The Causes and Countermeasures of Job Burnout of Middle-Level Cadres in Colleges and Universities

Hong-lin LIU
Shu Xian Liu National Institute of Development Administration

**Keyword:** Middle-level cadres, Job burnout, Countermeasures.

**Abstract.** Job burnout in colleges and universities is a realistic problem that cannot be avoided. How to reduce or even eliminate job burnout and mobilize the enthusiasm of middle-level cadres in colleges and universities is already a problem that universities cannot avoid. This paper starts with the status quo of job burnout of middle-level cadres in colleges and universities, analyzes the causes of burnout in depth, and proposes countermeasures against the job burnout of middle-level cadres from the individual to the organization.

Burnout is the meaning of “tiredness, slackness.” It is clear that I know that I have a responsibility, but I am emotionally slack and misbehaving. At present, many middle-level cadres in colleges and universities often rely on high-intensity work pressure, intense post-competition pressure, and complicated personnel coordination pressures, resulting in physical and mental exhaustion, overworked work, and even passive absenteeism. Some middle-level cadres take the initiative because of job burnout. Resigned, only doing business, not willing to undertake administrative affairs. Therefore, it is of great practical significance to carry out research on job burnout of middle-level cadres in colleges and universities, to explore the root causes of problems, to alleviate their work pressure and to stimulate their work enthusiasm.

The Basic Performance of Middle-Aged Cadres' Job Burnout

The high-level cadres of colleges and universities are the link between the school leaders and the basic faculty and staff. They have the function of uploading and releasing, and linking up and down. The middle-level cadres of colleges and universities generally have relatively good incomes, and their lives are not bad. The middle-level cadres of colleges and universities have comparative advantages in knowledge level. No matter their academic qualifications or professional titles, they are generally the best among their colleagues. Their professional ability is not comparable to that of ordinary employees. Strong problem-solving, scheduling, and coordination capabilities should be said to be among the top staff at the grassroots level. Just in place, fashion has the passion to show ambition. If the time is long, it will be unsatisfied with the current situation, and the new and long-term cannot be realized. It will be transformed from the original Lingyun aspiration to the current burnout. According to the status quo, we can summarize several performances of current middle-level cadres' job burnout:

**Psychological Aspects**

When the middle-level cadres have no hope for the current work prospects, and there is no opportunity for promotion or higher expectations, the work is not innovative, and only the story of yesterday can be repeated. Naturally, it will become tired of work, tired and repulsive. Even seeing or mentioning headaches, no passion, disgusting work

**Aspects of Understanding**

When middle-level cadres are tired of their work, their work is a basic model year after year, lack of work enthusiasm, and the methods that can be used are used. Every day, the old class is faced with The old-fashioned requirements that have not changed much in the past have long lost their confidence in themselves, and even have a relatively negative understanding. They doubt their ability, doubt their contribution, and doubt that they are not as good as they used to be.
Actual Action Aspects

When the middle-level cadres are tired of their work, they will blame their subordinates, causing disharmony between the superior and the subordinates; because their own work is negative, they will cause the superior leaders to be dissatisfied with their work and let the superiors produce Negative impression. Such a lower level has a bad impression on the middle-level cadres, which in turn causes the middle-level cadres to have a bias in their own understanding, which leads to problems such as resignation and resignation.

The Reasons for the Job Burnout of Middle-Level Cadres in Colleges and Universities Role

The middle-level cadres are very remarkable in the eyes of the employees. Not only are they high in income, but their status is also high, but in the middle of their own cadres, this may not be the case. Although you are a unit leader, you have to face many school leaders and face leadership and coordination from teaching, research, engineering, organization, personnel, logistics and many other lines. For the school leaders, they are subordinates, and they are subordinates to the faculty and staff of the department. The middle-level cadres must not only maintain the unity of the leaders with the superiors, but also represent the subordinates to communicate and coordinate for the vital interests of the subordinates. Middle-level cadres at the same level are both colleagues and partners, as well as competitors in positions, with cooperation and competition. Which line may send a task and release an indicator; that line may need to coordinate communication. Things are doing well, that is what should be done, not doing well or even making mistakes, it may come from the accountability of superiors, jokes of the same level. Consciously and unconsciously feel the pressure from the leadership, the colleague's competitive squeeze, and the unsatisfied resistance of the subordinate's personal needs. As such, the length of time has caused the physical and psychological burden of the middle-level cadres to be under pressure.

Organizational Management

The salaries of colleges and universities mainly include two aspects. One is the basic fixed work that is issued on a monthly basis, but is based on the school's benefits and the staff's completion of teaching and scientific research tasks. The middle-level cadres are subject to secondary distribution according to the performance funds allocated by the school. From the perspective of middle-level cadres, the performance of their own institutes (systems) still has certain advantages, and they can basically get better performance pay. From the perspective of the interest orientation of performance pay, it is still possible to reduce the burnout of middle-level cadres by obtaining certain performance rewards. From this perspective, the improvement of the career path can indeed improve the treatment of job promotion, and it can be said that it is affirmation of the job promotion. In addition, the affirmation of superior leaders and the close cooperation of peers at the same level can also alleviate the job burnout of middle-level cadres. Conversely, when there is a problem with the performance appraisal, when the superior leader does not support the work, when the cadres at the same level do not cooperate or the relationship shows some discord, there is tremendous pressure on the work. Over time, the pressure will naturally pass on the job burnout.

Personal Factors

The impact of personal factors on job burnout cannot be ignored. From the perspective of personal traits, people with strong sense of responsibility will actively treat their work, and will find ways to actively and efficiently complete their work tasks. Some people with high traits have high job expectations and strong motivation for achievement. When expectations are not realized, they will be burned out by quickly reducing their sense of accomplishment. Sexually speaking, due to the influence of patriarchal thoughts for thousands of years, female leaders must not only undertake the tasks at work, but also take into account the burden of the family and foster the responsibility of their children; therefore, the pressure on female middle-level cadres is more than men’s. Larger, when work, family, and life conflict, it is more likely to cause job burnout.
The Countermeasures Should Be Taken to Deal with the Job Burnout of Middle-Level Cadres

There are many reasons for middle-aged cadres' job burnout, but their roots are nothing more than personal and organizational aspects. Therefore, starting from both the individual and the organization should be highly targeted.

From a Personal Perspective

The talents of colleges and universities have high academic qualifications, good educational and cultural backgrounds, many employees are intellectual faculty with both technical ability and management ability, and even some teachers may have more academics in some disciplines. Achievements and influences, civil self-awareness is relatively strong, so middle-level cadres must have a clear understanding in their work, give more autonomy, and fully meet the teachers' self-fulfillment needs. In other words, for knowledge-based talent management, college middle-level cadres need some initiative flexibility.

In addition, middle-level cadres must have a clearer understanding of their own job responsibilities, scientifically plan their own careers, and rationally position their roles, to stand tall and look far. Understand that doing work is to do business; work is for the country, for the sake of the nation, not just to please a certain leader, to please the employees. To revitalize China, everyone is responsible. For the bright future of the Chinese nation, we should take the initiative to explore our own potential, unite the strength of all aspects of our unit, and make unremitting efforts.

From the Organizational Level

The main task of higher education institutions is to teach and educate people and carry out scientific research. From the perspective of the development of various schools, there is fierce competition between schools, between departments, and between teachers. Therefore, the pressure of middle-level cadres is indeed very large. From the organizational level, the leadership of the school leaders to the middle-level cadres should pay more attention to the respect for the talents, reasonable guidance, positive encouragement, and strive to give the middle-level cadres a certain sense of accomplishment. Most of the knowledge-based staff have strong psychological needs that are respected, reused, and valued. Once this psychological demand is satisfied, it may inspire endless fighting power. On the contrary, when this kind of mentality can't be satisfied, it will produce deviations in understanding, breed job burnout tendency, and gradually become unbalanced; and the job burnout of middle-level cadres will be revealed in the daily manners of speech and demeanor. Subordinate faculty and staff produce bad demonstrations, causing a general job burnout.

School-level leaders should start from the perspective of organization, think about problems from the perspective of grassroots employees, pay special attention to communication and coordination between each other, pay attention to enhance support for their work, understand the difficulties and pains of middle-level cadres, and give more middle-level cadres. Humanistic care, more understanding and more emotional exchanges, enabling middle-level cadres to fully understand and digest the policy directives of superiors, eliminate differences and misunderstandings between them, thereby reducing unnecessary suspicions and reducing the uncertainty caused by Stress, work in a pleasant environment, reduce and circumvent possible job burnout. At the same time, it is also possible to quantify the work of middle-level cadres and use the target management method to positively motivate middle-level cadres, so that middle-level cadres can define their own rights and responsibilities, and control their own work to avoid unnecessary Emotional consumption such as vague roles and overlapping duties. Do not make the limitation of work rights an obstacle to the management of middle-level cadres and reduce their enthusiasm for work.

The university leaders must also create a good interpersonal relationship environment for the middle-level cadres from the organizational level, encourage cooperation and exchanges between the middle cadres, encourage exchanges between faculty and middle-level cadres, create conditions, and increase cadres at the same level. Communication and exchanges, formulate policies, encourage interaction between middle-level cadres, create a trustful, friendly, harmonious interpersonal
atmosphere, enhance the organizational cohesion of the unit as a whole, and block the occurrence of job burnout.

Schools also need to consider the form of job rotation to adjust middle-level cadres from a long-term management position to another challenging position. In the same position for a long time, because you are too familiar, you don't need to use your brain. It is logical to arrange it, lose the original irritability, and thus be burned out. When adjusting to a challenging new position through rotation, not only can middle-level cadres feel the importance of leadership, but also increase their sense of responsibility for doing good work and enhance the initiative and enthusiasm of doing good work. Then eliminate the burnout of work.

References