge of their responsibilities.

3.1 Methodology

For the purpose of this study a survey research methodology is adopted and data were generated primarily from the usage of questionnaire, and a total of 20 questionnaires was administered and retrieved from the management staff of NBAIS and data was analysed using correlation to determine the leading cause of burnout and regression to determine its relationship with management staff performance. Indicators for burnout are measured by workload, availability of equipments, reward, values, stress, personality while the performance

of management staff is measures by time saving, reduction in wastages, effective management of their department, effective management of the Boards examination.

3.2 Leading causes of Burnout among management staff

Table 1. Leading causes of burnout among management Staff.

Leading causes of burnout among management Staff.	Coefficients	(Significance)
Personal issues of age, gender, work experience, work satisfaction, stress, coping process and personality (n=20)	.745**	.000
Control (n=20)	.822**	.000
Reward (n=20)	.711**	.000
Community (n=20)	.844**	.000
Fairness (n=20)	.654**	. 000**
Values (n=20)	.420	.000
Organizational equipment (n=20)	.388	.000

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The relationship on the causes of burnout among management staff investigated using Pearson product-moment correlation coefficient. From the above measures of leading causes of burnout, 7 variables ((Personal issues of age, gender, work experience, work satisfaction, stress, coping process and personality (r=.745, n=20), Control (r=.822, n=20), Reward (r=.711, n=20), Community (r=.844, n=20), fairness (r=420, n=20), values (r=.388, n=20), equipments (r=.388, n=20).

3.3 Burnout and performance of management staff

Table 2: Linear Regression Result (ANOVA) Between Burnout and Staff Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.731	1	2.731	4.989	.041[b]
	Residual	8.211	15	.547		
	Total	10.941	16			

a. Dependent Variable: Staff Performance

b. Predictors: (Constant), Burnout

The ANOVA table 3 for the linear regression analysis between the burnout and management staff performance provides insights into the model's overall significance. The "Regression" row shows that the sum of squares due to the regression (2.731) and the mean square (2.731) are calculated based on 1 degree of freedom (df), reflecting the single predictor variable. The "Residual" row indicates the sum of squares (8.211) and the mean square (0.547) for the residuals, with 15 degrees of freedom, representing the variability not explained by the model. The F-statistic value of 4.989 tests the overall significance of the regression model, with an associated p-value (Sig.) of 0.041. Since this p-value is less than 0.05, it indicates that the burnout has a statistically significant effect on management staff performance. This significance supports the alternative hypothesis that there is a meaningful relationship between these variables.

4.0 Summary of Findings

Staff burnout is affected by Personal issues of age, gender, work experience, work satisfaction, stress, coping process and personality. From the response, it was revealed that of the personal factors affecting burnout, gender and personality play a more significant role in burnout.

Also, burnout is also affected by external factors of; control, reward, community, fairness, values and organizational equipment. It was revealed finally that there is a significant relationship between burnout and the performance of the management staff at NBAIS.

5.0 Conclusion and recommendations

The presence of burnout among management staff is a real phenomenon and cannot be ignored, it effects cuts across affects top management staff as well as lower level staff. The management staff are however more affected by burnout because of their wide range of responsibilities as they work towards ensuring that the goals of the organisations are met in due time. The management staff are affected by issues from their personalities and also from factors within the organization. These factors stresses them and affects their level of commitment and their productivity. It is recommended that organisations must put in place facilities that address the stress of management staff and ensue that management staff enjoy leave and other benefits that reduces the stress on the staff. organisations can introduce strategies to ensure equitable distribution of tasks and establish realistic performance benchmarks to prevent overburdening staff. There shoule also be Clarification of roles through the provision of clearly defined job

descriptions and responsibilities to minimise role ambiguity and reduce uncertainty. Employee Support Programmes can also be developed by providing structured support systems, including access to counselling services, employee assistance programmes, leaves and regular stress management workshops. Finally, management staff could be trained with skills on how best to identify and manage stress.

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