

THE IMPACT OF QUALITY OF WORK-LIFE ON REDUCING OCCUPATIONAL BURNOUT AMONG WORKERS

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Abstract: Current study aimed at examining the effect of quality of work-life QWL (Employee development, Participation, Compensation, Supervision and Work environment) on occupational burnout among a sample of employees and workers within SMEs in Kuwait during the fiscal year 2021-2022. The study adopted a quantitative methodology in which a questionnaire was distributed to working individuals (303) within Kuwaiti SMEs. SPSS was employed to screen and analyze the gathered primary data. Results of the study indicated the acceptance of the main hypotheses arguing that a good quality of work life can reduce the level of occupational burnout among employees. In addition, the study found that quality of work life significantly influences burnout among employees within Kuwaiti SMEs. Besides, among QWL variables, it was found that "work environment" was the most influential variable in reducing burnout among employees. The study recommended enhancing the availability of the dimensions of quality of working life to reduce the feeling of job burnout by strengthening social relations and workers' participation in decision-making processes, training and development programs, and granting promotion when it is due. Further recommendations were presented in the paper as well.

Keywords: Quality Work Life QWL, Employee development, Participation, Compensation, Supervision

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Introduction

Academic studies and empirical and survey research during the last three decades were concerned with the concept of distinguished performance and integrated organizational outputs and tried through the development of products and internal and external activities of the organization, in addition to marketing and management in developing performance and reaching advanced stages of excellence (Putri et al., 2019). With a lot of research and studies, the organizations realized that the first step to reaching distinguished performance comes from a qualified workforce capable of achieving the goals and that these goals that the workforce is supposed to achieve depend on the extent to which the human resources are satisfied with the working conditions and their environment and the extent of their conviction that they belong to this organization and can work on it (Hafeez et al., 2019).

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As a natural development for these research and studies, academics have been studying the foundations of human resource development by evaluating, studying and examining the work environment and its impact on their performance. The study of the factors leading to better performance of employees has become one of the most important aspects of research in the academic community (Badrianto and Ekhsan, 2020).

With the development of the business environment and the increase in competitiveness between organizations, in addition to the multiplicity of talents, working individuals' capabilities are coupled with modern technological development. Today, working individuals are under great pressure, in addition to developing skills and constantly pursuing work. Achieving the best outcomes put them on a tiring and arduous journey of trying to reach distinguished performance, which led them to a stage where job burnout became one of their most important features (Farisi and Fani, 2019).

Based on what was mentioned earlier, this study was motivated by many previous studies that managed to reach a conclusion that confirmed the influence of quality of work life on many aspects of employees' output and perspective towards their job. Examples of such studies included Syamsuddin et al. (2020), who confirmed that QWL could influence employees' commitment. Anma et al. (2021) found a connection between QWL and organizational citizenship behavior. Also, Charoensukmongkol and Puyod (2021) found a relationship between QWL and employees' involvement, and Dhingra and Dhingra (2021) proved in their study that a high level of QWL can influence employees' happiness at their job.

Problem Statement

The development of human resources is one of the most important factors that lead to high-quality organizational outputs. It is also one of the most important factors that will contribute to increasing organizational belonging and commitment, but reaching these results is not an easy thing, as the idea of attracting strong influential and productive workers depends not only on her development but also on creating the appropriate environment for work and production within a healthy and safe environment (Dhamija et al., 2019; Johari et al., 2018; Huseyin et al., 2018).

On the other hand, the various pressures that working individuals are exposed to affect their performance significantly. Thus, these transmissions impact their psychological and physical health (Allam and Shaik, 2020).

From here, the current study starts as an attempt to understand the impact of the quality of work-life in its dimensions (Employee development, Participation, Compensation, Supervision and Work environment) in reducing the rate of burnout among workers in Kuwaiti small and medium organizations for the fiscal year 2021-2022.

Literature Review

The concept of quality of work-life refers to the tools, components and factors that management adopts to provide a better job life for employees and raise the level of

their performance and the organisation's performance together (Bhende et al., 2020). As for Akter et al. (2018), the quality of work life is viewed as the environment that provides the moral and material factors to increase the employee's sense of job security and thus provide his best to serve the organization.

On the other hand, Al-Zybani (2021:451) has presented a comprehensive definition of the quality of work-life represented in *"providing appropriate conditions and a work environment that supports and enhances job satisfaction, which is represented in the reward system, achieving justice in wages, opportunities for development and growth, and allowing With the participation of workers in decision-making, in addition to emphasizing the safety of the work environment, which helps to satisfy the needs of workers, and develops them a sense of job security"*.

It is well known that employee development is all organizational activities related to training employees and increasing their experience, knowledge, abilities and skills. It aims to improve their general performance to prepare them for new positions and future promotion as a type of individual growth opportunity (Adikoeswanto et al., 2020). Staff development is one of the important foundations that considers employees' behavioral, psychological and skill sciences and tries to strengthen weakness points and exploit strength points.

The idea of employee participation is a process that depends on management's administrative and leadership conditions in terms of empowerment and authority. The participation of employees includes ideas and opinions related to their work and tasks in addition to the possibility of decision-making by them (Allam and Shaik, 2020). The participation of employees in the decision-making process would create an atmosphere of intimacy and trust among team members, and between the team and leadership, in addition to enhancing a sense of belonging and encouraging employees to be creative, innovative, express opinions and accept the other opinion, and thus achieve organizational commitment. Thus, achieving the organisers' commitment is coupled with a good and healthy work environment (Dhamija et al., 2019).

Remunerations refer to the financial and non-financial benefits that the organization employs to motivate the working individuals and push them towards achievement. Compensation can be viewed as a type of financial and non-financial incentive that the employee receives directly or indirectly that motivates him to work efficiently with quality and ensures the achievement of organizational goals (Akter et al., 2019). Compensation includes employees' basic salaries, overtime pay, health insurance plans, education and assistance programs and paid vacations (Leitão et al., 2019). The idea of compensation is important as one of the motivators of a good working life, and it guarantees a decent working lifestyle for the employee and is consistent with the value of the organization and its market level (Raeissi et al., 2019).

Supervision can be viewed as the level of social interaction among team members, leadership and management within the organization, and supervision includes two types of support, namely emotional support and effective support (Mohammadi and Karupiah, 2020).

Emotional support is the interaction between team members and leadership in good faith, mutual trust and positive feelings. In contrast, effective support is support related to solving work problems and providing successful leadership and the necessary tools, plans, equipment and devices to achieve strategic goals (Permarupan et al., 2020).

Work environment refers to its literal meaning, as the work environment is the general atmosphere of the workplace in the organization and which is the place in which employees perform their work (Suleiman et al., 2019). The work environment must be comfortable, safe and easy, and it must contain all the requirements that employees need to complete their work (Sahni, 2019). The performance of employees and the work environment are directly related. The higher the performance, the better the work environment, and the lower the performance, the less suitable or acceptable the work environment, which affects the employees' performance and brings them to the desired goals.

Occupational "Job" burnout, in its simplest definitions, refers to the employee's feeling that they are exhausted from work, suffer from stress most of the time, and are exposed to a lot of work pressure and fatigue and the inability to deal with daily responsibilities (Golonka et al., 2019). Canu et al. (2021) consider job burnout as one of the types of nervous stress related to work, and it is a state of physical and psychological exhaustion that makes the employee lose their sense of identity and affects their work outcomes as a result of long-term pressures.

Zgliczyńska et al. (2019) and Raudenská et al. (2020) refer to the most apparent symptoms of occupational "job" burnout can involve physical and psychological fatigue, loss of interest in hobbies and activities, isolation and lack of interaction with colleagues, significant change in sleeping, eating or dealing habits, tendency to insomnia, loss of appetite or eating a lot, frequent forgetfulness in normal daily matters, change in the level of functional performance for the worse, lack of a sense of creativity or innovation, and tendencies to depression and thinking about negative things.

Golonka et al. (2019) confirm that job burnout is a reaction to work pressures in terms of tasks or place. Some of them lead to the individual's tendency to hate their work and the place of work, and their productive capacity begins to decline, accompanied by constant tension, leading to the aggravation of matters until the need for health care.

It is worth noting, as indicated by Basinska and Gruszczynska (2020), Kogan et al. (2020) and Lee et al. (2019), that job burnout is not a medical diagnosis, but there are medical conditions for which burnout is responsible, such as depression, tension, pessimism, poor memory and many others.

There might be many reasons for employees' feelings of burnout, some might be personal due to their relationship with the management or leadership, and others may have an attitude that may cause them to burnout in their jobs, while other reasons might include the following (Lubbadeh, 2020; Yang and Hayes, 2020; Hassanzade-

Daloe et al., 2020; Bakker and Sanz-Vergel, 2020; Zaid, 2019; Gorski, 2019; Batayneh et al., 2019; Durand et al., 2020):

-The unreasonable work pressures, in that case, employees who have enough time to do their work are 70% less likely to experience burnout.

-Lack of communication and support from leadership, in this case, the leadership and management support, is a psychological barrier against burning out, and employees who feel strong support from their manager are 70% less likely to burn out.

-Role vagueness and absence of purpose happen when employees' aims or goals are unknown, which gives employees a feeling that they are confused, bewildered, and unable to accomplish anything. Employees may become fatigued just trying to figure out what they are supposed to do.

-Unfair treatment – employees who feel they are being mistreated, get unfair compensation, or are abused at work are 2.3 times more likely to experience a high level of burnout.

From the literature above, the researcher depended on previous studies to build a logical relationship between variables. The following studies highlighted the possibility of a connection that was built between variables.

A study by Al-Azizi and Gheilani (2020) aimed to show the impact of the quality of work life on reducing the level of job burnout by looking at the dimensions of the quality of work life, including the physical, moral, organizational and functional environment that supports the performance of workers. The quantitative approach was adopted by applying a questionnaire to a random sample of (62) employees at Azal University for Human Development. The study concluded that good working life, from a material and moral point of view, has an impact on reducing job burnout among workers. The study also proved that the relative average of the organizational and functional work environment amounted to 42.8%, and they needed evaluation and adjustment, while the level of job burnout among workers turned out to be high and reached 66%. In general, the study confirmed an inverse relationship between the quality of work life and job burnout. When the quality of work life increases, job burnout decreases and vice versa.

A study by Wadi (2016) aimed to identify the impact of the quality of work-life on the management of occupational burnout for working women, and through the quantitative approach and the distribution of the questionnaire to a sample of (60) working women (doctors, nurses and administrators) in the hospital institution in Annaba, based on a scale Quality of work and psychological burnout. The study concluded that the organization under study enjoyed an average level of quality of work-life, and the quality of work-life directly affects the level of psychological and functional burnout of working women. The study also indicated that the level of quality of work-life among female doctors and nurses was higher compared to administrators and workers in the same organization.

Sa'ad (2020) attempted to combine the quality of career life and its role in controlling the rate of job burnout as a starting point to study the organizational behavior

associated with both variables. The study adopted the quantitative approach. A questionnaire was distributed to a sample of workers in Alexandria University libraries because the jobs most prone to job burnout are those that have direct interaction with clients. The study concluded that the quality of work life in Alexandria University libraries was medium, while the level of job burnout was low. Barbari (2016) study aimed to determine the degree of availability of the dimensions of the quality of career life and its impact on the levels of job burnout among workers in the Al-Aqsa Network for Media and Artistic Production. The descriptive approach was adopted by the analysis by distributing a questionnaire to a sample of (200) employees. After the analysis, the study indicated that the quality of work-life in the organization under study was 61.33%, and the spread of the phenomenon of job burnout among workers reached 49.64%. The relationship between the quality of work-life and job burnout was inverse, and most dimensions of the quality of work-life were represented in the participation of employees.

The study of Leitão et al. (2021) focused on job burnout as a mediator of the relationship between quality of work-life and employee satisfaction. Through the quantitative application and the distribution of a questionnaire to a sample of (514) employees within organizations in 6 European countries, the study concluded that the quality of work-life and the provision of a safe work environment contribute to reducing the level of job burnout among workers and increase their productivity incentives significantly.

The following hypotheses are constructed based on the reviewed literature.

Main Hypothesis :

H: Quality of work life has a statistically significant influence on occupational burnout.

Sub-Hypotheses :

H1: Employee development has a statistically significant influence on occupational burnout.

H2: Participation has a statistically significant influence on occupational burnout.

H3: Compensation has a statistically significant influence on occupational burnout.

H4: Supervision has a statistically significant influence on occupational burnout.

H5: Work environment has a statistically significant influence on occupational burnout.

Research Methodology

Methodological Approach

The current study adopted the quantitative approach to collect the primary data. The quantitative method was chosen because of the possibility of adopting a large sample and collecting larger primary data, thus stabilizing the phenomenon and facilitating the possibility of reading it.

Study Tool

The adopted questionnaire is the main tool for data collection. The questionnaire has two parts. The first part deals with the demographic information of the sample

members (gender, age, qualification and experience), while the second part deals with measuring dependent variables (QWL - Employee development, Participation, Compensation, Supervision and Work environment) and independent variables that include occupational burnout, please refer to *Table 1* below:

Table 1. Distribution of Statements according to Variables

Variables Related to Quality of Work-Life	Number of Statements
Employee development	5
Participation	5
Compensation	5
Supervision	5
Work environment	5
Occupational Burnout	12

In line with the health precautions of COVID-19, the questionnaire was uploaded to Google Forms, and the link was sent via e-mail to the study sample to fill out the questionnaire. The data collection process continued for 9 consecutive weeks, after which an excel file containing the sample members' responses was retrieved for analysis, and (303) correctly filled out questionnaires were used for analysis, indicating a response rate of 86.5%.

Population and Sampling

The study population was employees and workers within Kuwaiti SMEs operating during the fiscal year 2021-2022. A connection was established with these SMEs through their human resource department to identify their acceptance of applying the study in their facility. After gaining the needed approval from concerned parties, the researcher chose a convenient sample of (325) individuals for the application process and the primary data collection. After uploading the study tool for collecting primary data through Google forms and leaving the questionnaire for 5 consecutive weeks, the researcher was able to draw (303) properly filled questionnaires, which indicated a response rate of (93.2%) as a statistically accepted ratio.

Statistical Processing

SPSS was relied on for classification, reading and analysis of the data collected, and the reliability and consistency of the study tool through measuring Cronbach's alpha which appeared that $\alpha = 0.956$ ensuring the consistency of the study tool as it was more significant than 0.60 (Sekaran and Bougie, 2016).

Other statistical tests were used, including:

- Frequencies and percentages
- Mean and standard deviation
- Multiple regression
- Linear regression

Research Results and Discussion

Demographic Results

Mean and frequencies were calculated for study sample demographics, bearing in mind that the sample consisted of employees and workers within SMEs in Kuwait. It was noticed that majority of the sample were males forming % of total sample, who were within the age range of years old, forming % of the sample, who held BA degree forming % and with an experience of – forming % of the sample.

Table 2. Descriptive Statistics of Demographics

		F	%
Gender			
Valid	Male	215	71.0
	Female	88	29.0
Experience			
Valid	2-5	61	20.1
	6-9	89	29.4
	10-13	73	24.1
	14-17	46	15.2
	+18	34	11.2
Education			
Valid	BA	93	30.7
	MA	177	58.4
	PhD	33	10.9
Age			
Valid	22-26	86	28.4
	27-31	114	37.6
	32-36	51	16.8
	37-41	30	9.9
	+42	22	7.3
	Total	303	100.0

Questionnaire Response Analysis

Table 3 shows two main aspects. The main is general, in which the variables' means were calculated, and all variables were positively received, given that they all scored higher than the mean scale of 3.00. The highest variable (work environment) scored a mean of 4.10/5.00 as the highest answered, while the lowest answered variable (employee development and compensation) scored 3.69/5.00, which means that it was the least positively answered but still positive. Going deeper into analysis, it can be seen from Table 3 that all questionnaire statements were positively received by sample individuals, given that they all scored higher than the mean scale of 3.00. The highest statement was scored by "My work prevents me from practicing my private life with my family," with a mean of 4.26/5.00 compared to the lowest – but still

positive "There are continuous evaluation plans that show the strengths and weaknesses of my performance" scoring a mean of 3.09/5.00.

Table 3. Questionnaire Analysis

	\bar{x}	σ
I have good opportunities to develop and learn through my job.	3.49	1.14
There are continuous evaluation plans that show the strengths and weaknesses of my performance.	3.09	1.24
The better I do, the higher my chances of being promoted to a better position.	3.90	1.04
The organization provides me with all appropriate opportunities for training, development and learning.	3.84	1.03
I have a lot of training options through conferences, workshops and training courses.	4.15	1.05
Employee development	3.69	.81
As an employee, I am part of the decision-making process.	3.72	1.07
I participate in brainstorming sessions and always present my ideas.	3.82	1.07
The organization is interested in the ideas and suggestions of employees.	4.03	1.02
The organization values and appreciates employees' attempts to solve problems.	4.13	.91
The opinions of employees are taken into any process based on environmental change within the organization.	3.27	1.36
Participation	3.79	.73
The remuneration I take corresponds to my job, position and duties.	3.07	1.43
My privileges correspond to my years of service with the organization.	4.20	1.08
My compensation is in line with my experience and academic and practical qualifications.	4.11	.87
The organization always appreciates my efforts and experiences.	3.96	1.06
I feel valued and important in the organization I work for.	3.10	1.22
Compensation	3.69	.62
Leadership has a clear style of communication.	3.72	1.05
Leadership can make decisions objectively without prejudice.	3.90	.97
Leadership can value effort in performance.	3.85	.93

There is no gap between me and the top management.	4.13	.86
Leadership believes in the importance of empowerment.	4.19	.82
Supervision	3.96	.68
My organization gives me the job security I need.	4.03	.92
The work environment in which I work is appropriate and appropriate.	4.06	.84
I work in a healthy environment with good lighting and ventilation suitable for working long hours.	4.13	.83
There are no risks in the work environment in which I work.	4.15	.85
The department has all safety and public health requirements.	4.15	.74
Work environment	4.10	.61
I spend most of the night thinking about work and the tasks required of me.	4.19	.75
I feel like I'm putting in a lot of effort, but my results are weak and inefficient.	3.90	.92
I do not feel that my efforts are appreciated and appreciated by the organization.	4.22	.81
I feel tired and exhausted even at the beginning of the workday.	3.64	1.10
I feel stuck in my job and there is no room for promotion or development.	4.13	.82
I feel nervous, angry and provoked by my colleagues working around me.	3.92	1.02
I suffer from frequent health problems, such as headaches, fatigue and muscle aches.	4.20	.85
I feel that my organization does not care about my health and psychological issues.	4.15	.82
My work prevents me from practicing my private life with my family.	4.26	.78
I have a hard time getting along with my co-workers.	4.03	.82
I have a hard time dealing with driving.	3.71	.92
I have no desire to continue working for this organization.	4.06	.76
Burnout	4.03	.51

Tables 4 and 5 present the results of hypotheses testing. As can be seen in Table 4 that the main hypothesis was accepted with an R-value of 0.707, reflecting a highly significant impact, and $r^2 = 0.50$, reflecting that the independent variable explains 50% of the variance in the dependent variable, is found to be true. In addition, it is

discovered that the F value of 59.417 is significant at the 0.05 level, indicating that work-life quality has a statistically significant influence on occupational burnout.

In Table 5, sub-hypotheses are tested, and they appear to all be positively received. The first hypothesis articulated, "Quality of work life has a statistically significant influence on occupational burnout," was tested with the help of multiple regression. The results showed that $r = 0.393$, reflecting a significant medium impact, and $r^2 = 0.155$, reflecting that the independent variable explains 15.5% of the variance in the dependent variable. They are found to be true. In addition, it was discovered that the F value of 55.027 is significant at the 0.05 level, which indicated that Employee development has a statistically significant influence on occupational burnout.

H2 was tested with the help of multiple regression, and the results show that $r = 0.387$, reflecting a significant medium impact, and $r^2 = 0.15$, reflecting that the independent variable explains 15% of the variance in the dependent variable. They are found to be true. In addition, it was discovered that the F value of 53.158 was significant at the 0.05 level, which indicated that Participation has a statistically significant influence on occupational burnout.

The 3rd hypothesis was also tested using multiple regression, $r = 0.399$, reflecting a significant medium impact, and $r^2 = 0.159$, reflecting that the independent variable explains 15.9% of the variance in the dependent variable. They are found to be true. In addition, it was discovered that the F value of 56.961 was significant at the 0.05 level, indicating that Compensation significantly influences occupational burnout.

Hypothesis 4 was tested using multiple regression, $r = 0.489$, reflecting a significant medium impact, and $r^2 = 0.239$, reflecting that the independent variable explained 23.9% of the variance in the dependent variable. They are found to be true. In addition, it was discovered that the F value of 56.961 was significant at the 0.05 level, which indicated that Supervision has a statistically significant influence on occupational burnout.

5th hypothesis was tested using multiple regression, $r = 0.685$ reflecting a highly significant impact, and $r^2 = 0.469$, reflecting that the independent variable explained 46.9% of the variance in the dependent variable. They are found to be true. In addition, it was discovered that the F value of 265.825 was significant at the 0.05 level, which indicated that Work environment has a statistically significant influence on occupational burnout.

Table 4. Main Hypothesis Testing

H: Quality of work-life has a statistically significant influence on occupational burnout

		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	R
1	(Constant)	1.358	.163		8.322	.000	.707 ^a
	development	.046	.036	.074	1.294	.197	
	Participation	.018	.049	.026	.374	.709	
	Compensation	.093	.048	.113	1.939	.053	
	Supervision	.015	.046	.020	.325	.746	
	environment	.496	.044	.593	11.373	.000	

Table 5. Sub-Hypotheses Testing

H1: Employee development has a statistically significant influence on occupational burnout

		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	R
1	(Constant)	3.128	.125		25.009	.000	.393 ^a
	development	.245	.033	.393	7.418	.000	.155

H2: Participation has a statistically significant influence on occupational burnout

		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	R
1	(Constant)	3.014	.143		21.143	.000	.387 ^a
	Participation	.269	.037	.387	7.291	.000	.150

H3: Compensation has a statistically significant influence on occupational burnout

		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	R
1	(Constant)	2.832	.162		17.528	.000	.399 ^a
	Compensation	.326	.043	.399	7.547	.000	.159

H4: Supervision has a statistically significant influence on occupational burnout

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square
		B	Std. Error	Beta				
1	(Constant)	2.583	.151		17.065	.000	.489 ^a	.239
	Supervision	.367	.038	.489	9.728	.000		

H5: Work environment has a statistically significant influence on occupational burnout

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square
		B	Std. Error	Beta				
1	(Constant)	1.682	.146		11.537	.000	.685 ^a	.469
	environment	.573	.035	.685	16.304	.000		

Discussion

The current study aimed to examine the role of quality of work-life QWL in reducing occupational burnout among a sample of workers and employees within Kuwaiti SMEs during the fiscal year 2021-2022. Reaching the aim depended on a quantitative approach in which a questionnaire was adopted and distributed to a sample of (303) individuals within Kuwaiti SMEs. SPSS was adopted to analyze and screen primary data. The results of the study present the following findings:

-It appeared that employees within the chosen SMEs could respond to the questionnaire, which showed their high awareness of quality of work-life and occupational burnout.

-The main hypothesis of the study "QWL can reduce burnout" was accepted with R-value of 0.707 and a variance of 50%.

-Among variables of QWL, it was found that work environment was the highest influence with an $r = 0.685$ and variance explained by 46.9%. This result indicated that work environment has a significant influence in reducing burnout.

-In the 2nd rank, supervision appeared to be the most influential, with $r = 0.489$ and a variance explained by 23.9%.

-3rd rank was scored by the variable of compensation, scoring $r = 0.399$ with a variance explained 15.9%.

-4th and 5th ranks were scored by employee development and participation, scoring a variance of 15.5% and 15%, respectively.

Several studies conducted on the quality of job life and job burnout have shown that improving the quality of job life and paying attention to its various dimensions and programs will positively reduce the phenomenon of job burnout, increase productivity and raise levels and rates of satisfaction and job performance in business organizations.

In addition to that, satisfying the needs of workers in all their forms, physical, social, moral, safety needs, and job stability, as the primary goal of the quality of career programs from the workers' point of view, is to improve working conditions. While the organization's primary goal is to increase organizational effectiveness, a study has shown that the quality of career life programs positively affects the organization, reducing absenteeism and turnover and increasing employee job satisfaction. Job satisfaction is necessary to improve job performance and adherence to work regulations, leading to high performance.

The results of the study also confirmed that the quality of work-life would enhance the process of attracting various competencies in the organization with highly qualified, and it would improve the organization's competitiveness and increase the motivation, flexibility and loyalty of the workforce, which is one of the foundations of the organization's competitiveness that is agreed with the findings of Leitão et al. (2021).

Through the study results, it can be concluded that the dimensions of the quality of functional life positively affect the level of job burnout. For example, the social aspect and its loss during the job would increase job burnout, as the isolation of the working individual from his community and family causes him frustration, pessimism and depression, aligning with the results of Barbari (2016).

On the other hand, the study confirmed that the existence of a good relationship supported by understanding and trust among working individuals, leadership, and management contributes greatly to motivating individuals to work hard. It also provides the best career outcomes in their belief, there is an appreciation for their work, and experiences and skills are of benefit. The focus on management and leadership attention, and therefore, the feeling of burning is less and increases individuals feeling of job satisfaction and the desire to identify with the organization, matching what was reached by Wadi (2016) and Sa'ad (2020).

Conclusion

It cannot be denied that most of the work in organizations with different areas of interest includes a degree of work pressure, which is normal due to the organization's internal and external activities. However, this matter can negatively affect working individuals and expose them to varying degrees of job burnout. On the part of the organization, the management and leadership need to be fully aware of the factors leading to job burnout and try to avoid or mitigate them. Organizations must also strive to provide the maximum possible dimensions of the quality of job life for the work environment, which would alleviate work pressures and increase the ability of employees to confront them.

Based on the above results, discussion and conclusion, the current study recommended enhancing the availability of the dimensions of quality of work-life to reduce the feeling of job burnout by relying on strengthening social relations and the participation of workers in decision-making processes, training and development programs, and granting promotion when it is due. Also, the importance of adopting

a management philosophy emphasizes the culture of teamwork, reconciling workloads and workers' capabilities, and reducing the severity of routine because of their role in improving confidence and psychological comfort.

Considering limitations and scientific directions, it is recommended to carry out research examining the role of QWL on employees' organizational identification by applying it to the public sector within Kuwait.

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WPLYW JAKOŚCI ŻYCIA ZAWODOWEGO NA OGRANICZENIE WYPALENIA ZAWODOWEGO WSRÓD PRACOWNIKÓW

Streszczenie : Bieżące badanie miało e na celu zbadanie wpływu jakości życia zawodowego QWL (rozwój pracowników, uczestnictwo, wynagrodzenia, nadzór i środowisko pracy) na wypalenie zawodowe wśród próby pracowników i pracownic MŚP w Kuwejcie w roku podatkowym 2021-2022 . W badaniu przyjęto metodologię ilościową, w ramach której

kwestionariusz ankiety rozesłano do osób pracujących (303) w MŚP z Kuwejtu. SPSS został zastosowany do badania i analizy zebranych danych pierwotnych. Wyniki badania wskazały na akceptację głównych hipotez twierdząc, że dobra jakość życia zawodowego może zmniejszyć poziom wypalenia zawodowego wśród pracowników. Ponadto badanie wykazało, że jakość życia zawodowego znacząco wpływa na wypalenie wśród pracowników w kuwejskich MŚP. Poza tym spośród zmiennych QWL stwierdzono, że „środowisko pracy” było najbardziej wpływową zmienną w redukcji wypalenia zawodowego wśród pracowników. W badaniu zalecono zwiększenie dostępności wymiarów jakości życia zawodowego w celu zmniejszenia poczucia wypalenia zawodowego poprzez wzmocnienie relacji społecznych i udziału pracowników w procesach decyzyjnych, szkoleniach i programach rozwojowych oraz przyznawanie awansów gdy jest on należny. ie. W artykule przedstawiono również dalsze rekomendacje.

Słowa kluczowe: Jakość życia zawodowego QWL, Rozwój pracowników, Partycypacja, Wynagrodzenie, Nadzór

工作生活质量对减少工人职业倦怠的影响

摘要：当前的研究旨在检验 2021-2022 财年工作生活质量 QWL（员工发展、参与、薪酬、监督和工作环境）对科威特中小企业员工和工人样本职业倦怠的影响。该研究采用了一种定量方法，其中向科威特中小企业中的工作人员 (303) 分发了问卷。采用 SPSS 对收集到的原始数据进行筛选和分析。研究结果表明接受了主要假设，即良好的工作生活质量可以降低员工的职业倦怠程度。此外，研究发现，工作生活质量显著影响着科威特中小企业员工的倦怠感。此外，在 QWL 变量中，发现“工作环境”是减少员工倦怠感最有影响力的变量。该研究建议通过加强社会关系和工人参与决策过程、培训和发展计划，并在适当的时候给予晋升，来提高工作生活质量维度的可用性，以减少工作倦怠感。文件中还提出了进一步的建议

关键词：优质工作生活 QWL，员工发展，参与，薪酬，监督