

## **The impact of procedural knowledge on job burnout within hotel organizations: A case study on hotels in Baghdad**

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### **Abstract**

This study came to clarify the psychological conditions experienced by workers in various Iraqi hotels as a result of exposure to routine work pressures and the associated effects on the level of performance and their relationship to management, which adversely affects the nature of the organization

It is also necessary to review all the means and procedures followed in the manner of performing the various acts and work to remove what is unnecessary and simplify these procedures and work to apply the procedural knowledge in a manner appropriate to the nature of the work entrusted to the perpetrators, which distancing workers from the atmosphere of psychological pressure and to do business more flexible and away from the phenomenon job burnout

This study included three chapters based on the main variables that are guaranteed, namely procedural knowledge as well as job burnout,

The problem of study is to exaggerate the pattern in dealing with individuals working in hotel organizations and there is no doubt that most of the hotel organizations have detailed laws and regulations governing the nature of the work and thus these stereotypes have a significant impact in the emergence of the phenomenon of burnout of employment

The study aims to achieve a set of objectives, including identifying the factors that cause the phenomenon of burnout of working and work to reduce them, as well as knowledge of the relationship between the practices for procedural knowledge and the process of burnout in the functional hotel organizations To know the level of psychological pressure among workers in hotel organizations

The study was able to come up with a set of conclusions and recommendations aimed at identifying the real causes and the most impact on the workers and then develop appropriate solutions through some recommendations

**Key ward.** procedural knowledge, job burnout .

## Introduction

Job burnout received the attention of many researchers due to its negative effects on individuals working in the field of work and Achievement, This phenomenon is related to the concept of the diseases of civilization that afflict many of us through many societal crises, This phenomenon is caused primarily by the psychological pressures that a person confronting .

Burnout arises in response to the tasks that are imposed on the employee and that are stress factors for the employee such as the workload, In turn to, it increases his personal obligations and responsibilities Because of the higher levels of excitement these tasks bring about, the employee begins to feel burnout job when repeatedly exposed to these important requirements So he uses the human or personal element, especially when he works in an environment that provides only a limited amount of feedback and rewards for work accomplishments.

Job burnout may first begin with the deterioration of many positive perceptions or trends related to his work ,As a result the employee's sense of job satisfaction and indulgence decreases, and his nervous tension increases during the work, After that, he starts the results of evaluating the employee's performance, and then he shows some negative physical symptoms, Then the level of job drop-out increases, the level of self-esteem decreases, and signs of deteriorating mental health appear ,and The quality of personal and social relationships worsens, which leads to the disintegration of working groups and the collapse of social support for employees, On the basis of the foregoing and as a result of these pressures, there should be a clear chain of knowledge procedures that relate to how the work is performed, Or activity so that that knowledge is directly applied to the work or task being performed, The individual is not satisfied merely with the knowledge of carrying out a specific task or solving a specific problem, but that is being applied on the ground, and usually the Procedural knowledge is formed through practical experience and ongoing practice.

The study relied on the use of the analytical and field approach represented in the questionnaire form to obtain the data required by the research sample represented by

a group of workers in baghdad hotels(Ishtar Grand Crystal Hotel and International Palestine Hotel )

The study obtained an important set of results that hotel managements can apply within their internal policies at work.

### **Study methodology.**

**1- Research problem.** The research problem is exaggeration by stereotypes in dealing with individuals working in hotel organizations, There is no doubt that most hotel organizations have detailed laws and regulations governing the nature of their work, This stereotype has a major impact on the emergence of the phenomenon of job burnout, Hence the research problem is clear in the spread of the phenomenon of job burnout and the factors that help its emergence, On this basis, this scientific research was conducted in order to identify the most important reasons that contribute to the spread of this phenomenon, And how to work to reduce them and mitigate their impact on the performance of workers in hotel organizations, By facilitating and clarifying procedural knowledge steps and raising their level of work competence, Depending on the above, it is possible to indicate the problem of the study through the following question...

**How widespread extent is the phenomenon of functional combustion among workers in hotel organizations ,and What are its causes, methods of treatment and the role of procedural knowledge in it?**

### **2- the importance of studying.**

2-1- Despite the importance of the subject of procedural knowledge and its role in the process of job burnout , However, this topic did not reach its required size in previous research and studies in the fields of tourism and hotels.

2-2- The importance and effectiveness of procedural knowledge in the performance of workers individuals through the processes of psychological pressure and a sense of stress from the workload.

2-3- Reducing the rate of psychological fatigue and encouraging the future performance of the individual, which contributes to reducing job burnout .

2-4- The importance of procedural knowledge among workers in Iraqi hotel organizations and its impact on the level of their performance.

**3- Objectives of the study. This studying aims to achieve the following goals**

- 3-1- understand procedural knowledge practices within hotel organizations.
- 3-2- Knowing the level of psychological pressure among workers in hotel organizations.
- 3-3- Knowing the relationship between the processes of procedural knowledge and the process of job burnout in hotel organizations.
- 3-4- Determine the reality of the methods used in hotel organizations to reduce the phenomenon of job burnout among workers.
- 3-5- Determine the factors that cause the occurrence of the phenomenon of job burnout .
- 3-6- Knowing the most important measures used within hotel organizations in measuring the phenomenon of job burnout.

**4- Study hypotheses.**

**4-1-The first main hypothesis ...** (There is a morale correlation relationship, related Statistical significance between job burnout and procedural knowledge among workers in hotel organizations ) **and The following sub-hypotheses are subdivided from them**

**4-1-1-** There is a morale correlation relationship, related Statistical significance between Factors that cause to job burnout and procedural knowledge among workers in hotel organizations.

**4-1-2-** There is a morale correlation relationship, related Statistical significance between job burnout trends and procedural knowledge among workers in hotel organizations.

**4-1-3-** There is a morale correlation relationship, related Statistical significance between Dimensions of job burnout and procedural knowledge among workers in hotel organizations.

**4-2- The second main hypothesis ...** (There is a morale influence relationship, related Statistical significance between job burnout and procedural knowledge among workers in hotel organizations ) **and The following sub-hypotheses are subdivided from them**

**4-2-1-** There is a morale influence relationship, related Statistical significance between Factors that cause to job burnout and procedural knowledge among workers in hotel organizations.

**4-2-2-** There is a morale influence relationship, related Statistical significance between job burnout trends and procedural knowledge among workers in hotel organizations.

**4-2-3-** There is a morale influence relationship, related Statistical significance between Dimensions of job burnout and procedural knowledge among workers in hotel organizations.

**5- Style of the study.** The study relied on using the analytical and field approach represented in the questionnaire form to obtain the data required by the research sample And represented by a group of workers in Iraqi hotels, where (110) questionnaire was distributed to the hotels of the study sample (104) forms were retrieved, and for statistical necessity, (100) forms were taken.

**6- Study community:-** The study community represents two hotels from Baghdad city (Babylon Rotana Hotel, Crystal Grand Ishtar Hotel) These hotels were chosen to be the study sample for research, given their good reputation in the hotel and tourism market, As for the study sample, the questionnaire was distributed to the workers inside these hotels, by 50 forms for each hotel.

**7- Study Sample:** - The study sample was represented by working individuals (managers and employees) in the hotels chosen for the study, which is a random sample.

## Chapter one

### Procedural knowledge

Procedural knowledge refers to the set of steps or actions that work to achieve a specific goal, In other words, the skills and capabilities that an individual possesses, which are found in the practices necessary to do business through his performance of the procedure, It is the knowledge that has been tested in the performance of missions, Thus, the concept of procedural knowledge does not refer only to what we know - knowledge of procedures - But also to how to know the procedures in a mathematical and simplified manner without the need for extensive communication, In practical application, procedural knowledge is of great importance and needs speed in delivery, In addition to quality, low cost and high service, especially in the services sector, such as hotels and restaurants(For example), Therefore, it requires presence the structured and specific procedures in this matter, Sometimes the operator may not be able to show what has been accomplished, The emphasis is on necessities, as in some cases, a skilled individual may be able to explain the procedure, On this subject (Pears, 1971: 5) gives an example He says that the person who can ride a bicycle can (know - how), But he can not explain how he balance on it.

#### **First: - the concept of procedures.**

The procedures according to the opinion of each( Hiebert&Jefevre,1986:6 ) It can be a mathematical with a sequence of verbs prepared in advance leading to the correct answer when implemented accurately, Or possible actions, you must follow the correct sequence to solve a specific problem, ( Byrnes&Wasik,1991:777 ) they describes it Using some characteristics like skills, strategies, production, and internal special actions. Also, some procedures are difficult to obtain it easily Or influence it, especially those that are programmed with extensive operations to be performed by the computer ( Sun et al,2001:206 ). On the other hand, there are some individuals in the work who know the procedures for the part of work assigned to it, But they do not know the full form of the work ( Lewicki,1985:565 ).

#### **Second: - The concept of procedural knowledge.**

A number of researchers gave a concept to procedural knowledge, each according to its specialization, The concept that was given by a mathematician It differs from other other specialties such as administrators ( for example), Depending on the nature of the mathematical operations with continuous succession and they are known in advance Their concepts were narrower in scope and limited , One of the concepts that have

been put forward by mathematicians is what each of them mentioned ( Hiebert&Jefevre,1986:6-8 ) They know it as a type of sequential knowledge type or step by step for how to accomplish the task, They also added that procedural knowledge is of two types, the first being close to the system codes used by individuals, The second consists of rules and procedures for resolving issues. The National Research Council sees mathematics teachers ( National Research Council , 2001:116 ) There is little focus on procedural knowledge Instead, the focus is on solving mathematical problems By students on the flexibility, and correctness efficiency of the procedures Without looking at what the extracted results are and how they have evolved, The concept of procedural knowledge is more comprehensive than that of mathematics As many procedures involve tacit knowledge. And in this regard say( Anderson,1993:18 ) Procedural knowledge is the experiences that individuals can demonstrate through their performance, It is not a simple normal report Procedural. knowledge means Realization concepts in the minds of individuals (Tohari,et al,2012:422 ). Both see ( awad&Ghaziri,2004:44 ) As it is knowing how to perform the task or procedure, It is the knowledge found in the applications of the procedure, It is of mental skill and may reach automatic application Like learning a language and speaking it repeatedly For example, many people speak English as their mother tongue But they are not perfect in their rules When foreigners speak in front of them, Those who learn their language They correct his pronunciation without explaining the reason. Where sees ( Kolers & Roediger,1984:440 ) There is evidence that the human mind interprets things as what to do instead of describing what you know.

### **Third: - Stages of accessing procedural knowledge.**

Shows( Anderson,1982:211 ) Procedural knowledge is considered as production and has a hypothetical structure. According to theory ( Anderson,1983:235 ) About Perceptive acquisition of skills, Reaching procedural knowledge requires three steps:

**1- The first stage.** Explicit knowledge that includes the rules and facts that are stored in memory Which acts as an exploratory guide to be worked on Through the application

**2- The second stage:** The stage of the transition from explicit knowledge to procedural knowledge By addition and application, At this point, two or more products used to solve the problem are grouped into one product.

**3- The third stage:** The stage of accessing procedural knowledge where there is harmony of knowledge So it will be applied correctly, and there will be a gradient and speed in the application, Here sees ( Anderson,1982:370 ) The difference between

explicit knowledge and procedural knowledge is that explicit knowledge represents a set of facts stored in databases of explicit knowledge, while procedural knowledge represents a group of components. Sees (Thagard, 2006: 187) Access to knowledge of procedures by new individuals in the organization goes through successive stages, An example is given of a new trainee in a scientific cooperation organization, who makes three assumptions.

1- Knowing( how –know) is apparent from the beginning and is clear.

2- That there are no clear oral rules but rules that can be extracted from the procedural knowledge of the work, Such as how to run a scientific meeting, which the trainee can learn through training And bring it back in the future, and thus a new outward knowledge is formed.

3- Because procedural knowledge is tacit and cannot be translated by verbal rules.

Thus, (Thagard )considers that implied procedures can be obtained from daily practices This is a great difficulty and sometimes impossible, And adds ( Lijun et al,2014:412 ) Until procedural knowledge is important in service organizations, there is an urgent need to measure its procedures To complete high level sequence and harmony, With the need for a systematic entrance to collect and manage the publication of procedures.

## Chapter second

### Job burnout

job burnout studies began in the United States of America in the 1970s to include people working in the service sector As for the beginning of practical work, it was in the era of the eighties, Designed by ( Maslach&Jackson,1981 ) Model ( MBI)( Maslach Burnout Inventory ) Which is mainly designed for individuals working in the services sector, Then a second model was developed for individuals working in the education profession, As for the nineties, this field has evolved to include other fields and sectors, Such as accountants, computers, technicians, managers and others.

#### **First: - job burnout concept.**

The term job burnout refers to psychological pressure leading to a disease that usually arises in the place where individuals use their time and energy( Mosely Jr. et al, 2011:371). (John & Martin2010: 399) describes it as a condition of emotional depletion, Lack of interest to others, and reduced personal achievement, which is widespread in the work environment Interpretation of job burnout differed according to the authors' views, Some see it as synonymous with Weak job activity(Meier, 1984:213). (Edelwich & Brodsky 1980: 10) is seen as a method of disappointment, (Perlman & Hartman 1982: 385) is considered a bridge of stress and Fatigue, Stress leads to emotional exhaustion if it is associated with Fatigue, anxiety, and insomnia, Emotional exhaustion is associated with psychological stress That leads to the dehumanization and conformity to the concept of confrontation, That is, treating others as numbers or things instead of treating them as human beings(Kahill, 1988:290). (Ashforth & Lee) explains that dehumanization involves a defensive behavior method of for being a reaction to actions to avoid unwanted requests or reduce perceived risks. (Ashforth & Lee, 1990: 625).and Lack of individual achievement is one of the outcomes of stress, Fatigue, and successive confront( Leiter,1989:19 ).

#### **Second: - The factors that lead to job burnout.**

Researchers differed in the factors that lead to job burnout, due to their differing views and the different places and entities that were searching in it the topic of job burnout. The factors that lead to job burnout are the following: (Maslach et al,2001:414-415 ).

1- Working stress. The pressure of work in excess of the limit leads to exhaustion, which may be due to the lack of experience and skills of the individual in the work assigned to him.

2- Control: Lack of control leads to less efficiency or less achievement, which is a manifestation of functional combustion.

3- Rewards: It is the lack of rewards for the work performed by the individual, as well as the delay in wages and the lack of appreciation of the employee's work by others.

4- Working groups. It is a lack of a sense of positive interaction with others in the workplace, and there are many actions that isolate the individual from work groups.

5- Justice: The lack of congruence between the individual and work is through a lack of a sense of justice in the workplace such as lack of justice in promotions ,and rewards.

6- Values: job burnout happen when there is a mismatch in the values, Or the employee resorting to that when his value conflicts with the values of the organization, (for example).

On the same topic, (DeCenzo & Robbins, 2005: 341-342) says: The factors contributing to job burnout can be identified in the following: Organizational traits, organization perceptions, knowledge of roles and laws, individual traits, and outputs, They add that some organizations have created four techniques to reduce stress levels before job burnout happen It is the following:

1- determination ID. By analyzing the facts and features of job burnout in individuals and work groups.

2- Protection: Try to protect the burnout process before it happen.

3- Treatment: Create procedures to reduce, stop, or reverse the combustion process.

4- Retreatment: Redirecting individuals who were burned or reached the end of the burnout process.

These job burnout treatment programs are aimed at:

First - Increase productivity.

Second - to make work more enjoyable for the worker.

**Third: - job burnout trends. Three main trends emerged for job burnout:**

1- The old trend. It is the outlook that Maslach adopted in the eighties and that focused on the job burnout of workers in the services sector, those who are in direct contact with clients such as humanitarian services such as health, education and community services. Then two modern trends appeared and they are:

**First trend:** The services field has been expanded to include other non-service specialties in addition to the professional specialties.

**second trend:** job burnout research started in this trend Going in the opposite trend of the previous in terms of ideas, where the idea of participating in the work was posed, Instead of looking at job burnout as a negative situation affecting the work, behavior and productivity of the worker, It was change to wards a positive state of worker welfare, This development in the perspective of job burnout reflects an emerging trend towards positive psychological impact that focuses on the strengths, rather than weaknesses and shortcomings ( Seligman&Cskszentmihalyi,2000:8 ).

**Fourth: Dimensions of job burnout.**

Dimensions of job burnout changed and evolved according to how it is perceived and according to the groups contributing to it, The behavioral view of the subject also has a major impact on the type of dimensions that are adopted, In the 1980s, when the view of job burnout included the services sector with direct contact with customers, according to (Maslach & Jackson, 1981, 99-113) Which he called internal burnout, ( Maslach – Burnout Inventory MBI ). It has been used by them as a measure and Three dimensions have been put to measure job burnout:

**1- Emotional exhaustion.** It is a depletion of sources of emotion due to the many requirements for personal relationships with others, Maslach says that when individuals describe themselves they refer to the experience of Exhaustion , And when Exhaustion occurs, it will lead to fear, which in turn will lead to less efficiency.

**2- Depersonalization.** It is a negative, harsh and ironic attitude towards others who benefit from the service, this characteristic increases the spacing between the working individual and the recipients of the service and thus its effect on the whole business.

**3- Reduce Personal Accomplishment .** It means a tendency to evaluate an individual's business negatively, this measure showed the result of the interaction of workers in the services sector with the beneficiaries of those services, It has been shown that symptoms resulting from internal burnout include other workers in other sectors

outside the scope of services ,a new version called "General Survey" appeared( MBI-General Survey GS ) It consisted of three variables parallel to the internal burnout variables MBI, according to the opinion (Schutte et al, 2000,60) which are:

**1- Fatigue.** It is similar to emotional exhaustion but does not refer to other individuals.

**2- Cynicism.** It indirectly refers to work.

**3- Professional Efficacy.** Which has a broad view compared to internal burnout(MBI).

Both have been used (Leiter & Schaufeli, 1996: 233) on the previous scale , they included software engineers and university cadres within the professional Efficacy, and not only the workers limited to workers , This scale is fixed with all types of workers, such as accountants, maintenance workers, technical staff, nurses, teaching staff, and others.

### Chapter three

#### Presentation and analysis of the levels and importance of the study variables

##### Independent variable (procedural knowledge)

Table (1) showed that the Weighted arithmetic Mean of the Procedural knowledge variable was (2.847) , It is greater than the value of the hypothetical mean, which represents the boundary between agreement and disagreement, which is (2), This confirms that the level of importance of the sample's responses to the independent variable tended towards agreement, and with a standard deviation of (0.3500), Which indicates a significant dispersion in the sample responses regarding the paragraphs of this independent variable, and the relative importance of the Procedural knowledge variable (94.47%) was recorded , This indicates that most members of the research sample agree on the paragraphs of the independent variable. And from it, we conclude that the occurrence of a job combustion process among workers in hotel organizations in Iraq clearly depends on the nature of procedural knowledge used by hotel management.

**Table (1) the level of importance of the independent variable (Procedural knowledge)**

symbol	Secondary variables	Arithmetic mean	standard deviation	relative importance,	trend of answer level
<b>X1</b>	Procedural knowledge in hotel organizations requires speed of delivery in addition to low cost and high quality	2.78	0.3001	92.666	<b>Towards agreement</b>
<b>X2</b>	We see procedural knowledge in the performance of individuals through their awareness of their concepts in their minds	2.88	0.3001	96	<b>Towards agreement</b>
<b>X3</b>	The explicit procedural knowledge that includes the rules and facts that are stored in the memory and that works as an exploration guide is worked through through the full application of it.	2.80	0.3444	93.333	<b>Towards agreement</b>
<b>X4</b>	The shift from explicit knowledge to procedural knowledge is by incorporating two or more hotel products	2.99	0.1814	99.666	<b>Towards agreement</b>

<b>X5</b>	To reach procedural knowledge and its consistency there will be a quick progression in the application in order to activate it properly	2.7	0.4340	90	<b>Towards agreement</b>
<b>X6</b>	Procedural knowledge consists of a set of components while explicit knowledge represents a set of facts stored in explicit .knowledge databases	2.89	0.2988	96.333	<b>Towards agreement</b>
<b>X7</b>	Access to procedural knowledge by new individuals in the hotel organization goes through a set of different stages	2.899	0.3486	96.63	<b>Towards agreement</b>
<b>X8</b>	Procedural knowledge does not include clear oral rules, but some rules can be extracted from them during .working	2.88	0.4661	96	<b>Towards agreement</b>
<b>X9</b>	Procedural knowledge is important in hotel organizations. In order for its operations to be similar and at a high level, there must be a necessary need to measure procedural .knowledge procedures	2.75	0.4775	91.666	<b>Towards agreement</b>
<b>X</b>	<b>Independent variable ((procedural knowledge</b>	<b>2.847</b>	<b>0.3500</b>	<b>94.477</b>	<b>Towards agreement</b>

### **job burnout (dependent variable)**

Table (2) shows that the mean value of the job burnout variable was (2.866). It is greater than the value of the hypothetical mean, which represents the boundary between agreement and disagreement, which is (2), This confirms that the level of importance of the sample's responses to the independent variable tended towards agreement, and with a standard deviation of (0.3167), Boosting the extent of homogeneity of answers regarding the paragraphs of the job burnout variable, In particular, the value of the standard deviation was much lower than the mean, and close to zero, . Whereas, the relative importance value of the dependent variable (95.554%), This value reflects the extent to which most members of the research sample agree on the secondary variables included in job burnout , And represented by (factors that lead to job burnout, job burnout trends , job burnout dimensions) , As the

weighted mean of the three secondary variables came by (2.87) (2.856) (2.873), respectively, They are all greater than the value of the hypothetical mean of (2), which establishes that the level of sample responses to the three secondary variables tended to agree. The values of standard deviations were recorded for each of the {factors that lead to job burnout, job burnout trends, and job burnout dimensions ( 0.2798 ) (0.3304 )( 0.3394 ) } respectively as shown in Table (2) .

**Table (2) the level of importance of the dependent variable (job burnout)**

symbol	Secondary variables	Arithmetic mean	standard deviation	relative importance,	trend of answer level
<b>y1</b>	The lack of experience and the skills of the individual in the work causes stress and exhaustion, which leads to job burnout	2.79	0.4185	2.79	<b>Towards agreement</b>
<b>y2</b>	Lack of rewards and incentives among individuals working in hotel organizations leads to psychological stress at work	2.93	0.3001	2.93	<b>Towards agreement</b>
<b>y3</b>	When the values of the hotel organization are incompatible with the values of the individual worker, job burnout is generated among workers	2.89	0.3013	2.89	<b>Towards agreement</b>
	<b>factors that lead to job burnout</b>	<b>2.87</b>	<b>0.3399</b>	<b>2.87</b>	
<b>y4</b>	The process of analyzing the reality and characteristics of job burnout and work groups leads to avoiding the occurrence of job burnout	2.90	0.2015	96.666	<b>Towards agreement</b>

	process for working individuals				
<b>Y5</b>	The management of hotel organizations is working to put in place treatments for individuals working to stop and reduce the process of job burnout	2.80	0.3554	93.333	<b>Towards agreement</b>
<b>Y6</b>	Hotel organizations seeking to treat the individuals who get the job burnout process by rehabilitating them and making their work more enjoyable than before	2.87	0.4343	95.666	<b>Towards agreement</b>
	<b>job burnout trends</b>	<b>2.856</b>	<b>0.3304</b>	<b>95.221</b>	
<b>Y7</b>	Emotional exhaustion and Dehumanization are deficient in achievement One of the most important measures of job burnout in service-oriented organizations in general and in hotels in particular	2.88	0.2776	96	<b>Towards agreement</b>
<b>Y8</b>	Standards of fatigue, stress, fear and professionalism can be adopted from modern job burnout standards	2.92	0.208	97.333	<b>Towards agreement</b>
<b>Y9</b>	The symptoms resulting from the job burnout process also include other sectors that are outside the scope of services	2.82	0.354	94	<b>Towards agreement</b>

	<b>job burnout dimensions</b>	2.873	0.2798	95.777	<b>Towards agreement</b>
<b>Y</b>	<b>dependent variable (job burnout )</b>	<b>2.866</b>	<b>0.3167</b>	<b>95.544</b>	<b>Towards agreement</b>

### **Statistical test for the correlation and effect of procedural knowledge on job burnout**

The research highlights here the nature of the correlation between procedural knowledge and the job burnout variable by applying the (z - test) test ,to know the nature of the correlation between the independent variable and the dependent variable, The correlation assumptions will be accepted if the calculated value of Z is greater than the tabular Z value of (1.96), At the significance morale level (0.05), acceptance of the correlation hypothesis between the two variables with a confidence rate of 95%, The results of the analysis were as follows:

**First: test the correlation between factors that lead to job burnout and procedural knowledge .** Table (3) enhances, the presence of a morale correlation relationship, related Statistical significance between factors that lead to job burnout and procedural knowledge among workers in hotel organizations, So, the calculated value of Z was (3.990) which is significant at (0.05) level. This result leads to the acceptance of the first secondary hypothesis that stipulated (presence of a morale correlation relationship, related Statistical significance between factors that lead to job burnout and procedural knowledge ) With 95% confidence. The value of the correlation coefficient between them was (0.424) to confirm a significant correlation between the two variables.

**Second: test the correlation between job burnout trends and procedural knowledge .**

Table (3) enhances, the presence of a morale correlation relationship, related Statistical significance between job burnout trends and procedural knowledge among workers in hotel organizations, So, the calculated value of Z was (4.5433) which is significant at (0.05) level. This result leads to the acceptance of the second secondary hypothesis that stipulated (presence of a morale correlation relationship, related Statistical significance between job burnout trends and procedural knowledge ) With 95% confidence. The value of the correlation coefficient between them was (0.401) to confirm a significant correlation between the two variables.

### **Third. test the correlation between job burnout dimensions and procedural knowledge**

Table (3) enhances, the presence of a morale correlation relationship, related Statistical significance between job burnout dimensions and procedural knowledge among workers in hotel organizations, So, the calculated value of Z was (4.551) which is significant at (0.05) level. This result leads to the acceptance of the third secondary hypothesis that stipulated (presence of a morale correlation relationship, related Statistical significance between job burnout dimensions and procedural knowledge ) With 95% confidence. The value of the correlation coefficient between them was (0.421) to confirm a significant correlation between the two variables.

#### **Test the correlation between job burnout and procedural knowledge.**

Table (3) enhances, the presence of a morale correlation relationship, related Statistical significance between job burnout and procedural knowledge among workers in hotel organizations, So, the calculated value of Z was (5.5665) which is significant at (0.05) level. This result leads to the acceptance of the first main hypothesis that stipulated (presence of a morale correlation relationship, related Statistical significance between job burnout and procedural knowledge ) With 95% confidence. The value of the correlation coefficient between them was (0.581) to confirm a significant correlation between the two variables.

**Table (3) Test hypotheses of correlation between procedural knowledge and job burnout**

hypothesis	Variables			Z Test		Simple correlation coefficient R <sup>2</sup> %	comment	
				tabular Z value	Calculated Z value			
1-1	Secondary variables within the dependent variable	factors that lead to job burnout	independent variable	procedural knowledge	1.96	4.3990	0.424	Accept the hypothesis with 95% confidence.
1-2		job burnout trends		procedural knowledge	1.96	4.5433	0.401	Accept the hypothesis with 95% confidence.
1-3		job burnout dimensions		procedural knowledge	1.96	4.551	0.421	Accept the hypothesis with 95% confidence.
First main	job burnout			procedural knowledge	1.96	5.5665	0.581	Accept the hypothesis with 95% confidence.

### **Impact relationships test between independent and dependent variable.**

To demonstration the effect of job burnout on procedural knowledge or not, The researcher will use( F-TEST), As the test result will go to accept the hypothesis of the influence of the independent variable on the dependent variable When (probability value. Sig) corresponds to the calculated( F value) Equal to or less than 95%,As for the percentage of this effect if available, The researcher will use The coefficient of determination  $R^2$  % to show the percentage of job burnout Explanation of the procedural knowledge variable, and the results of the analysis were as follows:

#### **First: test the impact between factors that lead to job burnout and procedural knowledge.**

From Table (4) it is clear that the value of F is calculated to measure the effect of a variable factors that lead to job burnout as one of the secondary variables when job burnout is in procedural knowledge registered (22,544), which is a moral value, especially that it is greater than the tabular value of (3.9201) With this result it accepts the first secondary influence hypothesis which was stated(There is a morale influence relationship, related Statistical significance between Factors that cause to job burnout and procedural knowledge among workers in hotel organizations) with 95% confidence ,and the percentage of influence of variable factors that lead to job burnout in procedural knowledge( 17.3 % = %  $R^2$  ), While the value of the regression coefficient was beta (0.332) .

#### **Second : test the impact between job burnout trends and procedural knowledge.**

From Table (4) it is clear that the value of F is calculated to measure the effect of a job burnout trends as one of the secondary variables when job burnout is in procedural knowledge registered (23.256), which is a moral value, especially that it is greater than the tabular value of (3.9201) With this result it accepts the second secondary influence hypothesis which was stated(There is a morale influence relationship, related Statistical significance between job burnout trends and procedural knowledge among workers in hotel organizations) with 95% confidence ,and the percentage of influence job burnout trends in procedural knowledge(19.3 % = %  $R^2$  ), While the value of the regression coefficient was beta (0.386).

### **Third : test the impact between job burnout dimensions and procedural knowledge.**

From Table (4) it is clear that the value of F is calculated to measure the effect of a job burnout dimensions as one of the secondary variables when job burnout is in procedural knowledge registered (18.711), which is a moral value, especially that it is greater than the tabular value of (3.9201) With this result it accepts the third secondary influence hypothesis which was stated(There is a morale influence relationship, related Statistical significance between job burnout dimensions and procedural knowledge among workers in hotel organizations) with 95% confidence ,and the percentage of influence job burnout dimensions in procedural knowledge(16.3%= %  $R^2$  ), While the value of the regression coefficient was beta (0.256).

### **Test the relationship of the effect of job burnout on procedural knowledge**

From Table (4) it is clear that the value of F is calculated to measure the effect of a job burnout variable in procedural knowledge registered (39.299), which is a moral value, especially that it is greater than the tabular value of (3.9201) With this result it accepts the second main influence hypothesis which was stated(There is a morale influence relationship, related Statistical significance between job burnout and procedural knowledge among workers in hotel organizations) with 95% confidence ,and the percentage of influence job burnout in procedural knowledge(29.9% = %  $R^2$  ), While the value of the regression coefficient was beta (0.598).

Table (4) Results of testing hypotheses of the effect of job burnout on procedural knowledge

hypothesis	variables			F Test		Fixed limit $\alpha$	Regression coefficient $\beta$	Simple correlation coefficient $R^2\%$	comment	
				tabular F value	Calculated F value					
2-1	Secondary variables within the dependent variable	factors that lead to job burnout	independent variable	procedural knowledge	3.9201	22.544	1,887	0.332	17.3	Accept the hypothesis with 95% confidence.
2-2		job burnout trends		procedural knowledge	3.9201	23.256	1,827	0.386	19,3	Accept the hypothesis with 95% confidence.
2-3		job burnout dimensions		procedural knowledge	3.9201	18.711	2.077	0.256	16.3	Accept the hypothesis with 95% confidence.
second main	job burnout			procedural knowledge	3.9201	39.299	1.268	0.598	29.9	Accept the hypothesis with 95% confidence.

From the previous statistical analysis, we conclude that there is a noticeable effect of job burnout on procedural knowledge, Likewise, there is an effect for each of the secondary variables within job burnout in procedural knowledge, Then accept all the hypothesizes with a 95% confidence level:

### **Conclusions and recommendations.**

#### **First: - Conclusions.**

1. The researcher found that merging two or more hotel products It is made by switching from explicit knowledge to procedural knowledge as this paragraph achieved relative importance (99.66%).
2. The research confirmed that the procedural knowledge in the performance of the individual is clear through their awareness of the concepts of work In their minds, this is confirmed by the results of the statistical analysis, as this paragraph achieved a percentage of (96%).
3. The results showed that the new individuals in the hotel organization can access procedural knowledge through going during the different stages.
4. The results of the research indicated that the weak rewards and incentives among individuals working in hotel organizations Lead to psychological pressure at work, and this is supported by statistical research results, at a rate of (97.66%).
5. Avoiding the occurrence of job burnout process for working individuals Through the process of analyzing the reality and characteristics of job burnout and working groups.
6. It is an important and modern measure of the job burnout process They are the criteria for fatigue, stress, fear and professionalism.

#### **Second: - Recommendations**

1. The researcher recommends the management of hotel organizations to the need for speedy delivery of services In addition to raising the level of quality and reducing costs.
2. There must be a rapid progression of procedural knowledge in order to access it And activating it properly and correctly.
3. There must be criteria for measuring standards knowledge procedures In order to be implemented easily, harmoniously and at a high level within the hotel organizations.

4. Continuous work to develop the performance and skills of individuals and workers in hotel organizations in order to keep them away from the stress and congestion that leads to job burnout.
5. The necessity that there be a parallel between the values of the hotel organization and the values of the working individuals Because the inconsistency of these values generates job burnout among working individuals.
6. The hotel organization deals with the individuals who get the job burnout process By rehabilitating them and making their work more enjoyable than before.

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