

Quality of Work Life as an Approach to Manage Job Burnout in Working Women

¹Sanad A. Alajmi, ²Jarrah F. Al-Mansour and ³Zuhair Ebranim Alabbad

¹Department of Development, Public Authority of Industry, Kuwait

²Department of Business, Business School, American International College, Kuwait

³AL Kuwaitiya Daily Newspaper, Kuwait

Abstract: This study investigates the relationship between the quality of work life and job burnout among working women in the Kuwaiti public sector. Five hundred questionnaires were administered to women working in two pre-selected public sector organizations in Kuwait out of which 412 questionnaires were returned fully and appropriately filled. The results indicate that there is a negative relationship between quality of work life and job burnout among working women. The findings indicate that the quality of work life explains 28.5% of the variations that occur in job burnouts. The study concludes with implications of job burnout for both individuals and organizations. It also provides some suggestions on future research in job burnout in public and private sector organizations in Kuwait.

Key words: Quality of work life, job burnout, working women, Kuwait, sector, organizations

INTRODUCTION

The rapid changes in today's world have developed new concepts of work where in work requirements have increased and have become intertwined with other areas of life to the point of exceeding the potential of the workers and reaching a stage where they can no longer meet those requirements. This creates a large gap between their own interests and desires on the one hand and their obligations to work on the other which result in many internal and external pressures that lead to physical stress and high emotional depletion. The effects of these conflicts have appeared in the social, health and psychological aspects of the workers, especially, for those women who have been subjected to these changes in new roles in addition to their traditional roles in society. Working women with their constant biological pressures interlaced with marital, family, social and functional pressures are usually more vulnerable to burnout than men are.

Burnout is associated with many problems for individuals who are afflicted with it as well as organizations in which those afflicted individuals work (Kahn *et al.*, 2006). Burnout is essentially a psychological syndrome that involves chronic emotional and interpersonal stressors that individuals experience at work this syndrome then dictates their responses to their work, organizations, coworkers, clients and themselves (Cordes and Dougherty, 1993; Maslach, 2003; Maslach *et al.*, 2001, 2012; Moore, 2000; Yavas *et al.*, 2013; Simha *et al.*, 2014). Burnout is an unpleasant condition and a dysfunction that both individuals and

organizations would equally like to avoid. In fact, much of the main interest in burnout is not just understanding what it is but also finding out what to do about it (Maslach and Goldberg, 1998). Specifically, job burnout consists of emotional exhaustion, depersonalization and reduced personal accomplishment (Maslach and Leiter, 2008).

Individual and situational factors have been found to play important roles in reducing burnout (Maslach *et al.*, 2001). These factors include good physical work environment, satisfaction with wages and rewards, support from the direct supervisor and participation in decision-making. These factors determine the Quality of Work Life (QWL) and in the organizational context it is concerned with studying and analyzing the nature of the functional environment within which employees work in an organization to provide a better life for them to achieve satisfaction of their needs and desires.

In this sense and despite the high rate of participation of Arab women in many areas of public life of their own will or due to pressure from economic circumstances, Arab customs and traditions still insist on the primary role of a woman as that of a wife and mother. Some consider the work of women comes out on the original models of family life, values and beliefs that they support. As a general feature of the development of Kuwaiti society since independence there have been changes in all aspects of life including the social changes affecting the family, especially, those related to the entry of Kuwaiti women into the labor force where the percentage of Kuwaiti women employed reached 56.5% in 2016 (CSB, 2016). The Kuwaiti women's joining the workforce in turn has

resulted in several changes in social life, especially, for working mothers. The most important of these changes is the dual responsibility they now have of working outside the home and raising children at home thus, the working mother has two conflicting roles of working outside the home to earn an income and working at home to care for and raise her children. Consequently this dual role of working mothers can be considered as one of the main reasons that contributes to job burnout in working mothers. To address this issue, the researchers believe that improvement in the quality of work life will improve individual and organizational factors and thus reduce burnout which can help working women in performing their family duties on the one hand and their work responsibilities on the other.

Although, there were previous studies which dealt with job burnout in Arab working women (Algamil, 2012; Aldhafri and Al-Qryouti, 2010; Alzahrani, 2008; Jaballah, 2007; Almusharraf, 2002) but to the knowledge of the researchers, there have not been any studies in Kuwait that specifically addressed the burnout issues faced by working women. In addition what distinguishes this study from the rest of the previous studies is that most of the previous studies as far as is known to the researchers, addressed either the QWL or job burnout individually but not both together or carried out a study comparing one of these variables with various others such as performance, empowerment, total quality, job satisfaction, organizational development, organizational commitment, organizational climate, etc. However, the current study is to the knowledge of the researchers, the first study in Kuwait that connects the two variables together and examines the impact of QWL on job burnout. Moreover unlike the previous studies that were limited to certain categories of employees such as university professors, administrators, doctors, nurses, teachers and engineers, etc. The current study covers a sample of workers in different jobs in the public sector without limiting it to specific job categories.

The importance of this study comes from the importance of the target sample which is working women in the Kuwaiti public sector, characterized by routine and slow promotions a major factor in the incidence of job burnout. In addition, according to the researcher's knowledge, there is no study examined the job burnout of working Kuwaiti woman. The main aim of this study is to examine the job burnout emphasized by Kuwaiti working women. This study attempts to answer the following research questions. Is there a correlation between the demographic variables and job burnout? What is the impact of QWL on job burnout.

Literature review

Quality of work life: The term QWL was first introduced in 1972 during the International Labour Relations

Conference (Hian and Einstein, 1990). QWL is conceptualized as those favorable conditions and workplace environments that support and enhance employee satisfaction by providing employees with better reward systems, job security and growth opportunities (Sirgy *et al.*, 2001).

Sisson and Storey (2000). Defined QWL as the quality of the relationship between staff and the total work environment and concern about the impact of work on the individual as well as on organizational effectiveness and the idea of participation in solving organizational problems and decision-making. Cummings and Worley (2005) believe that QWL is a reflection of the way of thinking about people, work and organization involving a concern for employees well-being and organization. Quality of work life is not a clear concept it is based on multi dimensional structures. The physical environment in the workplace, the nature of a job, the psychological conditions of employees and the management of the organization and organizational policies are the basic concepts in QWL (Martel and Dupuis, 2006). By providing a higher quality work life to its employees, organizations make a great approach for attracting and retaining staff. The idea is that the organization will be able to provide a suitable working environment for its employees (Noor and Abdullah, 2012).

Employees who perceive their QWL positively and are satisfied with their work and organization have higher well-being because their QWL influences their health and psychological well-being. In addition, QWL significantly influences the life of an individual outside of work and is a major predictor of psychological health and well-being and life satisfaction (Srivastava, 2008; Martel and Dupuis, 2006; Sirgy *et al.*, 2001).

The concept of QWL and how it is measured can be found in three major works Levine *et al.*, 1984, Taylor, 1978 and Walton, 1973. Other researchers have tried to measure the quality of work life in a variety of settings using a variety of questionnaires such as job satisfaction, organizational commitment, expatriation, job stress, organizational identification, job involvement and finally, work role ambiguity, conflict and overload as alternative measures of quality of work life (Daud, 2010). The QWL programs try to address almost every aspect of an employee's work life and many of them are linked to an organization's human resources policies and strategies. Quality of life is often seen with the complex psychological needs of the individual to achieve the best experience and performance (Moghimi *et al.*, 2013).

The key elements of QWL in the literature include job security, job satisfaction, better reward systems, employee benefits, professional development, employee involvement and work life balance (Havlovic, 1991; Vagharseyyedin *et al.*, 2011). However, some researchers have tried to identify many other factors that determine

the QWL at work. Gray and Smeltzer (1989) identified the following eight factors for QWL, adequacy of compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism, balance of work and life and social relevance of work life. Sirgy *et al.* (2001) suggested that in order to achieve QWL at the workplace, four levels of need must be considered, need satisfaction from work environment, need satisfaction from job requirements, need satisfaction from supervisory behavior and need satisfaction from ancillary programs. Gupta and Sharma (2011) stated that three factors influence the QWL, fair and adequate remuneration, safe and healthy working conditions and social integration in the work of the organization that enables an individual to develop and use all of his or her capacities. Marta *et al.* (2013) proposed seven dimensions of needs which are required to achieve QWL in the workplace, health and safety needs (protection from ill health and injury at work and outside of work and enhancement of good health), economic and family needs (pay, job security and other family needs), social needs (collegiality at work and leisure time off work), esteem needs (recognition and appreciation of work within and outside the organization), actualization needs (realization of one's potential within the organization and as a professional), knowledge needs (learning to enhance job and professional skills) and aesthetic needs (creativity at work as well as personal creativity and general aesthetics).

Burnout: Herbert Freudenberger, the American psychologist, first introduced the term "burnout" to academics in 1974. Freudenberger defined burnout as being unsuccessful, fraying, decreasing in energy and power and a state of exhaustion in the internal resources of a person because of unsatisfied desires. However, burnout was not considered entirely different from depression disorders until 1980 from whence it was limited to the occupational field and its symptoms disappeared and did not reappear in the individual when he or she was out of work. According to this interpretation, it lasts for only three months, after which the person becomes disturbed in his or her marital, family, social or professional life. Many studies emerged later at the First International Conference on psychological burnout which was held in November 1981 in the city of Philadelphia.

Kahn (1978) defined job burnout as a syndrome of inappropriate attitudes toward oneself and toward clients which is often associated with uncomfortable emotional and physical symptoms ranging from migraines and ulcers to exhaustion and insomnia. Edelwich and Brodsky's (1980) definition of burnout as a progressive loss of

idealism, energy and purpose caused by working conditions led to their categorizing Burnout into four stages, enthusiasm, stagnation, frustration and apathy. Maslach (1982) defined burnout as a symptom of emotional exhaustion, depersonalization and reduced personal accomplishment at work due to work activity. Halbesleben (2006) believed that job burnout referred to the state of psychological strain experienced by an employee due to chronic job stress. Maslach and Leiter's (2008) definition of burnout included three concepts, emotional exhaustion as a basic stress dimension of job burnout, referred to "feelings of being overextended and depleted of one's emotional and physical resources," depersonalization as an interpersonal dimension of job burnout, referred to "a negative, callous or excessively detached response to various aspects of the job" and reduced personal accomplishment referred to "feelings of incompetence and a lack of achievement and productivity in work" and employees who perceived reduced personal accomplishment tended to lack confidence in their ability to perform their work.

Emotional exhaustion was widely regarded as the most important element (Deery *et al.*, 2002; Maslach, 1982) because it is clear that emotional exhaustion is a basic and essential element of job burnout. On the other hand, some studies have excluded reduced personal accomplishment as a dimension of job burnout because it reflects self-efficacy a personal trait (Lee and Ashforth, 1996; Leiter, 1996). Although, the definitions of burnout vary these definitions are consistent with the following it occurs on an individual level. It is a negative internal psychological experience including feelings, attitudes, motivations and expectations. It includes negative or inappropriate responses to others and negative responses toward self.

What causes job burnout? There are many causes for job burnout. Job burnout is "a consequence of the perceived disparity between the demands of the job and the resources (both material and emotional) that an employee has available to him or her (Beheshtifar and Omidvar, 2013). Maslach and Leiter (2008) identified two groups of factors that dominated a person before burnout. The first group is called situational predictors and comprises six antecedents: workload, control, award, social network, job fairness and values. The second group includes individual antecedents such as age, gender, marital status and experience.

Cordes and Dougherty (1993) classified the factors associated with burnout into three groups, job and role characteristics, organizational characteristics and personal characteristics. Moreover, job burnout can be caused by the consistent and typically overwhelming "negative" nature of interactions between customer service representatives and customers (Lee and Ashforth,

1996; Maslach, 1982) and if a threat is perceived to occur against a valued resource (Halbesleben and Buckley, 2004).

For the outcomes of burnout (Maslach *et al.*, 2001) explained burnout consequences in two ways, job performance and health aspects. In terms of job performance, burnout is accompanied by job withdrawal, absenteeism intention to leave and turnover. In terms of health, burnout can cause mental dysfunctions which lead to anxiety, depression and decrease in self-esteem. In addition, burnout has many negative effects on the organization as well as the individual (Beheshtifar and Omidvar, 2013). Cynicism, job dissatisfaction, low organizational commitment and quitting the job could be mentioned as the most important effects on an organization (Ghorpade *et al.*, 2007). Moreover, burnout leads to many negative outcomes such as lower job performance, lower job satisfaction, higher turnover and higher health care costs (Tong *et al.*, 2015).

Very few Arab studies on burnout have specifically addressed women. Of these studies, Algamal (2012) was on the job burnout of working women in Palestine. The results of the study showed that women working in Palestine did not suffer from job burnout. The results of the study also revealed a positive relationship between the degree of job burnout and work stress, leadership style and participation in decision-making. In addition, there is the Aldhafri and Al-Qryouti (2010) study about job burnout among teachers working with students with learning disabilities in the Sultanate of Oman. The results indicated that there was a low level of job burnout in the study sample and that the job burnout levels differed according to specialization and educational qualifications. The results also showed that all dimensions of the job burnout of teachers increase as the student's economic level decreases, whereas most of the dimensions of job burnout are not related to teaching experience and training courses.

The study by Alzahrani (2008) focused on job burnout and its relation to some personality characteristics of working women with special needs in a sample from Jeddah (Kingdom of Saudi Arabia). The study found that there were significant differences in job burnout rates among these women because of differences in age, years of experience and social status. Nevertheless, there were no significant differences in job burnout scores among the women due to differences in educational qualifications. Jaballah (2007) was on the meaning of life and its relation to job burnout among unmarried working women in Algeria. The results of the study showed that the meaning of life for the unmarried working women was high and that the estimate of job burnout was low and not affected by increase in age and seniority. Finally, Almusharraf study (2002) which entitled sources of job burnout

exposed to a sample of female faculty members at the University of King Saud in Riyadh. In general, the results of this study showed high rates job burnout among the faculty members. The results revealed statistically significant differences in relation to nationality, age, educational qualifications, specialization and years of experience. Although, previous studies have dealt with job burnout in Arab working women to the knowledge of the researchers of this study, there has been no study in Kuwait addressed to women in particular. In addition, previous studies have not linked job burnout to QWL. The current study will focus on QWL and its role in reducing job burnout for working women in the public sector in Kuwait. Thus, further evidence regarding the levels of burnout among working women is still needed. In the present study we expect all the three measures of burnout, namely emotional exhaustion, depersonalization and reduced personal accomplishment to associate negatively with QWL. Thus, the following hypothesis will be tested according to the parameters of this study:

- H₁: There are statistically significant differences in the level of burnout in working women based on demographic variables
- H₂: Quality of work life has a significant and negative impact on burnout

MATERIALS AND METHODS

Sample and procedure: The target population for this study was the public sector in Kuwait. The public sector was selected because it is one of the sectors that is still mired in many problems in the administrative systems where by employees in this sector suffer more than their counterparts in other sectors due to the slow promotions and lack of incentives and rewards. These factors increase the likelihood that employees in the public sector will be exposed to job burnout. Accordingly and for the purpose of this study, 500 questionnaires were distributed to working women in two public sector organizations, namely the Ministry of Commerce and the Public Authority for Industry and 412 valid questionnaires were finally considered in this study.

Measures: There are many scales that measure burnout; however, the most commonly used scale is the Maslach Burnout Inventory (MBI) scale (Maslach *et al.*, 2001). The MBI scale is the first standardized instrument designed to measure burnout and it had been used in more than 90% of burnout studies by the end of the 1990's (Bianchi *et al.*, 2015). This scale consists of three subscales, emotional exhaustion (nine items), depersonalization (five items) and reduced personal achievement (eight items). Having been proven both reliable and valid through extensive testing, the MBI scale

was chosen for this study. Quality of life was measured using the scale developed by Sirgy *et al.* (2001) and modified by Nguyen and Nguyen (2012). This scale comprises three dimensions, survival needs, belonging needs and knowledge needs. The three sub scales of job burnout were measured against each of these three dimensions of QWL.

RESULTS AND DISCUSSION

Reliability and validity coefficients: A reliability test was carried out using Cronbach’s alpha that measures the internal consistency of a construct. The recommended minimum acceptable limit of a reliable alpha is 0.60 (Hair *et al.*, 2003). As shown in Table 1, the value of the reliability coefficient ranged from 0.598 for “Satisfaction with knowledge needs” to 0.835 for “Depersonalization.” The value of the validity coefficient ranged from 0.773 for “Satisfaction with knowledge needs” to 0.914 for “Depersonalization.” From the values of the coefficients obtained it can be inferred that they are statistically significant for research purposes and can be counted upon in generalizing the results.

Characteristics of the sample: This study has used a sample of 412 participants. From Table 2 it can be seen that 43.9% of the participants are 31-40 years old, 49.0% of them hold university degrees, 34.2% of them have from 10-15 years work experience and 54.9% of them are married.

Testing of hypotheses

The first hypothesis: The first hypothesis was, “There are statistically significant differences in the level of burnout in working women based on demographic variables.” To test this hypothesis we should keep in mind the following classifications, age, level of education, work experience and marital status. Tables 3-6 show the descriptive statistics and test the level of burnout in working women according to these classifications.

The Table 3-6 show that there is a significant difference between the views of the categories of the study sample on in light of the demographic variables at the significance level, since, the p-value is less than the significance level. Thus, these tables show that the demographic variables such as age, level of education, work experience and marital status considerably influence how burnout is perceived and coped with by the working women in this research sample, verifying that the first hypothesis is correct.

Second hypothesis: The second hypothesis for this study was “Quality of work life has a significant and negative impact on job burnout.”

Table 1: Reliability and validity coefficients of the measurements

Variables	Cronbach’s alpha	Validity	
Part 1			
1	Quality of work life	0.621	0.788
1	Satisfaction with survival needs	0.708	0.841
2	Satisfaction with belonging needs	0.834	0.913
3	Satisfaction with knowledge needs	0.598	0.773
Part 2			
1	Job Burnout	0.811	0.901
1	Emotional exhaustion	0.717	0.847
2	Depersonalization	0.835	0.914
3	Reduced personal accomplishment	0.790	0.889

Table 2: Characteristics of the sample (n = 412)

No.	n	Percentage
Age (years)		
20-30	54	13.1
31-40	181	43.9
41-50	93	22.6
Over 50	84	20.4
Level of education		
High school or less	29	7.1
Diploma degree	176	42.7
University	202	49.0
Higher degree (masters or PhD)	5	1.2
Years of work experience (years)		
>5	87	21.1
5-10	123	29.9
10-15	141	34.2
More than 25	61	14.8
Marital status		
Married	226	54.9
Single	110	26.7
Widow	10	2.4
Divorced	66	16.0
Total	412	100.0

Stepwise regression: Table 7 represents the stepwise regression models of independent variables satisfaction with survival needs, satisfaction with belonging needs and satisfaction with knowledge needs on the dependent variables emotional exhaustion, depersonalization and reduced personal accomplishment. The results shown in Table 7 suggest that the model is statistically significant (the f-values = 62.146, 72.252 and 96.662 are all significant at 1%). The regression coefficients and constants show that almost all the variables are significant at the 1% significance level. The statistical results of the stepwise regression model indicate that the coefficient of determination for emotional exhaustion was 0.233 which means that QWL explains 23.3% of the variation that occurs in emotional exhaustion. The most important dimensions of QWL’s effect on emotional exhaustion according to their order in the model are satisfaction with knowledge needs and satisfaction with belonging needs. For depersonalization, the coefficient of determination was calculated as 0.350 which means that QWL explains 35% of the variation that

Table 3: Descriptive statistics and test of the level of burnout in working women by age

Variables	20-30 years		31- 40 years		41-50 years		Over 50 years		f-values	p-values (sig.)
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Emotional Exhaustion	3.26	0.27	3.22	0.41	3.02	0.29	3.24	0.31	3.381	0.019
Depersonalization	4.00	0.26	3.70	0.17	3.78	0.23	3.94	0.24	20.653	0.000
Reduced personal accomplishment	3.10	0.27	3.51	0.40	3.36	0.40	3.20	0.35	23.199	0.000

Table 4: Descriptive statistics and test of the level of burnout in working women by level of education

Variables	High school or less		Diploma degree		University or less		High school		f-values	p-values (sig.)
	SD	Mean	SD	Mean	SD	Mean	SD	Mean		
Emotional exhaustion	4.18	0.15	3.97	0.28	3.72	0.21	3.92	0.25	33.381	0.000
Depersonalization	4.00	0.00	4.00	0.00	4.00	0.00	3.99	0.11	2.653	0.72
Reduced personal accomplishment	4.13	0.00	3.79	0.32	3.61	0.32	3.80	0.33	23.199	0.000

Table 5: Descriptive statistics and test of the level of burnout in working women by work experience

Variables	<25 years		10-15 years		5 -10 years		<5 years		f-values	p-value (sig.)
	SD	Mean	SD	Mean	SD	Mean	SD	Mean		
Emotional exhaustion	3.87	0.260	3.61	0.10	3.52	0.08	3.52	0.07	2.161	0.092
Depersonalization	3.99	0.080	3.720	0.18	3.640	0.15	3.55	0.03	3.325	0.020
Reduced personal accomplishment	3.29	0.39	4.000	0.00	4.000	0.00	4.00	0.00	3.734	0.011

Table 6: Descriptive statistics and test of the level of burnout in working women by marital status

Variables	Married		Widow		Single		Divorced		f-values	p-values (sig.)
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Emotional exhaustion	3.83	0.26	3.82	0.25	3.80	0.25	4.01	0.22	9.241	0.000
Depersonalization	4.00	0.00	3.98	0.13	4.00	0.00	4.00	0.00	5.913	0.008
Reduced personal accomplishment	3.32	0.39	3.30	0.39	3.40	0.42	3.00	0.00	54.079	0.000

Table 7: Stepwise regression models

Dependent variable	Independent variable	f-value	R ²	(P-value)	β	t-values	p-values
Emotional	x3	62.146	Constant	5.278	11.389	0.000	
Exhaustion	x2	(0.000)	0.233	x3	-371	-11.146	0.000
						X2	-112
							-2.5410.011
Depersonalization	X3	72.252	Constant	5.221	16.934	0.000	
	X1			X3	-599-	-12.609	0.000
	X2	(0.000)	0.350	X1	-323	-8.084	0.000
						X2	-302-
						Constant	4.955
							18.0730.593
Reduced personal accomplishment	X1	96.662	x3	-.495	-12.225	0.000	
	X3						
	X2	(0.000)	0.321	X1	-255	-7.310	0.000
						Constant	6.298
							29.7930.000
Job Burnout	x	163.435	(0.012)	0.285	x	-835	-12.7840.000

occurs in depersonalization. The most important dimensions of QWL's effect on quality according to their order in the model are as follows, satisfaction with belonging needs, satisfaction with survival needs and satisfaction with knowledge needs. For reduced personal accomplishment, the coefficient of determination was calculated as 0.321 which means that QWL explains 32.1% of the variations that occur in job burnout. The

most important dimensions of QWL's effect on delivery according to their order in the model are satisfaction with knowledge needs and Satisfaction with survival needs. As for the three dimensions together, job burnout coefficient of determination was calculated as 0.285 which means that QWL explains 28.5% of the variations that occur in job burnout. Since, the stepwise regression analysis for the data indicates that there was a negative and

significant effect of quality of work on job burnout, we have strong evidence to support the second hypothesis.

CONCLUSION

The main objective of this study was to explore the relationships between QWL and job burnout among Kuwaiti working women. The findings of the present study have provided direct support for both of the research hypotheses. The analysis of the data has shown a significant negative effect of QWL on job burnout. The results of this study are consistent with some of the previous studies but there are differences as well in some of the results. The results of this study showed that Kuwaiti working women suffer from moderate job burnout which is consistent, to some extent with the study by Al-Dhafari who indicated there was a low level of job burnout in the study sample. The results are also consistent with the Almusharraf study (2002) which showed that faculty members suffer from job burnout. However in the study of the Algamal (2012), the results found that women working in the institutions of the Palestinian National Authority in the Gaza did not suffer from job burnout.

Regarding the differences in the level of burnout in working women in light of the demographic variables, the results of this study are consistent with those Al zahrani's (2008) which show that there is a significant difference in the job burnout rates among women as a result of differences in age, years of experience and social status. In addition, it is consistent with the results in Almusharraf's study (2002) that revealed there were statistically significant differences in relation to the variables of nationality, age, educational qualifications, specialization and years of experience. Finally, the results of this study have agreed with those by Jaballah (2007) and Algamal (2012) in the difference in job burnout rates based on the social status of women only.

The suffering of many women in Arab countries is a result of their choices which often conflict with what society expects from them because culture and traditions had defined specific roles for men and women for hundreds of years. With the so-called development that has taken place over the past few decades, women's role in society has changed and they have now joined the workforce. In Kuwait, the social status of Kuwaiti women has changed radically from what it was four or more decades ago where the house was the world of women in which she inherited her social roles from her mother. Therefore, the world of women in Kuwait today is not the world it was yesterday. Education and work have changed the society in many different ways including its cultural norms. With the increase in the number of educated women, their involvement in public life has increased

somewhat. This has partially relegated to the background the old customs and traditions that had both constrained and determined the women's role and their social status in Kuwait. Now the majority of families in which the wife is a worker welcomes this work and considers it as an important source of additional income for these families and as a means of raising their standard of living.

It is the right of every person including women to live their lives in a manner that nourishes their needs and gives them a greater degree of self-fulfillment. Accordingly, promoting the role of women requires community awareness of the need to provide women with the necessary facilities at work. In light of these results, awareness of the quality of work life and the necessity of working on the related dimensions are essential for organizations to adopt as a strategy to manage job burnout and mitigate their negative effects. Incorporating the recommendations of this and many other similar studies will not only enhance the physical and mental well-being of working women everywhere but will also contribute directly in raising the levels of organizational performance and development. The results of this study are equally important to both individuals and organizations. At the individual level, it is important for women to choose the type of job in line with their interest and capabilities in order to reduce the likelihood of job burnout since the compatibility of both the right person for the right job and one's personal situation are directly proportional to the expected results. At the enterprise level, understanding job burnout among its staff and the psychological processes they involve requires the organization to respond wisely to such situations and come up with potential new interventions. The most important intervention may be to help employees succeed in their jobs and move up in their careers to reduce the job burnout. Finally, understanding the underlying causes of job burnout is complex and we must try different strategies to reduce the likelihood of job burnout and achieve a healthier life while increasing employee well-being.

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