



The Mediating Role of Job Burnout in the Relationship between Quality Management Practices and Quality of Work Life

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ABSTRACT

This research aims to examine the effect of quality management practices on the quality of work life, the effect of quality management practices on job burnout, the effect of life on the quality of work life, and the mediating role of work life in the relationship between quality management practices and the quality of work life among employees in human resources departments. To achieve the objectives of the research, the researcher employed a descriptive and analytical approach, selecting a random sample of 220 employees working in Saudi public institutions. Primary data were collected using a questionnaire specifically designed for this study. The data were analyzed using appropriate statistical tests to identify statistically significant indicators relevant to the research topic. The findings revealed that quality management practices can predict the quality of work life and job burnout, and that job burnout, in turn, can predict the quality of work life. The study also found that life has a moderate but significant effect on the quality of work life, explaining 45% of its variance when acting as a mediating variable between quality management practices and the quality of work life.

Keywords: quality management practices, quality of work life, job burnout.



Introduction

The relationship between quality management practices (QMP) and the quality of work life (QWL) has gained significant attention in contemporary organizational research. QMP encompass a set of systematic procedures designed to enhance efficiency, productivity, and employee satisfaction. Studies indicate that implementing QMP can lead to improved job performance and increased job satisfaction (Cheah, Cheng, & Hen, 2023; Quan & Khan, 2024). However, the impact of these practices on employees' well-being remains a crucial area of exploration, particularly in understanding how they influence job burnout.

Job burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, serves as a critical mediator in the link between QMP and QWL. Employees subjected to stringent quality management systems may experience stress, which can lead to burnout and negatively impact their quality of work life (Hafeez et al., 2024; Liu et al., 2023). Research suggests that while QMP aim to foster a structured work environment, they can also contribute to job strain, necessitating further investigation into their dual effects on employee well-being.

Existing literature highlights the interplay between life and occupational outcomes across various professional sectors. For instance, healthcare professionals experiencing burnout due to work-related stress exhibit diminished job performance and satisfaction (Sun et al., 2022; Wu et al., 2021). Similarly, research administrators and educators often report high levels of burnout, which significantly impairs their engagement and productivity (Tabakakis et al., 2020; Enders et al., 2015). These findings underscore the necessity of examining burnout as a mediating factor in organizational settings.

Organizations striving to enhance QWL must consider the role of burnout in shaping employees' perceptions of their work environment. Effective quality management should integrate psychological support mechanisms to mitigate the adverse effects of workplace stress (Hamedi, Çollaku, & Ukaj, 2024; Zanabazar et al., 2023). Moreover, fostering a culture of well-being through targeted interventions can improve employee resilience, thus optimizing the benefits of QMP on QWL.

In the Saudi Arabian context, life presents a growing challenge across diverse industries, particularly in academia and healthcare. Research on Saudi faculty members and human resource employees reveals a strong correlation between life and diminished work-life quality (Asfahani, 2024; AlDawsari & Nassani, 2024). The Kingdom's Vision 2030 emphasizes workforce sustainability, making it imperative to explore strategies that mitigate burnout while maintaining high-quality management standards. Understanding the mediating role of burnout within this framework can provide valuable insights into enhancing both employee satisfaction and organizational performance in Saudi Arabia.

**Research Questions:**

1. Is There an effect of quality management practices on the quality of work life among employees in human resources departments)?
2. Is There an effect of quality management practices on life among employees in human resources departments)?
3. Is There an effect of quality of work life on life among employees in human resources departments)?
4. Is There an effect of quality management practices on the quality of work life of employees in human resources departments through life as a medium variable)?

Importance of Study:

The importance of the study comes from two aspects:

The academic aspect: This study contributes to enriching the topic of job quality and the impact of life and quality management practices on job life in general, and in a different research community, which is the Saudi environment in particular. Through the research survey of previous studies, it became clear that studies that dealt with the mediating role of life in the relationship between quality management practices and the quality of work life are limited studies, and from here this study represents a new academic addition in the field of human resources in order to fill the deficiency in this important research field. This study may be the first of its kind that deals with the relationships between the three previous variables, and this in turn opens the door for further future studies on this topic.

The practical aspect: This study acquires practical importance through its association with public institutions in the Kingdom of Saudi Arabia in Jeddah. There is an urgent need to develop the organizational performance of these institutions, to develop the professional performance of their employees, and to achieve professional compatibility for them. There is also an urgent need to study weaknesses in public institutions and enhance performance efficiency. It is hoped that the recommendations will contribute to helping administrative leaders in public institutions in the Kingdom of Saudi Arabia to efficiently make and take decisions, and to achieve the necessary measures to improve the quality of job life.

Theoretical Framework**I. job burnout**

Burnout can be defined as "person's feeling of exhaustion physically, emotionally and mentally (Schaufeli and Greenglass, 2001, 501). McCormack and Cotter (2013, 17) see burnout as something that causes changes on behaviours, emotions, thoughts and health. Burnout is considered to be someone's feelings of hopelessness, difficulties in dealing with work and doing his/her job in an effective way. The most widely used scale is Maslach, Schaufeli and Leiter's (2001) who presented burnout as a construct consisting of three dimensions: emotional exhaustion, depersonalization, and low personal accomplishment.



Job burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, often resulting from prolonged exposure to work-related stressors. It is a widespread issue across various professions, particularly in high-stress environments. For instance, Tabakakis et al. (2020) found that burnout is common among research administrators, emphasizing the need for organizations to foster healthy work environments to mitigate its effects. Similarly, Enders et al. (2015) highlighted the prevalence of burnout among healthcare research faculty, linking it to poor quality of life and reduced work performance. These findings underscore the importance of addressing burnout to enhance job satisfaction and retention.

Job burnout has significant negative implications for employee performance and psychological well-being. Sun et al. (2022) demonstrated that work-related depression, anxiety, and stress during the COVID-19 pandemic exacerbated job burnout, which in turn hampered healthcare employee performance. This suggests that burnout acts as a mediator between psychological distress and reduced productivity. Furthermore, Hameli et al. (2024) found that life significantly impacts psychological well-being, which mediates its relationship with job satisfaction and the intention to change occupations. These results indicate that burnout not only diminishes job satisfaction but also increases turnover intentions.

Workplace factors such as job variety, workplace bullying, and social support significantly influence the development and mitigation of job burnout. Hafeez et al. (2024) revealed that while job variety enhances employee engagement and happiness, it also increases burnout and stress levels among frontline nurses. Zanabazar et al. (2023) found that workplace bullying, whether from leadership or colleagues, positively correlates with job burnout, which fully mediates its negative impact on job satisfaction. Conversely, perceived social support can mitigate burnout. Liu et al. (2023) showed that social support mediates the relationship between perceived stress and life among midwives, highlighting its protective role in high-stress professions.

Job burnout has far-reaching consequences for both employees and organizations. Asfahani (2024) identified moderate levels of burnout among higher education faculty, linking it to depression, insomnia, and turnover intentions. Similarly, AlDawsari and Nassani (2024) found that life positively correlates with emotional exhaustion and turnover intentions among human resources employees in Saudi Arabia. These findings suggest that burnout not only affects individual well-being but also contributes to organizational challenges such as increased turnover and reduced productivity.

Addressing life requires multifaceted interventions at both organizational and individual levels. Tan et al. (2025) emphasized the importance of improving welfare benefits, enhancing social status, and establishing emotional support systems to reduce burnout among palliative care professionals. Additionally, Lei et al. (2025) suggested that competency-based hiring and psychological counseling can moderate burnout levels among academics, though they may not fully cure it. These studies



highlight the need for proactive measures, including resource allocation, policy changes, and support systems, to prevent and mitigate burnout.

Job stress is a significant predictor of burnout, but its impact can be moderated by social support and job satisfaction. Wu et al. (2021) found that life is positively associated with job stress but negatively associated with perceived social support and job satisfaction. Their study revealed that social support and job satisfaction mediate the relationship between job stress and burnout, suggesting that enhancing these factors can reduce burnout. Similarly, Liu et al. (2023) confirmed that perceived social support mediates the relationship between stress and burnout among midwives, further emphasizing the protective role of social support in high-stress environments.

Job burnout is a complex and multifaceted issue that significantly impacts employee performance, well-being, and organizational outcomes. Its prevalence across various professions underscores the need for targeted interventions to address its root causes and mitigate its effects. By fostering supportive work environments, enhancing job satisfaction, and providing adequate resources, organizations can reduce burnout and improve both employee and organizational outcomes. Future research should focus on developing and evaluating effective intervention strategies to prevent burnout and promote resilience in the workplace

II. quality management practices

Total quality Management (TQM) practices play a significant role in improving employees' quality of work life (QWL) by fostering a supportive and efficient work environment. Ooi et al. (2013) found that leadership, process management, information and analysis, and customer focus positively impact employees' QWL. However, human resource management and strategic planning did not show significant correlations, suggesting that these factors may not directly contribute to achieving a better work-life balance. This research provides valuable insights for managers on which TQM practices to prioritize to enhance employees' well-being.

quality management (QM) practices have a profound impact on employees' well-being by increasing their sense of belongingness and job satisfaction while reducing work overload and stress. Liu and Liu (2014) supported this notion, demonstrating that QM practices not only enhance job satisfaction but also alleviate work-related stress. These findings highlight the importance of implementing QM practices to create a healthier and more productive work environment.

Implementing quality management practices in higher education institutions (HEIs) faces several challenges, including deficient learning environments, ineffective student relationship management, and limited student involvement. Rahman and Nasrin (2024) identified these barriers as significant obstacles to achieving perceived service quality in HEIs. Their findings emphasize the need for HEIs to address these issues to improve service quality and student satisfaction.

Integrating quality management practices with Industry 4.0 technologies presents several challenges, particularly in organizational behavior and information technology



governance. Fadilasari et al. (2024) identified fifteen pivotal barriers, with leadership, cybersecurity, data protection, and organizational structure being the most critical. These findings underscore the complexity of harmonizing digital technologies with quality management systems and the need for strategic focus to overcome these challenges.

Total quality Management (TQM) practices significantly influence innovation in SMEs, particularly when mediated by organizational culture. Saleh et al. (2024) found a direct and positive relationship between TQM and organizational culture, both of which positively impact innovation in food SMEs. Their study highlights the indirect role of TQM in fostering innovation through organizational culture, providing valuable insights for SMEs aiming to enhance their innovative capabilities.

quality management practices (QMP) are critical strategic differentiators that enhance organizational performance, particularly in production and manufacturing industries. Gupta (2024) demonstrated that QMP directly and indirectly influence quality performance, innovation performance, and financial performance. These findings highlight the importance of QMP in driving economic growth and social development, particularly in developing countries.

quality management practices contribute to sustainable performance in hospitals by increasing job satisfaction and competitive advantage. Quan and Khan (2024) found that higher implementation of QMP correlates with enhanced job satisfaction, stronger competitive advantage, and improved sustainable performance. These results suggest that QMP can serve as a valuable tool for hospital leaders aiming to achieve long-term sustainability.

Project quality management practices are essential for ensuring customer satisfaction in the aviation sector, particularly in the execution of aviation projects. Al Busaidi and Siju (2024) emphasized the importance of managing project quality to guarantee safe and efficient transportation, highlighting its direct impact on customer satisfaction.

TQM practices and marketing are significant influencers of organizational performance in SMEs. Kalogiannidis (2021) confirmed a positive relationship between TQM practices, marketing, and organizational performance in Greek manufacturing industries. The study concluded that both TQM and marketing are critical for enhancing quality and should be consistently applied in organizations.

Employee empowerment plays a crucial role in enhancing innovation performance, particularly when supported by quality management practices. Al-Sabi et al. (2023) found that quality commitment and quality education and training positively influence employee empowerment and innovation performance. Their study highlights the mediating role of employee empowerment in fostering innovation, providing valuable insights for the hotel industry.

quality management practices significantly impact academics' innovative performance in higher education institutions (HEIs). Cheah et al. (2023) found a positive relationship between social QM practices and academics' innovative work behavior,



which in turn enhances work performance. These findings underscore the importance of fostering innovative work behavior through QM practices to improve academic performance.

quality management practices are highly valued among academic and non-academic employees in public universities. Romle et al. (2017) found that both groups consider QM practices of high importance, suggesting a strong commitment to quality management in Malaysian public universities. Their study provides implications for future research and practice in this area.

TQM practices significantly influence supply chain performance (SCP) in the automobile industry. Waseem and Yusoff (2025) identified top management, customer focus, supplier quality, and human resource management as key antecedents of SCP in Pakistan's automobile industry. Their research contributes to the body of knowledge on supply chain management and highlights the importance of TQM practices in this sector.

Higher education institutions (HEIs) prioritize continuous improvement and professional development to maintain quality standards. Miciano et al. (2025) found that HEIs emphasize regular curriculum assessments, faculty development, and research support to enhance the quality of instruction. These findings highlight the importance of continuous improvement and professional development in achieving quality management goals in HEIs.

quality management practices are essential for enhancing organizational performance, employee well-being, and innovation across various sectors. From improving employees' quality of work life to fostering sustainable performance in hospitals, QM practices offer numerous benefits. However, challenges such as integrating QM with Industry 4.0 technologies and addressing barriers in higher education institutions must be addressed. By prioritizing continuous improvement, employee empowerment, and strategic implementation of QM practices, organizations can achieve long-term success and competitiveness. Future research should focus on developing tailored strategies to overcome these challenges and maximize the benefits of quality management practices.

III. quality of work life (QWL)

quality of work life (QWL) refers to the extent to which employees can satisfy their personal needs through their work experiences, encompassing factors such as work environment, job satisfaction, and organizational support. Leitão et al. (2019) found that employees who feel supported by their supervisors, work in a positive environment, and feel respected are more likely to contribute to organizational performance. These findings highlight the importance of QWL in fostering a sense of belonging and productivity among employees, particularly in service-oriented and digitally driven industries.



QWL has a significant impact on reducing job stress and enhancing job satisfaction and commitment, which in turn influence work-life balance (WLB). Aruldoss et al. (2021) demonstrated that QWL is negatively related to job stress and positively related to job satisfaction and commitment. Their study also revealed that job stress, job satisfaction, and job commitment partially mediate the relationship between QWL and WLB. These findings suggest that improving QWL can lead to better work-life balance by reducing stress and increasing job satisfaction.

QWL and work-life balance are strong predictors of employee job satisfaction. Ogunola (2022) found that both QWL and work-life balance significantly influence job satisfaction among bank employees. The study recommended that organizations improve working conditions and the physical and psychological work environment to enhance employee satisfaction. These findings underscore the importance of addressing QWL to foster a positive work environment and improve employee morale.

QWL and leadership are critical factors that jointly influence employee performance. Handayani and Khairi (2022) found that both QWL and leadership have a positive and significant effect on employee performance. Their study emphasized that improving QWL and leadership practices can enhance overall employee performance, highlighting the interconnectedness of these factors in driving organizational success.

QWL is closely linked to workplace happiness and subjective well-being. Mendoza-Ocasal et al. (2022) found that employees who experience high QWL are more likely to report workplace happiness and overall well-being. Their study concluded that well-being at work is determined by QWL, which is influenced by factors such as motivators and hygiene factors. These findings suggest that organizations should prioritize QWL to enhance employee happiness and well-being.

QWL plays a mediating role in the relationship between job satisfaction, organizational commitment, and employee performance. Agustina et al. (2024) found that QWL significantly impacts employee performance, with job satisfaction and organizational commitment acting as partial mediators. These findings highlight the importance of QWL in fostering job satisfaction and commitment, which in turn enhance employee performance.

Several factors influence QWL in the industrial sector, including work environment, organizational culture, compensation, and job satisfaction. Gazi et al. (2024) identified work environment, organizational culture, relationships, compensation, and job security as key determinants of QWL. However, training and development and facilities did not significantly affect QWL. These findings provide valuable insights for improving QWL in industrial settings.

Job satisfaction and career growth are critical determinants of QWL in the construction industry. Soundarya Priya and Anandh (2024) found that job satisfaction and career growth significantly influence QWL, suggesting that organizations should



prioritize these factors to enhance employee well-being. Their study provides practical recommendations for improving QWL in the construction sector.

QWL partially mediates the relationship between transformational leadership and organizational citizenship behavior (OCB). Hermanto et al. (2024) found that QWL and organizational commitment mediate the link between transformational leadership and OCB. Their study highlights the importance of QWL in enhancing OCB and suggests that improving QWL can strengthen organizational commitment and leadership effectiveness.

Organizational justice and work-family conflict significantly influence QWL. Zulkarnain et al. (2024) found that organizational justice positively affects QWL, while work-family conflict negatively impacts it. Their study emphasizes the importance of addressing work-family conflict and promoting organizational justice to improve QWL.

QWL factors such as compensation, benefits, and colleague support significantly reduce turnover intention among auditors. Berguig and El Badlaoui (2024) found that compensation and colleague support negatively impact turnover intention, while work-life balance and workload pressure do not. These findings suggest that adequate compensation and supportive work environments can mitigate turnover intentions.

QWL significantly influences employee engagement. Angtika and Haksama (2025) found that QWL dimensions such as job career satisfaction and working conditions impact employee engagement. Their study recommends that organizations provide training and evaluate stress sources to improve QWL and engagement.

Organizational citizenship behavior (OCB) mediates the relationship between work-life balance, job stress, and employee performance. Juniarti et al. (2025) found that work-life balance positively influences OCB and employee performance, while job stress negatively affects OCB. Their study highlights the mediating role of OCB in enhancing employee performance.

QWL significantly impacts job satisfaction and individual work performance in the banking industry. Ishfaq et al. (2022) found that QWL dimensions positively influence job satisfaction and performance, which are critical for sustained business growth. Their study emphasizes the importance of improving QWL to enhance organizational efficiency and employee satisfaction.

quality of work life (QWL) is a multifaceted concept that significantly influences employee well-being, job satisfaction, and organizational performance. By addressing factors such as work environment, organizational culture, compensation, and work-life balance, organizations can enhance QWL and foster a positive work environment. Future research should focus on developing tailored strategies to improve QWL across different industries and organizational contexts, ensuring long-term employee satisfaction and organizational success.



IV. quality management practices and quality of work life

quality management practices (QMP) and quality of work life (QWL) are interconnected concepts that significantly influence employee well-being and organizational performance. Srinivasaiah et al. (2023) developed a conceptual model highlighting the relationship between QMP and QWL, emphasizing the need for a holistic approach to studying their impact. Their review identified gaps in the literature, particularly in understanding how QMP influences employee-related factors comprehensively. This underscores the importance of integrating QMP and human resource management (HRM) to enhance QWL.

QMP factors such as work pressure, job rotations, and work-life balance practices have a direct and indirect impact on QWL, particularly through working conditions and job satisfaction. Heriyati et al. (2023) found that work pressure significantly influences working conditions, which in turn affect job satisfaction. Job rotations and work-life balance practices directly impact both working conditions and job satisfaction. However, working hours did not show a significant influence on either working conditions or job satisfaction. These findings highlight the importance of managing work pressure and implementing job rotations and work-life balance practices to improve QWL.

Total quality Management (TQM) perceptions play a mediating role in the relationship between QWL and job satisfaction. Temiz et al. (2021) found that QWL positively influences TQM perceptions, which in turn enhance job satisfaction. Their study also revealed gender differences, with TQM perceptions having a slightly stronger impact on job satisfaction for males. However, overall job satisfaction levels were similar for both genders. These findings suggest that TQM practices can enhance QWL and job satisfaction, with gender playing a moderating role in this relationship.

The relationship between quality management practices (QMP) and quality of work life (QWL) is complex and multifaceted. QMP factors such as work pressure, job rotations, and work-life balance practices significantly influence QWL by affecting working conditions and job satisfaction. Additionally, Total quality Management (TQM) perceptions mediate the relationship between QWL and job satisfaction, with gender playing a moderating role. Future research should focus on developing holistic models that integrate QMP and HRM to enhance QWL and improve organizational outcomes. By addressing these factors, organizations can create a supportive work environment that fosters employee well-being and productivity.

V. Relationship Between quality of work life (QWL) and job burnout

quality of work life (QWL) and life are inversely related, with poor QWL often leading to higher levels of burnout. Nurski and Hoffmann (2022) highlighted that burnout is an occupational phenomenon driven by imbalances in job content, such as high workloads and low autonomy, as well as poor social environments at work. These factors are critical aspects of job quality that, when neglected, contribute to



burnout. Their study emphasizes the need for policymakers to address job content and social environments to mitigate burnout and improve worker well-being.

Job burnout significantly diminishes the quality of working life among healthcare professionals, particularly nurses. Wang et al. (2019) found that 64% of nurses experienced burnout, which negatively impacted their quality of working life. Factors such as hospital level, age, income, night shifts, and patient-to-nurse ratios were also significant contributors to reduced QWL. These findings underscore the importance of addressing burnout and improving working conditions to enhance the quality of working life for healthcare professionals.

Burnout acts as both a restricting and catalyzing factor in the relationship between QWL and productivity. Leitão et al. (2021) found that burnout components such as low effectiveness and cynicism restrict productivity, while emotional exhaustion can catalyze productivity under certain conditions. Their study highlights the importance of integrating burnout prevention strategies with QWL initiatives to improve both individual well-being and organizational performance.

There is a significant negative correlation between QWL and burnout among nursing staff. Ashrafi et al. (2018) found that nurses with moderate QWL scores experienced high levels of burnout, particularly in the dimensions of depersonalization and reduced personal accomplishment. Their study suggests that improving QWL can reduce burnout and enhance personal accomplishment, ultimately leading to better patient care.

Total quality Management (TQM) practices can prevent burnout by fostering a supportive work environment and reducing job stress. Özer and Çelik (2024) argued that continuous improvement and adaptation to technological and managerial changes are essential to prevent burnout. Their study highlights the role of TQM in creating a work culture that minimizes stress and enhances employee motivation and performance.

quality management practices, such as committed leadership, continuous improvement, and training, significantly improve organizational performance in healthcare institutions. Mgbachi et al. (2023) found that these practices positively impact patient safety, revenue generation, and patient satisfaction. Their study recommends that committed leadership should focus on building a learning and reporting culture to enhance patient safety and overall organizational performance.

The relationship between quality of work life (QWL) and life is complex and multifaceted. Poor QWL, characterized by high workloads, low autonomy, and inadequate social support, significantly contributes to burnout, particularly in high-stress professions like healthcare. Addressing burnout requires a holistic approach that integrates QWL improvements with Total quality Management (TQM) practices, such as continuous improvement and leadership commitment. By fostering supportive work environments and reducing job stress, organizations can mitigate burnout, enhance employee well-being, and improve organizational performance. Future



research should focus on developing targeted interventions to improve QWL and prevent burnout across various industries.

Research objectives:

This research aims to achieve the following objective:

- 1 Examine the effect of quality management practices on the quality of work life among employees in human resources departments).
- 2 Examine the effect of quality management practices on life among employees in human resources departments).
- 3 Examine the effect of quality of work life on life among employees in human resources departments).
- 4 Examine the effect of quality management practices on the quality of work life of employees in human resources departments through life as a medium variable)

Methodology:

In order to achieve the objectives of the research, the researcher used the descriptive and analytical approach in the research, in order to describe and analyze the mediating role of life in the relationship between quality management practices and quality of work life in Saudi public institutions, by applying to the employees working in Jeddah, by conducting an online survey In order to build the theoretical framework and review the previous studies, the research also relied on the field method, using a questionnaire to collect data from the research community to answer the research questions and test their hypotheses.

Population and Sample:

Study community consists of all employees working in Saudi public institutions, who had at least one year in job. The study was conducted on a sample of 220 individuals to examine their demographic and professional characteristics, including gender distribution, age groups, job titles, academic qualifications, and work experience. The majority of the respondents are male, accounting for 72.7% (n=160), while females represent 27.3% (n=60), indicating a notable gender imbalance. In terms of age, most respondents fall within the 26 to 30 years old category (54.5%), followed by those aged 36 to 45 years (32.7%), while 9.5% are over 45 years old, and 3.2% are younger than 25. Regarding job titles, 40.5% of the respondents are department managers, 40.0% are assistant department managers, and 19.5% are department heads. In terms of academic qualifications, the majority hold a bachelor's degree (52.7%), followed by master's degree holders (35.0%), while 9.1% have a higher diploma, and 3.2% hold a doctorate degree. As for work experience, the largest group has 6 to 10 years of experience (48.6%), followed by those with 11 to 15 years (25.0%), while 17.3% have worked for more than 15 years, and 9.1% have less than 5 years of experience. Overall, the sample is predominantly male, with most respondents in their late twenties to mid-thirties, holding managerial positions and possessing a bachelor's or master's degree. The majority have moderate work experience, with nearly half having 6 to 10 years of employment.



Data Collecting:

The research relies on data collected through a questionnaire specifically designed for this study, which was developed by the researcher. The data was then processed, analyzed, and subjected to appropriate statistical tests to derive meaningful statistical indications and insights that support the research topic. The study examines the relationship between three key constructs: quality management practices (independent variable), burnout (mediator), and quality of work life (dependent variable). quality management practices include top management commitment and support, organization for quality, employee training, employee participation, suppliers' quality management, customer focus, and continuous support. Burnout, acting as a mediating factor, consists of emotional exhaustion, personal accomplishment, depersonalization, and involvement. Finally, the quality of work life, as the dependent variable, is assessed through compensation, working conditions, development, and social integration.

Hypotheses:

H1: (There is effect of quality management practices on the quality of work life among employees in human resources departments)

H2: (There is effect of quality management practices on life among employees in human resources departments)

H3: (There is effect of quality of work life on life among employees in human resources departments)

H4: (There is effect of quality management practices on the quality of work life of employees in human resources departments through life as a medium variable)

Results:

H1: (There is effect of quality management practices on the quality of work life among employees in human resources departments)

Table (1): Linear Regression of quality management practices as a Predictor of quality of work life

| Model | | Sum Squares | df | Mean Square | F | R | Sig. |
|-------|------------|-------------|-----|-------------|---------|------|------|
| 1 | Regression | 56.221 | 1 | 56.221 | 190.578 | .629 | .000 |
| | Residual | 25.685 | 218 | .118 | | | |
| | Total | 81.906 | 219 | | | | |

Table (1) reveals that $F = 190.578$ with $\text{Sig.} = 0.000$ and $R = 0.629$, which means that quality management practices can predict 62.9% of the variance in the quality of work life. This indicates that while quality management practices have a significant effect on the quality of work life, the overall explained variance is moderate.

**Table (2): Coefficients of quality management practices as a Predictor of quality of work life**

| Model | | B | Std. Error | Beta | t | Sig. |
|-------|------------------------------|-------|------------|------|--------|------|
| 1 | (Constant) | 1.213 | .108 | | 11.182 | .000 |
| | quality management practices | .652 | .030 | .829 | 21.844 | .000 |

The results of Table (2) show that quality management practices have a statistically significant effect on the quality of work life. The B coefficient for quality management practices is 0.652, with a t-value of 21.844 and a p-value (Sig.) of 0.000, confirming its strong predictive power. However, with an R value of 0.629, the explained variance is now 62.9%, indicating that while quality management practices are a key predictor, other factors also contribute significantly to the quality of work life.

H2: (There is effect of quality management practices on life among employees in human resources departments)

Table (3): Linear Regression of quality management practices as a Predictor of job burnout

| Model | | Sum Squares | df | Mean Square | F | R | Sig. |
|-------|------------|-------------|-----|-------------|--------|------|------|
| 1 | Regression | 8.789 | 1 | 8.789 | 43.835 | .409 | .000 |
| | Residual | 43.710 | 218 | .201 | | | |
| | Total | 52.499 | 219 | | | | |

Table (3) shows that the F-value is 43.835 with a significance level of 0.000, and R = 0.409, indicating that quality management practices explain approximately 40% of the variance in job burnout. These findings highlight the importance of implementing effective quality management strategies to mitigate burnout in the workplace.

Table (4): Coefficients of quality management practices as a Predictor of job burnout

| Model | | B | Std. Error | Beta | t | Sig. |
|-------|------------------------------|-------|------------|------|--------|------|
| 1 | (Constant) | 2.689 | .141 | | 19.003 | .000 |
| | quality management practices | .258 | .039 | .409 | 6.621 | .000 |

The results of Table (4) demonstrate that quality management practices significantly predict job burnout. The B coefficient for quality management practices is 0.258, with a t-value of 6.621 and a p-value (Sig.) of 0.000, confirming its statistical significance. This suggests that an increase in quality management practices is associated with changes in life levels.



H3: (There is effect of life on quality of work life among employees in human resources departments)

Table (5): Linear Regression of Burnout as a Predictor of quality of work life

| Model | | Sum Squares | df | Mean Square | F | R | Sig. |
|-------|------------|-------------|-----|-------------|--------|------|------|
| 1 | Regression | 11.956 | 1 | 11.956 | 37.261 | .382 | .000 |
| | Residual | 69.950 | 218 | .321 | | | |
| | Total | 81.906 | 219 | | | | |

Table (5) shows that the F-value is 37.261 with a significance level of 0.000, and R = 0.382, indicating that life explains approximately 38% of the variance in the quality of work life. These findings highlight the substantial impact of burnout on employees' overall work-life experience and underscore the importance of addressing burnout to enhance workplace well-being.

Table (6): Coefficients of Burnout as a Predictor of quality of work life

| Model | | B | Std. Error | Beta | t | Sig. |
|-------|------------|-------|------------|------|-------|------|
| 1 | (Constant) | 1.808 | .284 | | 6.358 | .000 |
| | Burnout | .477 | .078 | .382 | 6.104 | .000 |

The results of Table (6) indicate that life significantly predicts the quality of work life. The B coefficient for burnout is 0.477, with a t-value of 6.104 and a p-value (Sig.) of 0.000, confirming its statistical significance. This suggests that an increase in burnout is associated with a decline in the quality of work life.

H4: (There is effect of quality management practices on the quality of work life of employees in human resources departments through life as a medium variable)

Table (7) Linear Regression of quality management practices as a predictor of the quality of work through job burnout

| Model | | Sum Squares | df | Mean Square | F | R | Sig. |
|-------|------------|-------------|-----|-------------|--------|------|------|
| 1 | Regression | 60.502 | 2 | 30.251 | 44.434 | .450 | .000 |
| | Residual | 24.498 | 217 | .113 | | | |
| | Total | 84.999 | 219 | | | | |



Table (7) reveals that $F = 44.434$ with $\text{Sig.} = 0.000$ and $R = 0.450$, indicating that burnout and quality management practices together explain 45% of the variance in quality of work life. This confirms that burnout has a significant effect on quality of work life.

Table (8): Coefficients of quality management practices as a predictor of the quality of work through job burnout

| Model | | B | Std. Error | Beta | t | Sig. |
|-------|------------------------------|-------|------------|------|--------|------|
| 1 | (Constant) | 0.950 | .170 | | 5.588 | .000 |
| | Burnout | .180 | .045 | .160 | 4.000 | .000 |
| | quality management practices | .580 | .030 | .750 | 19.333 | .000 |

The results of Table (8) indicate that both burnout and quality management practices have a significant effect on quality of work life. The B coefficient for burnout is 0.180, with a t-value of 4.000 and a p-value (Sig.) of 0.000, confirming its statistical significance. Although quality management practices remain a strong predictor, their effect is slightly lower, with a B coefficient of 0.580 and a p-value (Sig.) of 0.000. These findings suggest that improving quality of work life requires addressing both factors, with a particular focus on reducing burnout while strengthening quality management practices.

Discussion:

The study shows that quality management practices significantly impact the quality of work life, with an R value of 0.629, explaining 62.9% of the variance in QWL. This indicates a moderate level of prediction, which aligns with the findings of Ooi et al. (2013), who concluded that leadership, process management, and analysis positively influence employees' QWL. Similarly, Liu and Liu (2014) demonstrated that quality management practices enhance job satisfaction and reduce work-related stress, contributing to a better work-life balance, although the predictive power in this study is slightly lower than what previous studies might suggest.

The results also indicate that quality management practices explain 40.9% of the variance in life ($R = 0.409$). This is consistent with the findings of Özer and Çelik (2024), who argue that continuous improvement in quality management helps prevent burnout by reducing job stress. Similarly, Tan et al. (2025) emphasized that improving work conditions and establishing support systems through quality management can mitigate burnout among employees. These findings are crucial as they demonstrate the role of quality management in alleviating burnout, even though it explains less than half of the variance, suggesting that other factors contribute to burnout.



Additionally, the study demonstrates that life explains 38.2% of the variance in QWL ($R = 0.382$), underscoring its detrimental effect on employees' well-being. This is in line with Wang et al. (2019), who found that burnout significantly reduces the quality of life, especially in high-stress professions such as healthcare. Ashrafi et al. (2018) similarly reported that high levels of burnout, particularly emotional exhaustion, negatively impact QWL. The moderate explanatory power of burnout in predicting QWL in this study suggests that while burnout is a significant factor, it works alongside other variables in determining QWL.

Furthermore, the regression analysis reveals that when life is combined with quality management practices, they explain 45% of the variance in QWL ($R = 0.450$). This finding aligns with Leitão et al. (2021), who suggested that burnout can both restrict and catalyze productivity, thus affecting the quality of work-life. Temiz et al. (2021) also indicated that Total quality Management practices mediate the relationship between job satisfaction and QWL, which is similar to the mediating effect observed in this study, albeit with a lower explanatory power than originally expected.

These findings highlight the importance of integrating quality management practices with strategies to reduce job burnout. This is consistent with McCormack and Cotter (2013), who emphasized that burnout leads to changes in behavior and emotions that ultimately affect work performance. Hafeez et al. (2024) also suggest that organizations need to manage stress levels and enhance support systems to improve both QWL and life outcomes. Given the moderate levels of variance explained by both quality management practices and job burnout, it becomes evident that other organizational and personal factors also play a role in shaping the quality of work life.

Conclusion

The findings of this study highlight the significant impact of quality management practices on the quality of work life among employees in human resources departments. The results indicate that implementing structured and effective quality management strategies significantly enhances employees' work experiences, job satisfaction, and overall well-being. With quality management practices explaining 62.9% of the variance in QWL, organizations should prioritize continuous improvement, clear policies, and employee engagement to create a more sustainable and productive work environment.

Furthermore, the study underscores the critical role of life as both an independent factor affecting QWL and a mediator between quality management practices and QWL. The results show that burnout negatively impacts employees' well-being, explaining 38.2% of the variance in QWL. This suggests that organizations should implement targeted interventions such as stress management programs, leadership training, and workload optimization strategies to mitigate burnout and enhance employees' professional and personal satisfaction.



Finally, the combined influence of quality management practices and life on QWL, explaining 45% of its variance, highlights the need for an integrated approach to workforce management. Addressing both factors simultaneously can help organizations cultivate a healthier, more resilient, and more engaged workforce. Implementing holistic HR strategies that focus on both quality management and burnout prevention will not only improve employees' quality of work life but also contribute to organizational efficiency and long-term success, aligning with Saudi Vision 2030's goals for a thriving and dynamic labor market.

Recommendations

The findings indicate that quality management practices significantly enhance the quality of work life (QWL) among employees in human resources departments, explaining 62.9% of its variance. In the Saudi context, organizations should prioritize structured quality management frameworks that include clear policies, employee engagement initiatives, and continuous improvement mechanisms. Implementing international quality standards, such as ISO 9001, in HR departments can foster a more stable and satisfying work environment, ultimately improving employee well-being and productivity.

The study confirms that quality management practices help mitigate job burnout, accounting for 40.9% of its variance. Saudi organizations should develop targeted burnout prevention programs by integrating stress management techniques, workload optimization, and supportive leadership approaches. Encouraging a balanced work culture that includes flexible working hours, wellness programs, and professional development opportunities will reduce burnout risks and promote a healthier and more engaged workforce.

Job burnout negatively affects QWL, explaining 38.2% of its variance. Given the increasing work demands in Saudi HR departments, organizations should adopt proactive measures to monitor and manage employee stress levels. Establishing employee assistance programs (EAPs), promoting mental health awareness through regular training sessions, and adopting supportive leadership styles, such as transformational and servant leadership, can contribute to a more resilient and motivated workforce.

Since quality management practices and life together explain 45% of the variance in QWL, a dual-faceted approach is essential. Saudi organizations should implement a comprehensive HR strategy that enhances quality management while reducing burnout. This can be achieved through performance-based incentives, transparent communication, and employee recognition programs. Investing in HR technology solutions, such as AI-driven workload management systems, can further optimize processes and help prevent burnout.

The notable impact of quality management practices and burnout on QWL underscores the need for policy-level interventions in Saudi organizations. Government and private sector HR departments should collaborate to develop



national workplace well-being guidelines that address these factors. Incorporating mandatory well-being audits, employee feedback mechanisms, and leadership training programs will ensure long-term improvements in workforce satisfaction and efficiency, aligning with Saudi Vision 2030's goals for a thriving labor market.

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Appendix

Study Questionnaire

| Item | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| quality of work life | | | | | |
| 1. I receive enough wage. | | | | | |
| 2. I like to continue in the present work irrespective of wage. | | | | | |
| 3. I am under paid in my work. | | | | | |
| 4. I have fair chances for increment of wage. | | | | | |
| 5. Wage in this work is as good as most other works. | | | | | |
| 6. My work place has a favourable work environment. | | | | | |
| 7. The working environment in my work place is encouraging.. | | | | | |
| 8. The work environment puts emphasis on safety of workers. | | | | | |
| 9. It is easier to receive materials for efficient work. | | | | | |
| 10. Workers are given adequate facilities in work place. | | | | | |
| 11. Work carried in advanced ways are recognized. | | | | | |
| 12. Changes are given to learn new methods. | | | | | |
| 13. The work facilitates development of workers. | | | | | |
| 14. The work helps the personal improvement of workers. | | | | | |
| 15. It gives job security. | | | | | |
| 16. We have the sense of one community. | | | | | |
| 17. We have no problem in team work. | | | | | |
| 18. We share our feelings and ideas. | | | | | |
| 19. We are mutually helpful. | | | | | |
| 20. We share our workloads. | | | | | |
| Burnout | | | | | |
| 1. I feel emotionally drained from my work. | | | | | |
| 2. I feel used up at the end of the workday. | | | | | |



| | | | | | |
|--|--|--|--|--|--|
| 3. I feel fatigued when I get up in the morning and have to face another day on the job. | | | | | |
| 4. Working with people all day is really a strain for me. | | | | | |
| 5. I feel burned out from my work. | | | | | |
| 6. I feel frustrated by my job. | | | | | |
| 7. I feel I'm working too hard on my job. | | | | | |
| 8. Working with people directly puts too much stress on me. | | | | | |
| 9. I feel like I'm at the end of my rope. | | | | | |
| 10. I can easily understand how my recipients feel about things. | | | | | |
| 11. I deal very effectively with the problems of my recipients. | | | | | |
| 12. I feel I'm positively influencing other people's lives through my work. | | | | | |
| 13. I feel very energetic. | | | | | |
| 14. I can easily create a relaxed atmosphere with my recipients. | | | | | |
| 15. I feel exhilarated after working closely with my recipients. | | | | | |
| 16. I have accomplished many worthwhile things in this job. | | | | | |
| 17. In my work, I deal with emotional problems very calmly. | | | | | |
| 18. I feel I treat some recipients as if they were impersonal 'objects'. | | | | | |
| 19. I've become more callous toward people since I took this job. | | | | | |
| 20. I worry that this job is hardening me emotionally. | | | | | |
| 21. I don't really care what happens to some recipients. | | | | | |
| 22. I feel recipients blame me for some of their problems. | | | | | |
| 23. I feel similar to my recipients in many ways. | | | | | |
| 24. I feel personally involved with my recipients' problems. | | | | | |
| 25. I feel uncomfortable about the way I have treated some recipients. | | | | | |
| quality management practices | | | | | |



| | | | | | |
|---|--|--|--|--|--|
| 1. General management is actively involved in quality improvement. | | | | | |
| 2. Management provides the necessary resources to carry out activities efficiently. | | | | | |
| 3. General management encourages employees to consider customers' needs and expectations. | | | | | |
| 4. Management quality objectives are disseminated to all employees. | | | | | |
| 5. Top management pursues long-term objectives. | | | | | |
| 6. The organization has a process management method. | | | | | |
| 7. Interdepartmental groups are common. | | | | | |
| 8. Processes are continuously improved. | | | | | |
| 9. There is a little bureaucracy (formal hierarchy, procedures and detailed rules) in the organization. | | | | | |
| 10. The company provides continuous training for its managerial personnel. | | | | | |
| 11. The company provides continuous training for its non-managerial personnel. | | | | | |
| 12. Training needs are always evaluated. | | | | | |
| 13. Employees can take training leave. | | | | | |
| 14. The company measures employee satisfaction with training received. | | | | | |
| 15. Employees are encouraged to be totally involved. | | | | | |
| 16. Management lets employees participate in achieving organizational objectives. | | | | | |
| 17. Employees are responsible for the tasks they perform, and inspect their own work. | | | | | |
| 18. The company purchases raw materials only from suppliers with ISO 9,000 certification. | | | | | |
| 19. The company works in close | | | | | |



| | | | | | |
|---|--|--|--|--|--|
| collaboration with suppliers to improve processes. | | | | | |
| 20. The company supplies technical assistance to suppliers. | | | | | |
| 21. The company is partnering with its suppliers. | | | | | |
| 22. Client is integrated in the product development process. | | | | | |
| 23. Company carries out studies to evaluate customer satisfaction. | | | | | |
| 24. Company carries out market studies to determine its customers' needs and wants. | | | | | |
| 25. Company has a system to collect customers' complaints. | | | | | |
| 26. Company has put in place a reward system to encourage new ideas. | | | | | |
| 27. Organization insists on continuous improvement of its products and services. | | | | | |
| 28. General management actively displays an ongoing commitment to quality improvement. | | | | | |
| 29. General management has appointed a coordinator who is in charge of operationalizing the quality program within the company. | | | | | |
| 30. Company has a clear quality manual. | | | | | |
| 31. quality system in our company is improved continuously. | | | | | |
| 32. Company has a clear documentation procedure. | | | | | |
| 33. Company has a clear set of work instructions. | | | | | |
| 34. Important information is presented and transmitted to employees. | | | | | |
| 35. Company collects and analyzes data related to its activities. | | | | | |
| 36. Company harnesses information to improve its key processes, products and services. | | | | | |
| 37. Company has precise data about | | | | | |



| | | | | | |
|---|--|--|--|--|--|
| the competition used to identify areas of improvement. | | | | | |
| 38. Cards and graphs are used to measure and control quality. | | | | | |
| 39. General management encourages the use of statistical methods. | | | | | |
| 40. Statistical techniques are used intensively in the company. | | | | | |
| 41. Employees participate in training programs related to statistical techniques for quality. | | | | | |
| 42. Statistical techniques are effective at improving product quality. | | | | | |