

UDC 338.1; 336.71
Received: 26.04.2022

JEL J81; G21; M12; M54
Revised: 31.05.2022

DOI: <https://doi.org/10.26425/2309-3633-2022-10-2-26-32>
Accepted: 14.06.2022

The impact of electronic services technology in minimizing the phenomenon of job burnout in Commercial Bank of Syria

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Abstract

The research aims to test the relationship between electronic service technology and job burnout among employees of the Commercial Bank of Syria, and to what extent modern technology contributes to reducing the negative manifestations of job burnout among workers in addition to the level of technology used in providing various banking services at the Commercial Bank of Syria. Testing the level of job burnout that bank employees are exposed to, and the study found an inverse relationship between electronic service technology and job burnout among workers. Therefore, modern technology contributed to alleviating the causes of this phenomenon by increasing flexibility in banking performance due to the ease of use of this technology and reducing errors committed by employees. It is shown, that the bank does not have the latest technology, which covers all banking services, so that all of them can be provided electronically. As for job burnout, it was noted that there was a low job burnout experienced by workers in the Commercial Bank of Syria, but there was suffering on the part of some workers in facing the problems they are exposed to, and the research concluded with a set of recommendations for the Commercial Bank of Syria in line with the results that were reached through research.

Keywords: information technology, electronic service, job burnout, commercial banks, employees, software, networks, equipment

For citation: Alhannash A., Abueissa H.T.A., Khalimon E.A. (2022) The impact of electronic services technology in minimizing the phenomenon of job burnout in Commercial Bank of Syria. *Upravlenie / Management (Russia)*, 10 (2), pp. 26–32. DOI: [10.26425/2309-3633-2022-10-2-26-32](https://doi.org/10.26425/2309-3633-2022-10-2-26-32)



Влияние технологии электронных услуг на минимизацию явления профессионального выгорания в Коммерческом банке Сирии

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Аннотация

Исследование направлено на проверку взаимосвязи между технологией электронных услуг и выгоранием на работе среди сотрудников Коммерческого банка Сирии. Было выявлено, в какой степени современные технологии способствуют снижению негативных проявлений профессионального выгорания среди работников в дополнение к определению уровня технологий, используемых при предоставлении различных банковских услуг в коммерческом банке Сирии. Проведено тестирование уровня профессионального выгорания, которому подвергаются банковские сотрудники. Выявлена обратная зависимость между технологией электронных услуг и профессиональным выгоранием среди работников. Следовательно, современные технологии способствуют смягчению причин этого явления вследствие повышения гибкости в банковской деятельности из-за простоты использования этой технологии и сокращения количества ошибок, допускаемых сотрудниками. Показано, что банк не располагает новейшими технологиями, которые охватывают все банковские услуги, чтобы все они могли предоставляться в электронном виде. Отмечается, что работники Коммерческого банка Сирии испытывают низкое профессиональное выгорание, но некоторые работники страдают от проблем, с которыми они сталкиваются. По результатам исследования сформированы рекомендации для Коммерческого банка Сирии.

Ключевые слова: информационные технологии, электронное обслуживание, профессиональное выгорание, коммерческие банки, сотрудники, программное обеспечение, сети, оборудование.

Для цитирования: Алханнаш А., Абуисса Х.Т.А., Халимон Е.А. Влияние технологии электронных услуг на минимизацию явления профессионального выгорания в Коммерческом банке Сирии//Управление. 2022. Т. 10. № 2. С. 26–32. DOI: 10.26425/2309-3633-2022-10-2-26-32

Introduction

Technological progress represents the main pillar, which has a role in defining and formulating the work pattern of organizations, and banks are one of the main sectors that have been greatly affected by scientific achievements in the fields of technology because of the innovations involved in these achievements that affect the improvement and development of banking work and the innovation of new banking services to achieve a higher level of satisfying the needs and desires of customers on the one hand and getting rid of outdated routine procedures and activating banking work on the other hand [Obeug and Boachie, 2018].

In line with this trend and as a result of the multiplicity of banking work tasks and its increasing difficulty, which in turn affected the behaviour of working individuals and the emergence of many behavioural phenomena such as the phenomenon of job burnout. The burden on workers to improve their productivity and protect them from this administrative scourge is the phenomenon of job burnout, and thus this research came to study the relationship between electronic service technology and the phenomenon of job burnout in the Commercial Bank of Syria.

Research problem

The wanderer in the corridors of public Syrian organizations and the banking sector in particular senses and feels the size of the burden placed on the workers as a result of their dealings with a large number of customers at the same time on the one hand, and as a result of their provision of services in accordance with rules and routine and standard procedures that focus on details and perhaps details of details on the other hand [Tala and Fatter, 2011]. There is no doubt that these factors have negative repercussions on the behaviour of workers, which could lead to the emergence of the phenomenon of job burnout among workers.

From this point of view, many Syrian public banks, including the Syrian Commercial Bank, have applied information technology in providing their services and delivering them to customers electronically, in an effort to reduce the factors that lead to the spread of the phenomenon of job burnout among workers [Tala, 2018].

Research hypotheses

H1: There is a statistically significant relationship between electronic service technology and job burnout (emotional stress, inhumanity, low personal achievement) among workers in the Commercial Bank of Syria.

The following sub-hypotheses are derived from this main hypothesis:

H11: There is a statistically significant relationship between material requirements (equipment) and job burnout among workers in the Commercial Bank of Syria.

H12: There is a statistically significant relationship between the software used and job burnout among workers in the Commercial Bank of Syria.

H13: There is a statistically significant relationship between networks and job burnout among workers in the Commercial Bank of Syria.

H14: There is a statistically significant relationship between databases and job burnout among workers in the Commercial Bank of Syria.

Research Methodology

In this study the descriptive and analytical method based under reference and researchs was used. As the data were analysed using the SPSS statistical program, and a questionnaire consisting of (46) paragraphs was designed, divided into four axes for the independent variable, which is the electronic service technology (material supplies, software, networks, databases), and three axes for the dependent variable. It is job burnout (emotional stress, inhumanity, low personal achievement).

The research community is a dependent factor in customer service as they are the most involved with working customers (1 852) workers, and an intentional sample was taken from the study community consisting of (97) workers from the customer service department, an area exposed to the phenomenon of job burnout more, where the study was limited to branches The bank (branches from No. 1 to 8 in addition to Al-Assad areas) as these branches are the most crowded with customers.

This sample size was determined according to Alyan and Ghoneim, where they stated, "The sample size between 5 % and 20 % is appropriate in survey studies" [Alyan and Ghoneim, 2000].

Information Technology

While the forth industrial revolution highlights the transformation of manufacturing enterprises into intelligent IoT-enabled objects that use cognitive computing and connect via cloud servers, the fifth industrial revolution will focus on reuniting man and machine and discovering new ways to work together to increase resources and increase production efficiency [Арепс et al., 2021].

The important changes we are witnessing today in organizations and society would not have happened without the vast technological developments that have steadily accelerated, making it more difficult to put a specific definition for it by researchers and specialists. These technological developments and the accompanying changes in the business environment have led to twists and turns in the contents. Intellectual and philosophical

in many of the concepts that have been circulated with regard to information technology.

In their research Yang and Lee defined information technology as: “The use of modern technology to collect, process, store, retrieve and communicate information, whether in the form of digital, text, audio, or image data” [Yang and Lee, 2007].

It was also defined by Fjeldstad and Snow as: “A wide range of capabilities, components and various elements used in data storage and processing, retrieval and distribution of information, in addition to its role in securing knowledge” [Fjeldstad and Snow, 2018].

And defined by Pshenichnikov as: “It is all kinds of technology used in the operation, transmission, and storage of information in electronic form, and it includes information technology on computers, means of communication, tape networks, fax machines and other equipment” [Pshenichnikov, 2018].

Job Burnout

Through in-depth administrative and psychological studies in the field of studying the negative aspects of psychological stress for workers in the service sectors, the importance of studying job burnout as one of the negative aspects of responding to psychological stress, there are many strategies to adapt to these pressures (behavioral or cognitive) [Gill et al., 2006] and if the individual does not have a behavioral balance the worker becomes vulnerable to the so-called job burnout due to reaching a level of emotional exhaustion as a result of the absence of a strategy that helps the worker absorb the state of emotional tension and restores him the state of cognitive, social or psychological balance that was therefore, it falls prey to a common administrative scourge, which is job burnout [Halbesleben and Buckley, 2004].

Therefore, job burnout has become one of the important topics of interest to researchers since the late seventies, as the American psychoanalyst H. Freudenberg in 1974. The first to refer to the phenomenon of job burnout as a burnout that occurs as a result of burdens and demands. It became the redundancy and continuous placed on working individuals, and in 1981 both Maslach and Jackson presented their joint work on job burnout, a work that Maslach developed until she designed her own job burnout measure, which became famous and applied by many researchers in their studies. Administrative and psychological, and this is based on the premise that job burnout leads to physical exhaustion, emotional exhaustion, psychological disorders and psychological diseases, in addition to it negatively affecting the worker's attitudes towards his work. It exceeds the capacity of those who do it, in addition to the fact that rewards and wages are not equivalent to the amount

of effort expended, and workers are asked to provide a lot in return for receiving little, which loses them confidence in work and the absence of emotional relationships at work [Holland et al., 2013].

Practical framework of the study

The study tool

The questionnaire was adopted as an important field tool in highlighting the relationship of electronic service technology with job burnout among workers in the Commercial Bank of Syria, consisting of (45) items using the Likert Scale with five options, in addition to the personal interviews conducted with the workers to ensure the accuracy of the answers received in the questionnaire, expressing their views and clarifying some inquiries.

To ensure the reliability of the questionnaire (consistency and internal consistency among its 46 statements), we used the SPSS program to calculate Cronbach's alpha reliability coefficient, where an evaluation of alpha coefficient was carried out. The results are presented in the Table 1.

Table 1

The value of Cronbach's alpha coefficient for the study questionnaire axes

Main Variable	Sub-Variable	Number of questions	Cronbach's alpha value
Electronic service technology	Material supplies	6	0.875
	Software used	7	0.923
	Networks	6	0.774
	Databases	6	0.906
Job burnout	-	19	0.802

Source¹

The previous table shows that the value of the coefficient has exceeded 0.7 for all axes of the study questionnaire, and this indicates that this questionnaire has a high degree of stability.

Description of the study sample

Table 2 shows the demographic characteristics of the study sample by gender, age, marital status, educational level, occupational level and number of years of service.

We note from the previous table that the number of males reached (33) workers, or 34 % of the study sample. As for females, their number reached (64) female workers, and they constitute 66 % of the study sample size.

As for the distribution of study sample members according to social status, the married situation was

¹ Official website of IBM SPSS Statistics, available at: <https://www.ibm.com/products/spss-statistics> (accessed 28.03.2022).

Table 2

Distribution of study sample members according to demographic (personal) factors

Personal variable (demographic)	Group	Frequency	Percentage, %
Gender	Male	33	34
	Female	64	66
Marital status Single	Single	23	23.7
	Marriage	64	66.0
	Devised	7	7.2
	Widower	3	3.1
Age	40 years or less	4	4.1
	From 25 – under 35 years old	18	18.6
	From 35 – under 45 years old	43	44.3
	From 45 years and over	32	33.0
Educational level	Secondary school or High school or less	34	35.1
	Post-secondary (Diploma)	18	18.6
	Bachelor	37	38.1
	Postgraduate	8	8.2
Positions level	Customer care department	68	70.10
	Head of the Department	14	14.44
	CEOS	11	11.34
	Other	4	4.12
Number of years servicing in the bank	Less than 5 years	7	7.2
	More than 5 years – Less than 10 years	19	19.6
	More than 10 years – Less than 15 years	15	15.5
	15 years and over	56	57.7

Source²

the case that prevailed over the study sample, as the number of married workers reached (64) workers, or 66 % of the study sample members. As for the distribution of the study sample in terms of age groups, the age group (from 35–45 years) was the dominant age group, as the number of individuals working within this category was (43) workers, representing 44.3 % of the study sample. As for the educational level, the (bachelor's degree) was the predominant certificate owned by the sample members, as the number of employees who possessed this certificate was 37 workers, or 38.1 % of the sample members. In terms of the job level, customer service employees got the largest percentage of the study sample members, and their number was (68), and they represented 70.1 % of the study sample. Finally, with regard to the distribution of the study

sample members in relation to the number of years of service, the group (15 years and above) was the dominant group, and their percentage was 57.7 % of the study sample.

Arithmetic averages and standard deviations of the answers of the sample members

Table 3 shows the arithmetic averages of the respondents' answers and their opinions on each of the four elements of the axis of applying electronic service technologies, in addition to the axis of job burnout.

It is clear from the previous table that all dimensions

Table 3

Arithmetic averages and standard deviations of the answers of the sample members on the main and sub-axes of the questionnaire

Main Variable	Sub-Variable	SMA	Standard deviation
Electronic service technology	Material supplies	3.39	0.74
	Software	3.31	1.01
	Networks	3.41	0.68
	Databases	3.37	0.94
Job burnout	-	2.36	0.43

Source³

of electronic service technology had high computational mean, as all of them exceeded (3) and thus are considered high compared to the average of the five-point Likert scale of (3). The table shows that the highest mean is (3.41) with a standard deviation of (0.68), which is the share of the network dimension, and this is evidence of the existence of an effective network within the Commercial Bank of Syria that connects its various branches characterized by high flexibility. Followed by the average (3.39) with a standard deviation of (0.74) for the material requirements, that is, approval of the Commercial Bank of Syria's possession of appropriate input and output units through which workers can provide some banking services electronically. Then comes the average (3.31) with a standard deviation (0.94), which is the share of databases, that is, there is a total acceptance of the existence of a central database to obtain the appropriate information that helps in identifying the problem and finding solutions to it, in addition to its distinctive feature of adding, modifying and retrieving it at any time. It is followed by the average (3.37) with a standard deviation of (1.01) for the software used, that is, the Commercial Bank of Syria has software that suits the requirements of the electronic service and is characterized by speed and ease of use, as well as providing the information required

² Ibid.³ Ibid.

to perform the tasks with the appropriate quantity and accuracy.

As for the averages of the dependent variable, which is job burnout, the general average was (2.36), which is a low average compared to the average of the five-point Likert scale of (3) with a standard deviation of (0.43), and this is evidence that there is no high job burnout suffered by workers in the Commercial Bank of Syria in terms of emotional stress, inhumanity and low personal achievement. The researcher attributes this to the fact that most of the work done by the Syrian Commercial Bank's employees has become dependent on the various components of the electronic service technology.

Test hypotheses of the study

Pearson's correlation coefficients have been studied between each of the four elements of electronic service technology (hardware – software – networks – databases) on the one hand and job burnout on the other hand (Table 4).

Table 4

The values of correlation coefficients and their statistical significance in relation to the relationship between the elements of electronic service technologies on the one hand and job burnout on the other hand

Sub-Variable	Correlation factor	Statistical significance	Explanation
Material supplies	– 0.425	< 0.001	There is a statistically significant medium intensity correlation
Software	– 0.772	< 0.001	There is a statistically significant inverse correlation of high intensity
Networks	– 0.529	< 0.001	There is a statistically significant inverse correlation of medium intensity
Databases	– 0.690	< 0.001	There is a statistically significant inverse correlation of medium intensity

Source⁴

First hypothesis

There is a statistically significant relationship between the material requirements (devices) for the electronic service and the job burnout of the employees working in the Commercial Bank of Syria.

Table 4 shows that there is a relationship of weak intensity with statistical significance between the material requirements (devices) and the job burnout of the workers and this relationship is inverse with a correlation coefficient of –0.425 and this confirms the acceptance of the

alternative hypothesis which states that there is a relationship between the material requirements and job burnout.

The researcher attributed this result to the fact that the Commercial Bank of Syria contains input and output units that are flexible so that their use can be modified at any time, but on the other hand, they are not considered among the latest available technologies and need to be developed.

The second hypothesis

There is a statistically significant relationship between the software used for electronic service and job burnout among employees working in the Commercial Bank of Syria.

Through Table 4, we notice that there is a relationship of good intensity with statistical significance between the software used and job burnout among workers, and this relationship is inverse with a correlation coefficient of 0.772 – and this confirms the acceptance of the alternative hypothesis which states that there is a relationship between the software used and job burnout.

This result can be explained administratively because the Commercial Bank of Syria contains programs that allow the flexible exchange of information between employees, and these programs are characterized by ease of use as they contributed in one way or another to making the administrative process more streamlined than if it was manually, and thus the previous factors led to a reduction in the psychological pressures that workers may suffer from.

The third hypothesis

There is a statistically significant relationship between the electronic service networks and job burnout among employees working in the Commercial Bank of Syria.

We conclude from Table 4 that there is a relationship of medium intensity with statistical significance between networks and job burnout among workers, and this relationship is inverse with a correlation coefficient of –0.529, and this confirms the acceptance of the alternative hypothesis, which states that there is a relationship between networks and job burnout.

The Commercial Bank of Syria has an effective network that connects its various branches, in addition to the fact that this network is protected from tampering and penetration, and this has led to the reassurance of workers from tampering with customer accounts and reducing the burden of responsibility for them, but in return workers suffer from frequent problems with the network such as sudden interruptions.

Fourth hypothesis

There is a statistically significant relationship between the electronic service databases and job burnout among employees working in the Commercial Bank of Syria.

⁴Ibid.

Table 4 shows that there is a relationship of good intensity with statistical significance between databases and job burnout among workers, and this relationship is inverse with a correlation coefficient of -0.690 , and this confirms the acceptance of the alternative hypothesis which states that there is a relationship between networks and job burnout.

The previous result is based on the fact that the Commercial Bank of Syria has a database that helps identify the problem and find solutions to it. This database is also characterized by the ability to retrieve and modify information, and this contributed in one way or another to removing administrative obstacles that confuse workers while performing their work.

Thus, we conclude by testing the aforementioned hypotheses that there is a medium to high intensity inverse correlation between each of the four elements of electronic service technology and functional combustion. This correlation was stronger for the software used, then databases, networks, and finally the physical requirements.

Conclusion

The results showed that there is an inverse relationship between moderate and severe with statistical significance between electronic service technology (hardware,

software, networks, databases) and job burnout (emotional stress, inhumanity, low personal achievement) among workers in the Commercial Bank of Syria, and this indicates the more modern technology is relied upon in providing banking services, the more employees are able to overcome the negative feelings that they may be exposed to, which is represented in job burnout, and the devices used in the Commercial Bank of Syria are not among the latest technologies available, and it was also shown through the results. The presence of low job burnout among employees of the Commercial Bank of Syria, in light of the bank's use of information technology in providing its services.

The Syrian Commercial Bank is also large and comprehensive in its banking operations, as it meets the desires of the largest segment of citizens, and this requires its management to increase interest in providing the latest technologies in order to facilitate the banking work for its employees on the one hand and to invent new services for its customers on the other hand.

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