



**USING THE ABILITY OF THE E- MANAGEMENT STRATEGY TO
BUILD STRATEGIES TO ADDRESS JOB BURNOUT IN
EDUCATIONAL INSTITUTIONS: AN APPLIED STUDY ON A
SAMPLE OF ADMINISTRATIVE STAFF WORKING AT BABYLON
UNIVERSITY**

Mawed Kadhim Jaber

(Master) Lecturer Department of Business Administration
College of Administration and Economics University of Kerbala
Mawed.k@uokerbala.edu.iq

ABSTRACT	KEY WORDS
E- management strategies are at the heart of the technological developments that have conquered the modern world, because it has become a necessity for organizations and institutions to evolve and keep up with the changes in today's work environment, and because their application reflects the manifestation of this willingness in organizations and institutions across the board. Contributions to aspects, including its direct contribution to reducing or reducing the level of work fatigue and finding effective solutions and properly solving these problems. Therefore, the problem to be addressed in this study is identified and represented by the following question: To what extent does this strategy (e-management) contribute to reducing burnout at work and to what extent can appropriate strategies be found to deal with it? The researcher aimed to use questionnaires as the main data collection tool for research samples, and randomly selected (45) administrative employees of different ranks, of whom 39 were recovered for analysis, with a response rate of (68%) . This study used statistical methods based on the SPSS program for data processing and analysis. The main conclusion is that electronic management strategy is a new management method that has brought profound changes to the management environment of various social organizations. One of its advantages is that it provides the best services to the beneficiaries and better performance to employees and workers.	E- management, burnout, building strategies.

Introduction

It is an agreed upon fact that the world, in its second millennium, is experiencing a revolution at all levels in general and a massive information revolution in particular, one of the results of which was the control of economic, administrative and political institutions, especially after the spread of

electronic business, global Internet networks, and local and global information and communications systems. It has begun to play an important role in achieving development at various levels, which contributes to linking citizens with the institutions they wish to deal with. The E- management strategy depends on developing the information structure within the institution in a way that achieves integration of the vision and then business performance. Thus, E- management has become a necessary and urgent strategy and work method imposed by internal and external circumstances and challenges. In contrast to these tremendous developments, the pressures that are considered one of the obstacles of this era have grown, as these pressures have become a natural aspect of human life that cannot be avoided. There is no profession that is immune from these pressures, Includes work stress that results in a state of physical, mental, emotional and motivational exhaustion. Due to the increasing pressures and demands on the individual which he cannot tolerate, especially when his ambitions do not match the reality of what he can actually achieve. Until the employee reaches what is called (Burn out), which is what usually afflicts the individual when he stays at his job without any change or development for a period of seven years or more. In this research, we try to shed light on the E- management strategy and the extent of its ability. In influencing the reduction of the level of job burnout and finding appropriate solutions for it, this study was applied to the research sample, which was represented by a number of employees of the University of Babylon.

II. Research methodology

First : Research focus

The purpose of the research is to achieve the following objectives :

- 1- Identify the concept of e-management strategy and indicate its importance and ability to positively impact management functions.
- 2- Identify the elements and their barriers to the application of e-management , University of Babylon.
- 3- To achieve the effectiveness of E- management applications as a mechanism that helps to stop, reduce or reduce the situation of work burnout among administrative staff of the University of Babylon and to find solutions.

Second : Research questions :

The problem of the study stems from the fact that the application of E- management methods and their strategies will help to ensure that the tasks assigned to individuals are performed with speed and effectiveness, thus reducing or alleviating the level of fatigue at work. The workplace, as organizations invest in and adopt E- management of data to perform their missions has become critical: What impact does E- management and its strategies have on reducing or reducing burnout and finding solutions? and to reveal whether there is a link between the application of e-management and its strategies that help prevent or reduce burnout from the perspective of administrators at the University of Babylon.

Third : Importance of research:

The importance of this study is that it involves one of the important scientific data represented by the development of E- management strategies to determine the importance of its investment and abandonment of records management and traditional book management, especially in the rapidly

advancing fields of science and technology situation. Communication, it is then necessary to invest this progress in the services of institutions to contribute to the completion of their work at the lowest material and human cost, reducing the burden on beneficiaries of corruption in the management of these institutions. The importance of research can be summarized as follows :

1. The study focuses on the importance of e-management strategies and their contribution to the positive impact on the overall administrative function.
2. This study attempts to use data on e-management strategies to reduce burnout and find solutions.
3. The study will help to increase technological awareness among Iraqi universities, thereby promoting the introduction of electronic services in various university institutions.
4. This study was conducted at a time when our university institutions have little real investment in electronic administrative data and its importance.
5. This study aims to answer whether there is a link between the use of information technology and job burnout from the employees' perspective.

Fourth : Research Model :

The research question requires a systematic approach based on the design of its formalistic structure and hypothesized model, as shown in Figure 1 , describing the relationship between correlations and effects . This study contains two variables, one is the independent variable (E- management) and the other is the dependent variable (burnout) , each variable has multiple dimensions:

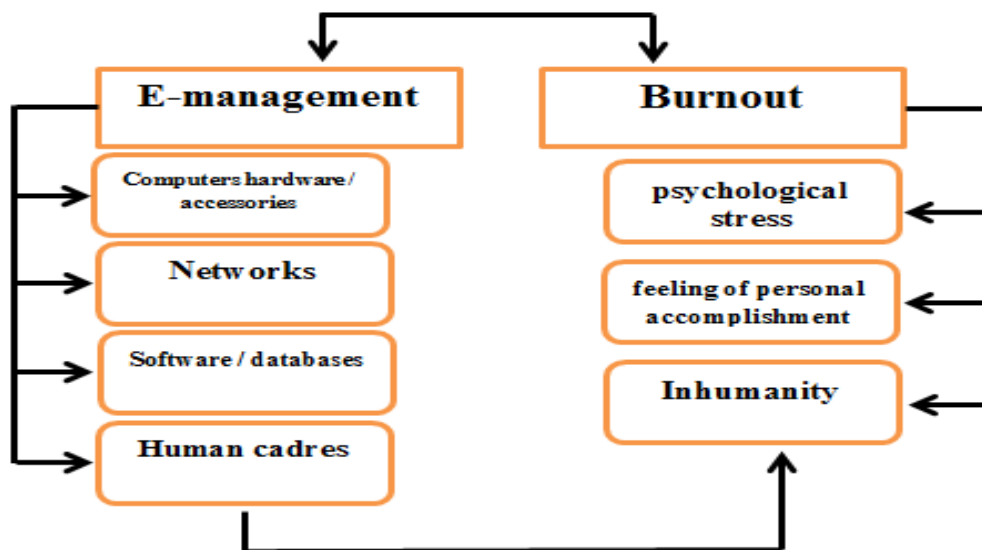


Figure (1) : virtual search form

Fifth : Research hypotheses :

To achieve the objectives set for this study and to test its model, the following hypotheses emerged :

A: The first major hypothesis :

There is a moral correlation between the use of E- management and its strategy and job burnout among administrative employees at the University of Babylon, from which the following sub-hypotheses emerged:

1. There is a moral correlation between E-management and psychological stress at the university under research.
2. There is a moral correlation between E-management and the feeling of personal accomplishment at the university under research.
- 3: There is a moral correlation between E-management and inhumanity in the university under study.

B: The second main hypothesis :

There is a moral impact of the E-management strategy in the dimensions of job exhaustion among administrative staff at Babylon University, and the following sub-hypotheses emerged from it :

- 1- There is a moral impact of the E-management strategy and psychological stress at the university under consideration .
- 2- There is a moral impact of the E-management strategy and a sense of personal achievement at the university under consideration .
- 3- There is a moral impact of the strategy of E-management and inhumanity in the university under consideration .

III. Theoretical aspect

First : E-management strategy

- 1- The concept of E-management strategy :

There have been many and different opinions of Jurists and researchers on defining the concept of electronic management, as no precise and specific definition has been reached regarding the latter, because it is considered one of the new and modern administrative terms . The rapid development of information and communication technology has led to the emergence of new management models and methods in the face of competition, as well as the increasing challenge of bureaucratic departments to improve work levels and service quality, which is called digital management, e-government management or Electronic management. It can be seen that the emergence of electronic management appeared after the rapid qualitative development of e-commerce and e- business and the popularity of the World Wide Web. (Yassin , 2005 :3) .

Al-Omari believes that the Interest in e- management arises as management begin to focus on transparency in their dealings with others and deepen the use of digital technologies to advance economic, social and political development goals (al-Omari, 2004 : 14) .

It can be said that the emergence of e-management as a modern concept is the result of a qualitative development produced by modern communication technologies, in light of the information revolution, the increasing need to employ modern technology in the management of citizen relations and institutions, linking public administrations and ministries through the mechanisms of technology, and thus a radical transformation in traditional management concepts and their development .

E- management in its modern sense is the completion of administrative transactions and the provision of public services via the internet without customers having to move to the departments personally to complete their transactions with what corresponds to a waste of time, effort and energy (Atiyah and Khalil, 2018 : 318).

As for the World Bank experts, they defined it as "a modern term that refers to the use of communications and Information Technology in order to increase the efficiency, effectiveness, transparency and accountability of the government in providing services to individuals and the

business community by enabling them with information to support all government procedural systems and eliminate corruption. (Aggression, 2018: 11).

Hijazi defined e-management as (reinventing government business through new methods, integrating and integrating information and providing an opportunity to access it through a website) (Hijazi, 2018 : 34)

From Halima's point of view, e-management is a concept that refers to the use of information and communication technologies in order to increase the efficiency, effectiveness and transparency of the government in providing services to The Citizen (Halima, 2019: 3).

Or is it "an administrative strategy for the information age, working to achieve better services for citizens, institutions and their customers (private management among them) with optimal use of available information resources through the use of material, human and moral resources available in a modern electronic framework in order to optimize the use of time, money and effort and to achieve the target demands and the required quality" (www.marefa.org).

2- the characteristics of electronic management :

When applying electronic management, data and documents are traded electronically through the use of electronic communications, where there are parties dealing together and at the same time on electronic communication networks. solutions are also found for all the obstacles faced by customers using the technology of the current reality, where many physical and human assets are often excluded or reduced to a minimum.

These characteristics will be described below :

A-Super-networking: this networking works within the framework of maximizing the network's potential according to Metcalfe's law, which is based on the fact that the real value of each network with a two-way connection is equal to the square of the potential of the number of participants in it (Friday, 2014: 8)

B-real-time interaction around the clock, here and everywhere: this is through direct live interaction between customers and it works according to the rule of 24 hours /day and 7 days a week . Which provides the possibility of dealing and working in real time with employees located anywhere in the world easily, conveniently and at a limited communication cost (Najm, 2009 :159).

C-High-speed Resources, remote and limitless work: the speed of electrical connection is close to the speed of light, as it takes about 15 seconds to send a message from one continent to another via e-mail. the main feature of business or electronic work is the possibility of working without limits, and this feature undoubtedly leads us to develop management's view of itself and its intrinsic ability towards more massive and flexible organization (Najm, 2009 : 160).

D-Direct and honest control: One of the characteristics of e-management is also that it has become able to follow its various work sites through screens and digital cameras, which e-management can highlight on each of its administrative sites, as well as on its outlets and devices that the public deals with, and so the administration has the guaranteed honest tool, with which it assesses its activities and follows up on its sites with confidence away from the method of follow-up with memos and reports submitted by individuals in traditional departments, with known problems, foremost of which is the lack of transparency in many cases as well as the slowness of this method, and this difference can be clearly revealed when we imagine two departments, one of which is sitting waiting An observer or a group of observers sent by her to write reports about a site, follow the progress of work

on it, and another sits in place watching the movement of work on this site directly, and also hears everything that is going on there (Al-Hassan, 2009 : 21)

E-confidentiality and privacy: one of the characteristics of E- management is the confidentiality and privacy of important information with the programs owned by that department that enable it to withhold important information and data, and not to make it available only to authorized persons who have the password (Al-Hassan, 2009 : 21).

F-increasing mastery: E-management as a modern mechanism in administrative development processes, and organizational change represents a critical juncture in the form of traditional administrative tasks and activities, and has the most important advantages, the most important of which is the immediate processing of requests (Abdul Karim, 2010 : 1)

3: The dimensions of E- management

The application of E- management requires the need to provide basic elements that translate electronic works and create jobs that fall within the context of electronic transformation in traditional management, these elements are: computers, networks, software and systems, databases, human cadres, experts and specialists who represent the human and functional structure of the E-management system :

A- Computer hardware and accessories :

Due to the development of computer programs and the increasing number of users of company equipment, it is better for companies to strive to have the latest hardware manufacturers in the world to achieve two basic advantages (Abu Amona, 2009: 37).

1- Saving on continuous development costs and maintenance costs.

2-The suitability of computer hardware for software developments and Information Systems Software.

B-Networking : They are the electronic links extending through the communication fabric of intranet , extranet and internet networks, which represent the value network of the enterprise and its E-management (Yasin, 2005:24).

C-Software and databases : Software: Software is a set of programs used to operate a computing device and use its various functions, or detailed instructions that control the operation of a computer system. There are two types of software:

1-System software : it manages and monitors computer activities.

2-Application software : it is the one that takes care of completing tasks for end customers .

3-Databases : are a set of logical data elements linked to each other by a mathematical relationship, where it consists of a table or several tables, and the table consists of one or more records, and the record consists of one or more fields and is written in a certain programming language.

D-Human cadres : Knowledge creators are the most important elements in electronic management systems. They are managers and analysts of the knowledge resources and intellectual capital within the organization , On the one hand, knowledge creators control the strategic coordination of electronic management elements, and on the other hand, they change people's general way of thinking about knowledge culture. (Najm, 2009 : 309-310).

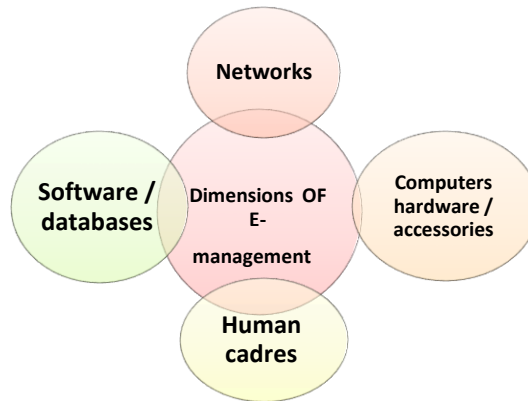


Figure No. (2) dimensions of electronic management

Source: Musa Abdul Nasser and Mohammed Qureshi , the contribution of electronic management to the development of administrative work in higher education institutions, P. (90) at disposal .

It can be seen from Figure (2) that the elements and pillars of E- management are not independent of each other, but interact, influence and influence each other. For example, the efficiency and quality of a computing device affects the efficiency of the remaining components and their ability to perform electronic functions.

Second: Burnout

There are many obstacles in the work area that prevent the employee from performing his full role, which makes him feel that he cannot perform the required work to the extent expected by others, and if this happens, the relationship between them will be affected. The worker and his work take on a negative aspect, which has a devastating impact on the entire professional process. This feeling of helplessness with exhausted efforts can lead to a state of exhaustion and emotional exhaustion, which can be defined as psychological or professional exhaustion. Burnout (Al-Zahrani , 2008:18).

Although the study of functional combustion phenomena is relatively new, many studies have described and classified it in different ways, resulting in various combustion definitions characterized by conceptual disagreements (Al-kalabi and Rashid, 2001: 116).

1: What is burnout :

Opinions differ on what constitutes burnout , preventing researchers from developing a specific, agreed-upon definition for it. As researchers define definitions based on their use, these definitions can be divided into the following three directions:

A:The first direction : definition according to burn out sources

(Maslach & Jackson , 1981:99) Defining it as “a personal feeling of emotional exhaustion, emotional blunting, and low sense of personal accomplishment.” They define emotional exhaustion as "an individual's sense of loss of work energy, sense of accomplishment, and increased demands on his or her job" and emotional blunting as "an individual's sense of negativity, rigidity, and increased demands on his or her job." Emotional imbalance”. And low personal achievement is defined as “a person who feels that his success rate is low and believes that his or her efforts are in vain.”

(Freudenberger , 1975 : 73) defined functional burnout as: "a state of extreme fatigue that occurs as a result of additional and endless stresses and demands that fall on individuals at the expense of their energy and strength".

(Bakker & Demerout, 2007: 309) defines it as: "a psychological feeling that comes from the exposure of employees to stressful working conditions characterized by a high curve of requirements and a low curve of capabilities and available resources".

As for the researchers (Perlman & Hartman, 1982: 284), they have developed a definition and stated: " job burnout is a response to emotional stress caused by psychological stress, low performance at work and a dry manner of dealing with others" .

B: The second direction: definition according to the symptoms of functional burnout and their relationship to its causes

(Al-kelabi & Rasheed, 2001:13) Defining it as: "A state of emotional, intellectual, and physical exhaustion that manifests as an expression of an individual's response to stress at work and in long-term organizational relationships.", and this state is represented by the individual's feeling that his emotional sources are depleted, his tendency to evaluate himself negatively, his sense of low efficiency at work and loss of personal commitment in work relationships, in addition to losing the human element in dealing with others inside and outside the organization.

(Abu Hadrous & Al Farra ,2007:123) defines the phenomenon of job burnout among employees in the teaching profession specifically as: "a work-related psychological phenomenon that afflicts faculty members and makes them unable to carry out professional burdens, and to provide assistance to their students as they would like, generating a general feeling of insignificance of the results of work .

As for (Gurbuz, et. al , 2007:65) they define it as: "the state in which an individual begins to accept himself as an unsuccessful person, and feels tired and exhausted physically and morally, resulting from the aspiration to achieve large and difficult to achieve goals, and feeling disappointed as a result of failure to achieve those goals".

It is defined (Adekola , 2010 : 886) as : "it is an emotional disorder that most likely affects individuals who work with people directly, in addition, it is a negative and cynical development of attitudes and feelings towards co-workers and the public".

While (Rafie & Alkodat,2008: 297) defined it as " a psychological phenomenon that afflicts faculty members with fatigue, fatigue, lack of enthusiasm, low motivation and resistance to change, resulting from additional internal and external burdens , with which the member feels unable to bear them, and this negatively affects his teaching performance, providing assistance to his students as they would like, and performing the tasks assigned to him diligently and proficiently".

Abdurrahman defined it as : a psychological or mental condition that affects individuals who work in professions that are characterized by dealing with many people , and these workers usually give more than they take (Abdurrahman, 1992: 3).

(Al-kalabi and Rashid, 2001: 118) defined burnout as " a state of emotional, intellectual and physical exhaustion, which is in the form of expressions that an individual uses towards his work as responses to stress and chronic organizational relationships . This condition is represented by the individual's feeling that his emotional sources are depleted, and he tends to evaluate himself negatively, and his

sense of low efficiency at work and loss of personal commitment in his work relationships, in addition to losing the human element in dealing with others inside and outside the organization " .

C: The third direction: definition according to the effects caused by burnout and the extent of response to it

According to (Al Nafiey , 2000: 55), it is " the perceived state of emotional exhaustion or psychological stress, negative attitudes and sarcastic feelings with reviewers and colleagues that are formed among employees, as well as negative self-report of themselves regarding their assigned work and their relationships with reviewers, colleagues and the organization in which they work".

As for (Trievedi & Shukla, 2008: 320) define it as: "inability to fulfill the required service requirements as expected, represented by emotional exhaustion, apathy, physical fatigue, low energy, mental illness, increased drug and alcohol abuse, ridicule of everything, unjustified anger, frustration, low personal achievement".

Al-Rashdan believes that job burnout is a state of depletion of the individual's psychological energy , which leads him to a state of psychological imbalance, "disorder", which appears as a result of severe psychological stress caused by workloads and requirements, which directly negatively affects the clients and the organization in which the individual works (al-Rashdan, 1995 : 24).

(Al-Hayek, 2000: 21) I knew him of a state of disorder, stress, and job dissatisfaction that afflicts humanitarian and social workers resulting from severe psychological pressures that subject him to burdens that lead to depletion of his qualities and efforts, which brings him to an unacceptable level of performance.

"A state of stress that affects the individual as a result of overworked workloads and results in a set of psychological, physical and mental symptoms" (Al-Zeyoudi, 2007: 192) .

2 : Burnout levels :

If burnout occurs in consecutive stages, then it has three consecutive and ordered levels, namely (Badran , 1997 :)

A-Acceptable psychological burnout: Resulting from recurring fatigue, anxiety, depression and irritability.

B-Moderate psychological burnout: The same reasons as the previous stage, but it lasts longer, "at least two weeks", and cannot be effectively dealt with.

C-Severe psychological burnout: Caused by physical symptoms such as ulcers, chronic back pain, and severe headaches, it is not surprising that employees feel moderate to moderate feelings of psychological burnout from time to time, but when these feelings persist and become With chronic physical and mental illness, burns become a serious problem (Al-Hayek, 2000 : 20).

3: The dimensions of Burnout :

The researchers Maslach and Jackson (Maslach & Jackson , 1981 :109) pointed out the existence of several dimensions of the phenomenon of functional combustion, as follows :

A- dimension emotional or psychological stress.

B- dimension feeling blunting .

C- dimension lack of sense of accomplishment.

We will briefly explain these three dimensions :

The first dimension is the loss of the employee's self-confidence and morale, as well as the loss of interest and care for the beneficiaries, which drains all his energy and gives people the feeling of a dry source of emotion. If employees feel they are unable to continue to perform or perform their duties to beneficiaries at their previous level, this feeling of emotional exhaustion may be accompanied by frustration and psychological distress (Maslach & Jackson, 1981:109) .

The second dimension is a low sense of personal accomplishment, which is characterized by a tendency for individuals to have negative self-evaluations and a sense of failure, as well as a low sense of productivity at work, successful completion of work, or interaction with others. This occurs when employees feel they have lost personal involvement in their work relationships (Cords & Dougherty, 1993: 623) .

The third dimension is the loss of the human or personal element in dealing with them, which includes their tendency to depersonalize the beneficiaries with whom they deal, whether they are within or outside the organization. The loss of the human or personal element of the interaction means that individuals are viewed as objects rather than people. In this case, the employee is characterized by being cruel, pessimistic, constantly criticizing and blaming his colleagues, his beneficiaries and the organization (Maslach & Pines, 1977:107)

4: The Stages of Burnout :

The phenomenon of combustion does not occur suddenly, but includes the following stages (Ali, 2008: 45)

A-The stage of absorption : in it, the level of satisfaction with work is high, but if there is an inconsistency between what is expected from work and what is happening in reality, the level of satisfaction begins to decrease.

B-Inertia stage: In this stage, growth is slow, job satisfaction gradually decreases, work efficiency decreases, work performance level decreases, individuals feel that their physical health is in poor condition, and they turn their attention to other aspects of life, such as hobbies, social interaction, etc. Spend your free time.

C-Dissociation stage: In this stage, the individual realizes what has happened and begins to experience psychological withdrawal, physical and psychological illness, and high levels of psychological stress.

D-Critical Stage: is the largest stage in the combustion chain, where physical, psychological and behavioral symptoms worsen and become dangerous, and the individual's thinking is disturbed by self-doubt. The individual reaches the invasion (explosion) stage and considers resignation and possibly suicide.

IV: Practical side : analysis of results

First : Community and sample study :

The University of Babylon was chosen to be the field of current study for the possibility of testing the variables of study at the university more accurately than other organizations because its employees have a variety of educational levels commensurate with the goals of the current study .

1- Data sources and collection methods :

Data was collected from both primary and secondary sources as the study was based on collection of data from primary sources by using questionnaire method to cover the actual scope of the study with

variables designed to benefit the field several specialized studies. At the same time it relies on existing books, published studies and journals to build the theoretical framework of the study from secondary sources.

2- Statistical data analysis methods:

In order to make the research indicators accurate and serve the current research and test the hypotheses, this study relied on a variety of statistical methods and institutions:

A-Percentage, number of replicates, arithmetic mean, and standard deviation to describe and diagnose study variables.

B-Simple correlation coefficient, used to determine the strength and nature of the relationship between study variables.

C-Simple linear regression measures the significant impact of the independent variable on the dependent variable.

Use a statistical program (SPSS: V25) to find and extract iterative distributions, arithmetic means, and deviations, and to find correlations and regression results.

3-Characteristics of the research sample: (45) questionnaires were distributed to the administrative personnel of the universities under investigation. The questionnaires were collected, of which (39) were effectively analyzed, with an effective rate of (68.6%). Table (1) shows the distribution of target groups according to personal characteristics

Table (1) personal characteristics

SEQ.	Characteristics	Categories	N.	Rate
1	Age	Less / (35)	10	25.6
		(35) - (45)	14	35.9
		More / (45)	15	38.5
		Total	39	100
2	Sex	Male	33	84.6
		female	6	15.4
		Total	39	100
3	Graduation	Ph.D.	8	20.5
		Masters	23	59
		Bachelor	8	20.5
		Total	39	100
4	Career years	Less / (3)	7	17.9
		(3) - (7)	15	38.5
		More / (7)	17	43.6
		Total	39	100

Source: by researcher

4-Description and diagnosis of study variables : This axis involves the description and diagnosis of the e-management areas mentioned in the theoretical aspects of the study and approved in the study model (computer hardware and accessories, networks, software/databases and human cadre). And the dimensions of burnout (psychological stress, sense of accomplishment, and inhumanity) are given,

and Appendix (1) shows the frequency distribution and numerical values of the arithmetic mean and standard deviation.

A-Components of E-management strategy :

1: Computers hardware and accessories : The results in Appendix (1) show that, according to its indicators (X4-X1), the targets' answers to this field tend to agree with (88.48%) of these answers, the arithmetic mean (4.14) and the standard deviation (0.697), While the percentage of disagreement on this field indicator reaches (3.225%), which indicates the availability of computers and their accessories in the studied university. Indicators (X1) and (X3) have the highest degree of consistency. The consistency of the two indicators reaches (92.3%) . The arithmetic mean is (4.26) and (4.18) respectively, and the one standard deviation is (0.677) and (0.556 respectively. This shows that the universities under review pay special attention to computers and their accessories in order to continuously develop them further. The lowest compliance rate between various indicators in this field and the index (X4) is 79.5%, and the arithmetic mean of the index is (3.90) . Its standard deviation is 0.940, which indicates a lack of control over user registration for logging into the system used.

2:Networks : the data of Appendix (1) indicate the frequency distributions, Arithmetic mean and standard deviation of the statements specific to the network area (X8-X5), confirming the degree of agreement of the respondents with these statements (84.625%) with the arithmetic mean (4.17) and a standard deviation (0.661) . By following up the extent to which each indicator contributes to the field of networks, it was found that the university under study is showing increasing interest in providing a quality service. (X5) is the most significant contributor , with an agreement (97.4%) of the respondents and an arithmetic mean of (4.33) and a standard deviation (0.530).

3:Software / databases : The results in Appendix (1) show that the responses of respondents to this area according to their indicators (X12-X9) tend to be consistent with (85.25%) of these answers, with arithmetic mean (4.20) and standard deviation (0.855). While the percentage of disagreement for this dimension indicator reached (5.775%), which indicates the availability of indicators for software and databases provided by the universities studied. This index has the highest percentage of agreement (X11), the percentage of agreement for this index is (87.2%), the arithmetic mean is (4.28), and the standard deviation is (0.826).This shows that the universities studied are pioneers in the use of software and databases and are constantly updating and modifying them.

4:Human cadres : : The data in Appendix (1) is the frequency distribution, arithmetic mean and standard deviation of phrases (X16-X13) for cadre departments, which confirms the respondents' agreement with these phrases, because the agreement percentage reaches (70.5%), This is calculated using the arithmetic mean (3.80) and standard deviation (0.942). By tracking the degree of contribution of each indicator in the field of human cadre, it can be seen that the university administration under study is aware of the various changes that can occur in the human cadre . (X14) is the most important factor and the respondents unanimously agree (79.4%) with an arithmetic mean of (4.03) and a standard deviation of (0.743).

B- Burnout Dimensions :

1:Psychological stress : The results in Appendix (1) show that, according to its indicators (Y5 - Y1), the answers of targets to this dimension tend to correspond to (70.5%) of these answers, with an arithmetic mean of (3.93) and a standard deviation of (0.984), while the percentage of disagreement for this dimension indicator reaches (9.76%), which shows the availability of the studied university stress indicator, although the percentage of agreement for this indicator (Y2) and (Y3) is the highest, with the percentage of agreement between the two indicators being (84.6 %), the arithmetic mean (4.10) and standard deviation are (0.852) and (0.788) respectively, indicating that workers sometimes feel tired and sometimes feel bored due to the new working day. The lowest consistency of this dimension indicator is the Y4 index (64.1%), the arithmetic mean of the index (3.64) and its standard deviation (1.203), This suggests that the availability of job demands reduces employee frustration.

2:Feeling of personal accomplishment : The results in Appendix (1) show that targets' responses to this dimension based on their indicators (Y10-Y6) tend to be consistent with (76.4%) of these responses, the arithmetic mean (3.96) and the standard deviation (0.911), while The proportion of disagreements for this dimension indicator reached (9.76%), indicating the availability of personal fulfillment indicators in the studied universities. The highest consistency rate is the index (713), with the index consistency rate (84.6%), arithmetic mean (4.08), and standard deviation (0.963), indicating that there is a state of familiarity and cooperation between employees and their departments like a family system.

3:Inhumanity : The results in Appendix (1) show that the respondents' answers to this dimension according to their own indicators (Y14-Y11) tend to be consistent with 80.1% of the answers, with an arithmetic mean (4.05) and a standard deviation (1.016). The proportion of disagreements on this dimension reached 9.76%, indicating that the universities studied have indicators of a good treatment spirit. This index has the highest percentage of agreement (Y14), with the percentage of agreement (89.7%), mean (4.36), and standard deviation (0.903) of this index indicating that the respondents are focused on others.

C:Testing hypothesizes : Analysis of correlation relationships between study variables : The relationship between E- management and the dimensions of functional exhaustion at the macro level of the University : In order to identify the nature of the correlation relationship between E-management and job burnout at the level of the studied University, Table (2) * **(accreditation in the Applied side of this study is based on a moral level (0.05) for the purpose of conducting statistical tests (correlation coefficient Test , T test, F test) because it is the level adopted in most administrative studies)** indicates that there is a positive moral correlation between E-management and job burnout, as the correlation degree (total index) reached (0.861) and thus the first main hypothesis has been realized, which means (the pursuit of providing E- management areas helps in reducing career burnout on This indicates that the fields of E- management are available at the studied University at the overall level and that they have a great and effective role in reducing the levels of burnout.

1- The relationship between E- management and each dimension of burnout at the macro level of the University under study:

Table (2) indicates that there is a positive moral correlation between E- management and each dimension of burnout. It is clear from the mentioned Table that the strongest positive moral correlation was between E- management and after a sense of personal achievement , as the correlation score (total index) reached (0.835) and at a moral level (0.01), while the weakest moral correlation was between E- management and after the availability of humanity, as the correlation score (total index) reached (0.626) and at a moral level (0.01) , and thus all the sub-hypotheses emanating from the first main hypothesis :

- A. There is a moral correlation between E-management and psychological stress at the university under research.
- B. There is a moral correlation between E-management and the feeling of personal accomplishment at the university under research.
- C: There is a moral correlation between E-management and inhumanity in the university under research .

Table (2)

Burnout	psychological stress	feeling of personal accomplishment	Inhumanity	Total indicator
E-management				
Computers hardware / accessories	0.502**	0.606**	0.412**	0.574**
Networks	0.477**	0.483**	0.248	0.459**
Software / databases	0.686**	0.659**	0.663**	0.749**
Human cadres	0.799**	0.774**	0.520**	0.790**
Total indicator	0.826**	0.835**	0.626**	0.861**

P ≤ 0.05

N = 39

Source: by researcher based on the results of the Spss

Based on what has been described above , all the sub-hypotheses emanating from the first main hypothesis are accepted , which states that there is a moral correlation between E- management and each dimension of burnout at the level of the study sample as a whole , and this indicates that the presence of E- management tools addresses and reduces and contributes to reducing the levels of burnout.

2-Analysis of influence relationships between study variables :

In order to find out the extent to which there is a moral impact of E- management in the dimensions of burnout , the study model and the second main hypothesis necessitate determining the impact of the fields of E- management in the dimensions of burnout in a total and partial manner, and this is stipulated by the second main hypothesis and the sub-hypotheses emanating from it, and then comes the analysis of the impact of the study model variables as well as the interpretation of statistical results.

A: The impact of the fields of electronic management in the dimensions of functional exhaustion at the macro level of the university under study :

The analytical results in Table (3) indicate the presence of a moral impact of the fields of E-management in the dimensions of burnout , and this is supported by the calculated value (F) , where it reached (106.209) , which is greater than its Tabular value (4.05) and at a moral level (0.05) and a degree of freedom of (37.1) , which indicates that the regression curve is good at explaining the relationship between the fields of E- management and the dimensions of burnout and on the aggregate level, the determination coefficient (R²) the value of (0.742), which indicates the ability of the independent variable to explain the effect that occurs in the dimensions of burnout by about (74.2%), and this is reinforced by the value of the regression coefficient (beta) (0.861) , which means that the burnout at the University The study sample will change by (0.681) if the interest in E- management increases by one unit and the value of (t) calculated at (10.306), which was greater than the tabular value as well.

I / variable D / variable	E- management				
	B	Beta	T	F	R ²
psychological stress	1.341	0.826	8.918	79.534	%68.2
personal accomplishment	1.495	0.835	9.230	85.198	%69.7
Inhumanity	0.917	0.626	4.887	23.886	%39.2
Total indicator (Burnout)	1.251	0.861	10.306	106.209	%74.2

DF (1, 37) N = 39 P ≤ 0.05

(T) Tabular = 1.68 (F) Tabular = 4.05

Source: by researcher based on the results of the Spss.

B: The impact of the fields of E- management in each dimension of burnout at the macro level of the university under study :

From the results in Table (3), we can see that the E-management regression coefficient value of psychological pressure is (0.826), which means that the psychological pressure of the research university has changed (0.826).) if interest in electronic management increases by one unit. This is supported by the fact that the calculated value of the regression coefficient (t) reaches (8.918) and the calculated value (F) measuring the morality of the regression model reaches (79.534). From the table it can be seen that the two values are at (1%) level. The coefficient of determination (R²) of this model was 0.682, indicating that the independent variables were able to explain approximately 68.2% of the effects of emotional stress.

The results obtained support the acceptance of the first sub-hypothesis, which states that e-management has a moral impact on psychological stress in the universities studied.

The regression coefficient of electronic management on personal performance reaches (0.835), which means that when the interest in electronic management increases by 1 unit, the change in personal performance of the studied university is (0.835). This is supported by the fact that the calculated value of the regression coefficient (t) reaches (9.230) and the calculated value (F) measuring the morality of the regression model reaches (85.198). From the table it can be seen that both values are at (1%) level. The coefficient of determination (R²) of the model is 0.697, indicating that the independent variables can explain 69.7% of the impact on individual performance.

The apparent results support the acceptance of the second sub-hypothesis, which states that there is a moral impact of E-management on personal accomplishment at the university under study

The regression coefficient of electronic management on inhumanity reaches (0.626), which means that when people's interest in electronic management increases by 1 unit, the inhumanity of the university studied changes (0.626). This is also supported by the calculated value (t) of the regression coefficient reaching (4.887) and the calculated value (F) measuring the morality of the regression model reaching (23.886). It can be clearly seen from the table that these two values are located (1%) level. The coefficient of determination (R²) of this model is (0.392), indicating that the ability of the independent variables to explain the inhumane effects is approximately (0.392%).

The above results support the acceptance of the third sub-hypothesis, which states that there is a moral effect of E-management in the inhumanity of the university under study .

V : Conclusions and recommendations

In this section , we will discuss the most important conclusions reached by the research, which are as follows :

First : Conclusions

- 1- The E-management strategy is a new style of management that has brought about profound changes in the management environment in various social organizations. One of its benefits is to provide the best services to beneficiaries, and better performance for employees and workers .
- 2- The E-management pattern has brought about a significant transformation in the traditional management functions in terms of Planning, Organization, leadership and control by restructuring administrative procedures, redistributing tasks and powers, and delegating authorities.
- 3- The people surveyed have a good concept and vision of the concept of E-management and its direct impact on the performance of their daily blindness .
- 4- Those in charge of the University sample study should have the necessary knowledge of what the availability of infrastructure means for the requirements of applying the E-management strategy between the University and its departments.
- 5- The close link between E-management and burnout means that the university is being studied and through this it can find effective solutions to control or reduce the indicators of high burnout.
- 6- The university under study can end the phenomenon of levels of burnout among its working personnel if appropriate plans are developed to control those levels .
- 7- Referring to the results of the statistical analysis of the impact relationships between the study variables, it was found that there is a good effect of E-management in burnout , which means that it can be used to find out what it means to pay attention to E-management in raising performance levels for workers.

Second : Recommendations

This aspect of the research will address the codification of the most important recommendations reached by the study, namely :

- 1- Strive to work to spread the culture of the importance of E-management , create the appropriate and supportive environment for it and draw plans to ensure its development and development .
- 2- Among the treatments recommended by the study, it is necessary to adopt feedback from employees and workers in order to know their orientations regarding the development of infrastructure to draw the appropriate strategy for E-management.
- 3- Ensuring the dissemination of the spirit of competition and providing the appropriate climate for creative workers, encouraging and rewarding them , and taking new ideas and trying to implement them.
- 4- Emphasizing the role of the university by conducting and seeking research and development and following up its employees and the atmosphere surrounding them to pay attention to the levels of burnout .
- 5- One of the solutions proposed by this study is to set standards that are at the level of a scale or standards that take upon themselves to sound the alarm if the level of burnout reaches a certain limit so that the university under study can take precautionary measures .
- 6- The university under study, among the proposed solutions and treatments , can be in direct contact with the new technology, which will reduce the levels of routine and monotony surrounding the workers and employees to help them overcome the degrees of burnout they are going through .
- 7- It is necessary and one of the self-imposed solutions that the university leaders of the study sample realize that the E-management strategy has become more of a necessity than an obligation to face the routine that envelops most of the time of employees and employees to prevent them from falling into the net burnout .
- 8- Work on planting the roots of motivation for the departments working at the University sample study to increase their capabilities , resources and expertise.
- 9- Seeking to create and provide all possibilities for employees and workers , especially those who possess talents, abilities and distinct possibilities, taking into account finding a state of guidance, encouragement and support for them to be an example to be emulated by the rest of the employees.

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Appendix (1)

V.	D.	C.	S. agree		agree		Neutral		don't agree		S. disagree		Mean	S.D
			N.	%	N.	%	N.	%	N.	%	N.	%		
E - management	Computers	X1	14	35.9	22	56.4	2	5.1	1	2.6	0	0	4.26	0.677
		X2	12	30.8	23	59	4	10.3	0	0	0	0	4.21	0.615
		X3	10	25.6	26	66.7	3	7.7	0	0	0	0	4.18	0.556
	Hardware / accessories	X4	9	23.1	22	56.4	4	10.3	3	7.7	1	2.6	3.90	0.940
		T.	28.85		59.63				2.575		0.65		4.14	0.697
			88.48		3.225									
	Networks	X5	14	35.9	24	61.5	1	2.6	0	0	0	0	4.33	0.530
		X6	8	20.5	23	59	8	20.5	0	0	0	0	4.00	0.649
		X7	15	38.5	17	43.6	7	17.9	0	0	0	0	4.21	0.732
		X8	13	33.3	18	46.2	8	20.5	0	0	0	0	4.13	0.732
		T.	32.05		52.575		15.375		0		0		4.17	0.661
			84.625		0									
	Software /	X9	16	41	17	43.6	4	10.3	2	5.1			4.21	0.833
		X10	16	41	17	43.6	2	5.1	3	7.7	1	2.6	4.13	1.005
		X11	18	46.2	16	41	3	7.7	2	5.1			4.28	0.826

Burnout	databases	X12	14	35.9	19	48.7	5	12.8	1	2.6			4.18	0.756		
			41.025			44.225				5.125		0.65				
		T.	85.25					8.975		5.775					4.20	0.855
	Human cadres	X13	9	23.1	20	51.3	7	17.9	3	7.7	0	0	3.90	0.852		
		X14	10	25.6	21	53.8	7	17.9	1	2.6	0	0	4.03	0.743		
		X15	8	20.5	20	51.3	5	12.8	4	10.3	2	5.1	3.72	1.075		
		X16	8	20.5	14	35.9	9	23.1	7	17.9	1	2.6	3.54	1.097		
			22.425			48.075				0.625		1.925				
		T.	70.5					17.925		11.55					3.80	0.942
	Psychological stress	Y1	13	33.3	16	41	9	23.1	1	2.6	0	0	4.05	0.826		
		Y2	13	33.3	20	51.3	3	7.7	3	7.7	0	0	4.10	0.852		
		Y3	12	30.8	21	53.8	4	10.3	2	5.1	0	0	4.10	0.788		
		Y4	10	25.6	15	38.5	7	17.9	4	10.3	3	7.7	3.64	1.203		
		Y5	12	30.8	15	38.5	6	15.4	2	5.1	4	10.3	3.74	1.251		
			30.76			44.62				6.16		3.6				
		T.	70.5					14.88		9.76					3.93	0.984
		personal accomplishment	Y6	14	35.9	16	41	5	12.8	2	5.1	2	5.1	3.97	1.088	
			Y7	12	30.8	20	51.3	4	10.3	2	5.1	1	2.6	4.03	0.932	
			Y8	13	33.3	19	48.7	4	10.3	3	7.7	0	0	4.08	0.870	
	Y9		10	25.6	23	59	5	12.8	1	2.6	0	0	4.08	0.703		
	Y10		7	17.9	15	38.5	13	33.3	3	7.7	1	2.6	3.62	0.963		
			28.7			47.7		15.9		5.64		2.06		3.96	0.911	
	T.	76.4							7.7							
	Inhumanity	Y11	14	35.9	16	41	4	10.3	4	10.3	1	2.6	3.97	1.063		
		Y12	16	41	17	43.6	4	10.3	2	5.1	0	0	4.21	0.833		
		Y13	11	28.2	16	41	3	7.7	6	15.4	3	7.7	3.67	1.264		
		Y14	21	53.8	14	35.9	2	5.1	1	2.6	1	2.6	4.36	0.903		
			39.725			40.375		8.35		8.35		3.225		4.05	1.016	
		T.	80.1							9.76						

V=Variable

D = dimensions

C=coding

S. Agree = strongly agree

S. disagree = strongly disagree

S.D = Standard deviation