



## The Relationship Between Quality of Work Life with Job Burnout And Mental-Physical Health of Staff In Iran

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### ABSTRACT

*This study aimed to examine the relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. The present research is applicable objectively; while it is descriptive and correlation type, in terms of gathering data and nature respectively. Its population included all employees of Imam Khomeini Relief Foundation in different cities of West Azerbaijan (n= 360). The sample size consisted of 150 people. The library and survey methods were used to collect data in this study. A questionnaire was used as assessment tool for quality of work life, job burnout and mental health of the employees. It should be noted that Cronbach's alpha was used to assess reliability coefficient of the questionnaire. Finally, the questionnaire data was analyzed using SPSS software as well as descriptive and inferential statistical tests. The research results show a significant correlation between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan ( $r= 0.33$ ,  $r= -0.753$ ,  $r= 0.53$ ,  $Sig= 0.000$ ,  $Sig< 0.05$ ). The results also showed a significant negative relationship between communication with colleagues and superiors with job burnout ( $r= -0.11$ ,  $r= -0.70$ ). according to the research findings, it can be concluded that improving quality of work life for employees increases their mental health and reduces job burnout. The most important suggestion for managers in this area is that they can provide enhancing mental health of employees and motivating them to reduce job burnout by using components of quality of work life in their organizations.*

**Keywords:** quality of work life, mental health, job burnout, staff of Imam Khomeini Relief Foundation

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### INTRODUCTION

Today, quality of working life has been considered as a global concept and it is often remembered as a solution in global competition field, problems related to employees' complaints, quality problems and low levels of productivity (Jamshidi, 1990: 1). Quality of work life can play as a key factor to create and maintain satisfaction and increase productivity of human resources and organizations because as long as employees (who are the most important constituent element of organizations) are not satisfied, they will not be willing to stay in the organization. Quality of work life is one of the most important issues in management sciences and plays role as an important factor in efficiency of organizations. Therefore, it is necessary to conduct studies in this area to determine the role of quality of work life on productivity of organizations. Many employees are unhappy with their jobs and they are looking for more meaningful job. Employees request to more monitor and intervene in their work and they are not considered as a bead in a great organization. When employees are treated with respect, they have opportunity to express their ideas and are more involved in decision-making, they will show proper reactions

(Toosi & Saebi, 1997: 54). Therefore, the present research was conducted to assess quality of work life, job burnout and mental health as well as explain the relationship between these variables. The study examines effects of quality of work life on mental health of employees and reduces job burnout to achieve desirable level of organization's performance, in addition to review conceptual definitions such as quality of work life.

### Problem Statement

Individuals' satisfaction of their work will result to productive work that forms basis of income and eventually, development of societies. Research shows that implementing programs of quality of work life will satisfy individuals and reduce their complaints, absenteeism and leaving organization. Program of quality of work life means a process by which all members of organization can involve in decisions that affect their jobs, in particular, their working environment. As a result, their participation and satisfaction from work will be increased and nerve stress of work will be reduced for them. In fact, quality of work life represents an organizational culture or management style that staffs make sense of ownership, autonomy, responsibility and self-esteem. There are some differences among organizations to create such feelings among their employees. In general, an organization that is known for having a succeed program in quality of working life, providing and receiving suggestions, questions and criticisms can lead to any

improvement in work conditions. In such a space, creative dissatisfaction is considered as a sign of constructive respect and compassion, not devastating criticism for organization. According to the above-mentioned matters, it can be said that quality of work life means ability to satisfy more personal needs of employees, security for them so that they can safely live with other people, feel of usefulness, be accepted by others and finally, have opportunity to increase their skills and knowledge (Rudaki, 2003). The more satisfaction of employees from their working conditions, the less leaving workplace; and the more dissatisfaction, the more absenteeism, dropouts and out of organization (Asefzadeh & Rezapour, 2008: 168). As staff of Imam Khomeini Relief Foundation of West Azerbaijan serve people as an organization with spiritual mission, therefore, responsibility of managers to improve mental health of employees is more important because improving mental health of employees of the department will improve quality of services to low-income people and thus, increasing their satisfaction level. This study aimed to evaluate variables of quality of work life, job burnout, mental-physical health and explain the relationship between these variables. In this study, concepts of quality of work life, job burnout, mental and physical health of employees were considered as independent and dependent variables, and examining the relationship between both variables was considered as base of main hypothesis and sub-hypothesis.

**Research Objectives (including Scientific-Applicable Objectives and Specific Needs for the Research)**

**The Research Main Objective**

Determining the relationship between quality of work life with job burnout and mental-physical health among staff of Imam Khomeini Relief Foundation, West Azerbaijan

**Secondary Objectives**

Determining the relationship between quality of work life with job burnout among staff of Imam Khomeini Relief Foundation, West Azerbaijan;

Determining the relationship between job burnout with communicate with colleagues among staff of Imam Khomeini Relief Foundation, West Azerbaijan;

Determining the relationship between job burnout with communicate with superiors among staff of Imam Khomeini Relief Foundation, West Azerbaijan;

Determining the relationship between quality of work life with mental-physical health among staff of Imam Khomeini Relief Foundation, West Azerbaijan;

Determining the relationship between belonging to organization and mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan;

Determining the relationship between working conditions and mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan;

Determining the relationship between working environment and mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan;

Determining the relationship between all components of quality of work life, according to demographic specifications of staff of Imam Khomeini Relief Foundation, West Azerbaijan

**Functional Objective**

The research results can be used to improve and enhance quality of work life and mental health as well as reduce their job burnout of staff of Imam Khomeini Relief Foundation, West Azerbaijan. It can provide significant services.

**Research Hypotheses or Questions**

The main hypothesis: there is a significant relationship between quality of work life with job burnout and physical-mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

**Sub-hypotheses**

H1: there is a significant relationship between quality of work life with job burnout among staff of Imam Khomeini Relief Foundation, West Azerbaijan.

H2: there is a significant relationship between quality of work life with mental health among staff of Imam Khomeini Relief Foundation, West Azerbaijan.

H3: there is a significant relationship between quality of work life with physical health among staff of Imam Khomeini Relief Foundation, West Azerbaijan.

H4: there is a difference quality of work life with between views of staff of Imam Khomeini Relief Foundation, West Azerbaijan based on their age.

H5: there is a difference quality of work life with between views of staff of Imam Khomeini Relief Foundation, West Azerbaijan based on their academic paper.

H6: there is a difference quality of work life with between views of staff of Imam Khomeini Relief Foundation, West Azerbaijan based on their experience.

**THE RESEARCH CONCEPTUAL MODEL**

The researcher has developed the model that includes eight measures of quality of work life (sense of belonging to organization, feel of usefulness, communicate with colleagues, communicate with superiors, job duties, working conditions, working environment and organizational management), job burnout and mental-physical health.

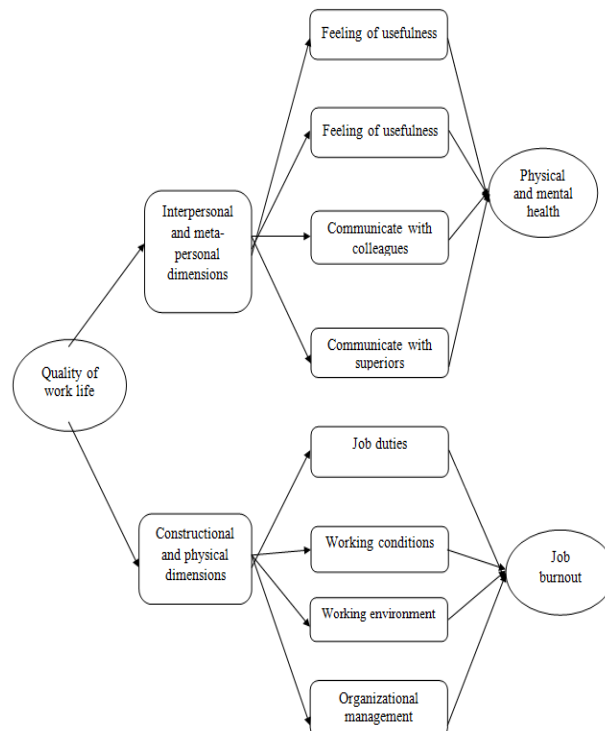


Chart 1. The research conceptual model

**Related Literature**

**Quality of work life**

Conceptual Definition: quality of work life means members' ability of a business organization to meet the needs of individuals through their experiences in the organization. In other words, the concept of quality of work life refers to employees' perception of physical and psychological (mental) health in workplace (Wien, 1995: 85).

**Components of Quality of Work Life**

**Sense of belonging to organization:** sense of belonging to organization means that a person in a organization considers himself as a part of a big family and enjoy his membership and work in a social organization.

**Feel of usefulness:** it means sense of a person towards himself as a good employee with high efficiency, good behavior, disciplined and sufficient effort as well as how one feels about idea of others on himself.

**Communicate with colleagues:** this variable is sought as a good, friendship, support, respect-based, honesty and without prejudice relationship among organization's staff.

**Communicate with superiors:** this variable means behavior of employers with employees based on respect, intimacy, spirited support of staff to align individual goals with organizational objectives, so that employees feel comfortable with him.

**Task duties:** it means the assigned tasks for a person that should be consistent with his interests, skills and abilities.

**Working conditions:** working conditions include salary, benefits, bonuses and social interests of employees.

**Working environment:** purpose of this variable is physical aspects of work including physical and safe working conditions with minimal risk and equipments as well as safe and healthy working environment.

**Organizational management:** this variable includes the used organizational systems to increase employees' productivity including existence of unions, social activities at workplace, justice, employer-sponsored employee, organizing all resources (both financial, material and humanities) and work structure to achieve organizational goals.

**Mental health:** it includes individual compromise with his around world to the greatest extent possible, so that leads to fully joy and effective.

**Job Burnout**

Job burnout is defined as follows: Job burnout is a state of physical, emotional and spiritual exhaustion that is created as a result of his direct and long-term exposure of people and exhausting situations emotionally (Pardakhtchi, 2007).

**Background of the Conducted Studies**

Hussein Ta'ali (1995), "Examining effects of quality of work life on productivity of the country's banks", MSc Thesis. The researcher aims to evaluate the effect of quality of work life on efficiency of banks. In this study, quality of work life and efficiency has been considered as independent and dependent variables respectively. The research result suggests that improving quality of work life of bank employees increases productivity of the country's banks.

Fardipoor (1990), "Defining the relationship for effect of quality of work life (based on Walton Model) on performance of employees in accounting unit of Education Organization, Tehran. This research result shows a significant relationship between eight measures of quality of work life based on Walton and performance of employees in accounting unit of Education Organization, Tehran.

Khak Tarik (2004), "Examining quality of work life in retention of the skilled manpower on Baft Chemical Co., Imam Khomeini Port, MSc Thesis, Islamic Azad University, Science and Research Branch, Khuzestan.

In a research titled "The relationship between quality of work life with efficiency and effectiveness of performance", Fattah Nazem, (2004) concluded that there is a significant relationship between quality of work life with efficiency and effectiveness of performance.

Pardakhtchi (2005) from Shahid Beheshti University conducted a research titled "Examining quality of work life of employees of Mobarakeh Steel Co".

Hossein Izadi (2005), "Examining quality of work life in retention of the skilled manpower on Baft Chemical Co., Imam Khomeini Port", MSc Thesis, Islamic Azad University, Science and Research Branch, Khuzestan. The researcher aims to evaluate the effect of quality of work life on retention of the skilled manpower on Baft Chemical Co., Imam Khomeini Port. The research result shows that paying attention to improve quality of work life is the way to get rid of problems on Baft Chemical Co., Imam Khomeini Port in areas such as employee turnover and ...

Yashar Salamzadeh and Hossein Mansouri (2008), "Examining quality of work life and productivity of human resources in health care centers (Case Study: Nurses in Shahid Sadoughi Hospital, Yazd)". The research results indicate that quality of work life and the productivity level of nurses are lower than average. Its findings indicate a significant positive relationship between quality of work life and productivity of nurses.

Ahmad Ali Asadi Nowghaei and Afsaneh Sadoughi Asl (2008), "Examining quality of work life with productivity of clinical nurses and their relationship with each other". The research results showed that majority of the studied units reported their productivity in average level, and less a tenth reported favorable productivity. In addition, majority of them reported their quality of work life in average level, and less a tenth reported favorable quality of work life.

Sarina Muhamad Noor and Mohamad Abdullah (2011) conducted a research titled "Quality work life among factory workers in Malaysia". The research has studied the relationship between quality of work life and job satisfaction. The research results show that quality of work life increases job satisfaction.

David Efraty and Joseph Sirgy (1988) conducted a research titled "The impact of quality of work life on employees' behavioral responses". The research has studied effects of quality of work life on employees' behavioral responses. Its result confirms a significant relationship between quality of work life and employees' behavior.

**METHODOLOGY**

The present research is applicable objectively; while it is descriptive and survey type, by considering the research subject, namely the relationship between quality of work life with job burnout and mental health of staff.

**Statistical Population and Sample**

Scientific research is conducted to understand a phenomenon in a population. For this reason, research subject may consider its characteristics, features, functions and variables or it may study the relationship between variables, parameters, interaction and influential factors in a population. The population includes a collection of individuals or units with at least one common trait. The research population includes all employees of Imam Khomeini Relief Foundation in different cities of West Azerbaijan (n= 360).

**Table 1.** Name of townships and number of employees of Imam Khomeini Relief Foundation

| Township    | Number of employees | Township   | Number of employees |
|-------------|---------------------|------------|---------------------|
| Sardasht    | 17                  | Oshnavieh  | 12                  |
| Mahabad     | 20                  | Piranshahr | 20                  |
| Makoo       | 12                  | Naghadeh   | 23                  |
| Shoot       | 13                  | Chaldoran  | 13                  |
| Takab       | 10                  | Saeindej   | 19                  |
| Miyandoab   | 20                  | Poldasht   | 10                  |
| Orumieh     | 78                  | Khoy       | 28                  |
| Salmas      | 18                  | Bukan      | 10                  |
| Total staff | 360                 |            |                     |

**The Sample Size**

In this study, there was conducted a pilot study on 40 persons to predict the sample size for patients was then calculated using data obtained from population variance and sample size. The population variance was calculated using the obtained data. Since in the present research, we used questionnaire, its variance was estimated by the questionnaire. According to variance pre-estimation and by considering the research questionnaire, the sample size was calculated for 150 persons.

**Sampling Method**

As population of the present research consisted of staff of Imam Khomeini Relief Foundation in cities of West Azerbaijan, we used the stratified sampling, proportionate with statistical size of each group. This sampling method is used when population has no homogeneous construction; in such circumstances, a society should be divided into classes that each class is congruent with construction and then the considered sample will be chosen randomly. Number of samples in each class is determined as its ratio to total population.

**Measurement Tools**

In studies of behavioral sciences, there are used different tools to measure variables such as questionnaires, interviews etc. Selecting instrument depends on nature of subject, research objectives and subjects. Therefore, selecting appropriate measurement tools is one of important steps in scientific method that can assist researchers to collect data. In the present research, a questionnaire was used to collect data. In this study, three were used three standard questionnaires to examine relationship and analyze data as main tools for collecting data.

**Reliability and Validity of Measurement Tools**

**Estimating Reliability of the Questionnaire**

There are different methods to determine reliability. In the present research, the Cronbach's alpha coefficient was used to determine reliability of the questionnaires. The method is used to calculate internal consistency of measurement tools including questionnaires or subjects that measure various features. In such tools, answer to every question can contain different values. Sarmad *et al* (2008) believe that "to calculate Cronbach's alpha coefficient, there should be firstly calculated variance of scores for each subtest of questionnaire or subtest and total variance. Then, alpha coefficient is calculated using the related formula". Table 2 shows total reliability coefficients for questionnaire of organizational performance.

**Table 2.** Total reliability coefficients of questionnaire quality of work life

| Questionnaire        | Reliability |
|----------------------|-------------|
| Quality of work life | 0.91        |

There was calculated 0.91 for reliability of quality of work life questionnaire.

Table 3 indicates reliability coefficients for each subscales of quality of work life questionnaire.

**Table 3.** Reliability coefficients of subscales in quality of work life questionnaire

| Components of quality of work life | Reliability coefficient |
|------------------------------------|-------------------------|
| Sense of belonging to organization | 0.83                    |
| Feeling usefulness                 | 0.82                    |
| Communicate with colleagues        | 0.90                    |
| Communicate with superiors         | 0.88                    |
| Job duties                         | 0.82                    |
| Working conditions                 | 0.89                    |
| Working environment                | 0.89                    |
| Organizational management          | 0.87                    |

**Estimating Validity of the Questionnaire**

Validity refers that a measurement tool measures what same thing exactly that it claims. Formal and content validities are two important types of validity. If a questionnaire wants to have at least content validity, it should be studied test questions with respect to theoretical principles exactly to determine their relation and proportion with subject.

**Gathering Data**

To do this study, after approving its subject, we studied specialized books, scientific journals, library resources and taking notes. According to the provided letter of introduction by management of Department of State, there were provided necessary permissions to perform the research questionnaires. After coordination with branches of Imam Khomeini Relief Foundation in cities of West Azerbaijan and getting letter of introduction, we distributed the questionnaires among staff of Imam Khomeini Relief Foundation, West Azerbaijan. To distribute the questionnaires, the author went to the subject and distributed them after providing necessary explanations. The questionnaires were gathered after 20 days.

**Statistical Analysis Methods**

The research results were analyzed using SPSS19 statistical software in both descriptive and inferential levels. In descriptive level, we used statistic such as frequency, percentage, mean and standard deviation. The Pearson correlation, regression and ANOVA were used to analyze the research hypotheses.

**Analyzing the Research Hypotheses**

**Pearson Correlation Test**

The main hypothesis: there is a significant relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

H<sub>1</sub>: there is a significant relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

The null hypothesis:

H<sub>0</sub>: there is no significant relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

The Pearson correlation test has been used to investigate the relationship between all variables that its results are stated in the following Table.

**Table 4.** Results of Pearson correlation test between variables of quality of work life, job burnout and mental health

| Variable             | Index           | Pearson correlation | Sig   | Number |
|----------------------|-----------------|---------------------|-------|--------|
| Quality of work life | Job burnout     | -0.753              | 0.000 | 150    |
|                      | Mental health   | 0.33                | 0.000 |        |
|                      | Physical health | 0.53                | 0.000 |        |

The Pearson correlation test calculates the correlation between two distance or relative variables, which its value is between -1 and +1. If the obtained value is positive, it will mean that two variables have been changed in the same direction; in other words, increasing a variable will increase value of another variable. And vice versa, if the obtained value is negative, it will mean that two variables have been changed in the opposite direction; in other words, increasing a variable will decrease value of another variable. If the obtained value is zero, it will mean that there is no relationship between both variables; if it is +1 or -1, it will show complete positive or negative correlation respectively.

According to the shown findings in the above Table ( $r = 0.33$ ,  $r = -0.753$ ,  $r = 0.53$  and  $\text{sig} = 0.000 < 0.05$ ),  $H_0$  is rejected; therefore, it can be said that there is a significant relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Given the negative correlation coefficient between quality of work life and job burnout, it can be said that there is an inverse relationship between them; in other words, job burnout of staff will be reduced by increasing their quality of work life.

**Sub-Hypotheses**

$H_1$ : there is a significant relationship between quality of work life with job burnout of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

**Table 5.** Results of Pearson correlation test between variables of quality of work life and job burnout

| Variable    | Index                | Pearson correlation | Sig   | Number |
|-------------|----------------------|---------------------|-------|--------|
| Independent | Quality of work life | -0.90               | 0.000 | 150    |
| Dependent   | Job burnout          |                     |       |        |

According to the shown findings in the above Table ( $r = 0.90$  and  $\text{sig} = 0.000 < 0.05$ ),  $H_0$  is rejected; therefore, it can be said that there is a significant negative relationship between quality of work life with job burnout of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Correlation severity of these two variables is -0.90; in other words, job burnout of staff will be reduced by increasing their quality of work life.

$H_2$ : there is a significant relationship between quality of work life with mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

**Table 6.** Results of Pearson correlation test between variables of quality of work life and mental health

| Variable | Index | Pearson correlation | Sig | Number |
|----------|-------|---------------------|-----|--------|
|----------|-------|---------------------|-----|--------|

|             |                      |       |       |     |
|-------------|----------------------|-------|-------|-----|
| Independent | Quality of work life | 0.909 | 0.000 | 150 |
| Dependent   | Mental health        |       |       |     |

According to the shown findings in the above Table ( $r = 0.909$  and  $\text{sig} = 0.000 < 0.05$ ),  $H_0$  is rejected; therefore, it can be said that there is a significant positive relationship between quality of work life with mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Correlation severity of these two variables is 0.909.

$H_3$ : there is a significant relationship between quality of work life with mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

The Pearson correlation test has been used to investigate the relationship between all variables that its results are stated in the following Table.

**Table 7.** Results of Pearson correlation test between variables of quality of work life and physical health

| Variable    | Index                | Pearson correlation | Sig   | Number |
|-------------|----------------------|---------------------|-------|--------|
| Independent | Quality of work life | 0.707               | 0.000 | 150    |
| Dependent   | Physical health      |                     |       |        |

According to the shown findings in the above Table ( $r = 0.707$  and  $\text{sig} = 0.000 < 0.05$ ),  $H_0$  is rejected; therefore, it can be said that there is a significant positive relationship between quality of work life with physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Correlation severity of these two variables is 0.707.

$H_4$ : there is a significant relationship on views of staff about quality of work life, according to their age.

Table 8 shows results of the Pearson correlation coefficient test between quality of work life of staff with their age.

**Table 8.** Results of Pearson correlation coefficient test on quality of work life based on age

| Variable             | Frequency | r    | Sig.  |
|----------------------|-----------|------|-------|
| Quality of work life | 150       | -0.7 | 0.000 |
| Age                  |           |      |       |

As shown in Table 8, the observed r in  $P < 0.05$  indicates a significant correlation between quality of work life with age. Given the negative correlation coefficient, it can be concluded that quality of work life will be reduced by increasing age.

$H_5$ : there is a significant relationship on comments of staff about quality of work life, according to their years of service.

Table 9 shows results of the Pearson correlation coefficient test between quality of work life of staff with their years of service.

**Table 9.** Results of Pearson correlation coefficient test on quality of work life based on years of service

| Variable             | Frequency | r     | Sig.  |
|----------------------|-----------|-------|-------|
| Quality of work life | 150       | -0.15 | 0.000 |
| Years of experience  |           |       |       |

As shown in Table 9, the observed  $r$  in  $P < 0.05$  indicates a significant correlation between quality of work life with years of service. Given the negative correlation coefficient, it can be concluded that quality of work life will be reduced by increasing years of service.

$H_6$ : there is a significant relationship on comments of staff about quality of work life, according to their academic paper.

**Table 10.** Results of one-way analysis of variance (ANOVA) for difference between opinions of employees on components of quality of work life based on evidence

| Variable    | Sum of squares | df  | Mean of squares | F     | Sig. |
|-------------|----------------|-----|-----------------|-------|------|
| Intergroup  | 209.2          | 3   | 13              | 0.733 | 0.03 |
| Intra-group | 13691.64       | 147 | 95.08           |       |      |
| Total       | 13901.14       | 150 |                 |       |      |

Table 10 shows a significant relationship on comments of staff about quality of work life, according to their academic paper, and accepting quality of work life varies based on their academic paper.

**EXAMINING RESULTS OF THE RESEARCH HYPOTHESES**

The main hypothesis: there is a significant relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

Results of Table 4 ( $r = 0.33$ ,  $r = -0.753$ ,  $r = 0.53$  and  $\text{sig} = 0.000 < 0.05$ ) showed that there is a significant relationship between variables of quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Given the negative correlation coefficient between quality of work life and job burnout, it can be said that there is an inverse relationship between them; in other words, job burnout of staff will be reduced by increasing their quality of work life. The research results are consistent with the obtained results by Fardipoor (1990), Khak Tarik (2004) and Fattah Nazem (2004) because they reported such results.

**Sub-Hypotheses**

There is a significant relationship between quality of work life with job burnout of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

Results of Table 5 ( $r = 0.90$  and  $\text{sig} = 0.000 < 0.05$ ) showed that there is a significant negative relationship between variables of quality of work life with job burnout of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Correlation severity of these two variables is  $-0.90$ ; in other words, job burnout of staff will be reduced by increasing their quality of work life. The research results are consistent with the obtained results by Farideh Arezoomandi (2009), titled "Examining the relationship between quality of work life with job burnout among teachers and principals of Takestan" because she reported such results. There is a significant relationship between quality of work life with mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

Results of Table 6 ( $r = 0.909$  and  $\text{sig} = 0.000 < 0.05$ ) showed that there is a significant positive relationship between variables of quality of work life with mental health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Correlation severity of these two variables is  $0.909$ . The research results are consistent

with the obtained results by Hossein Izadi (2005) and Pardakhtchi (2005) from Shahid Beheshti University.

There is a significant relationship between quality of work life with physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan.

Results of Table 7 ( $r = 0.707$  and  $\text{sig} = 0.000 < 0.05$ ) showed that there is a significant positive relationship between variables of quality of work life with physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. Correlation severity of these two variables is  $0.707$ .

There is a significant relationship on views of staff about quality of work life, according to their age.

Table 8 shows results of the Pearson correlation coefficient test between quality of work life of staff with their age.

Results show that the observed  $r$  in  $P < 0.05$  indicates a significant correlation between quality of work life with age. Given the negative correlation coefficient, it can be concluded that quality of work life will be reduced by increasing age.

There is a significant relationship on comments of staff about quality of work life, according to their years of service.

As shown in Table 9, the observed  $r$  in  $P < 0.05$  indicates a significant correlation between quality of work life with years of service. Given the negative correlation coefficient, it can be concluded that quality of work life will be reduced by increasing years of service.

There is a significant relationship on comments of staff about quality of work life, according to their academic paper.

Table 10 shows a significant difference on comments of staff about quality of work life, according to their academic paper, and accepting quality of work life varies based on their academic paper.

**CONCLUSION AND DISCUSSION**

This study aimed to examine the relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation, West Azerbaijan. According to the research results, there is a significant relationship between quality of work life with job burnout and mental-physical health of staff.

In the following, there are presented the obtained inferential results from examining the relationship between the research variables (a main hypothesis and some sub-hypothesis) using Pearson correlation:

1. There is a significant relationship between quality of work life with job burnout and mental-physical health of staff of Imam Khomeini Relief Foundation. It can be concluded that the more quality of work life, the more mental health; and the less quality of work life, the less job burnout.
2. In  $\text{Sig} = 0.000$ , there is a relationship between sense of belonging to organization with mental health. Therefore, we can say that sense of belonging to organization affects mental health of staff of Imam Khomeini Relief Foundation; in other words, the more sense of belonging to organization, the more mental health.
3. In  $\text{Sig} = 0.000$ , there is a relationship between feeling of usefulness with mental health. Their correlation between them is a direct positive one. Therefore, we can say that feeling of usefulness affects mental health of staff of Imam Khomeini Relief Foundation; in other words, the more feeling of usefulness, the more mental health.
4. In  $\text{Sig} = 0.000$ , there is a relationship between communicate with colleagues with job burnout.

Therefore, we can say that communicate with colleagues affects job burnout of staff of Imam Khomeini Relief Foundation; in other words, the more friendly and kindly relationship with colleagues, the less job burnout.

5. In Sig= 0.000, there is a relationship between communicate with superiors with job burnout. Therefore, we can say that communicate with superiors affects job burnout of staff of Imam Khomeini Relief Foundation; in other words, the more friendly and kindly relationship with superiors, the less job burnout.
6. In Sig= 0.000, there is a relationship between work conditions with physical health. Their correlation between them is a direct positive one. Therefore, we can say that work conditions affects physical health of staff of Imam Khomeini Relief Foundation; in other words, the more satisfaction from salary and advantages, the more mental and physical health.
7. In Sig= 0.000, there is a relationship between work environment with physical health. Their correlation between them is a direct positive one. Therefore, we can say that work conditions affect physical health of staff of Imam Khomeini Relief Foundation; in other words, the more safe, standard and proper work environment, the better physical health.

The sense of belonging to organization means that a person considers himself as a member of organization. In fact, it means that he should consider the organization as a great and comprehensive family.

The sense of belonging to organization creates a sense of commitment to work in people and enhance their efforts for good performance (to fulfill objectives of organization).

Changing communication with colleagues refers to type of communication with them. Are they supported by colleagues? Do they trust their colleagues? Do they have a sincere and friendly relationship with their colleagues? Do their relationships with each other is based on respect and without bias?

Certainly, good relationships between staff somewhat facilitate tolerating against problems in working environment for a person. Supportive relationships with colleagues lead individuals to creativity, comment and giving some peace of mind. All these factors are effective in improving mental health and reducing job burnout.

The working conditions means fair and justice payments. The justice payment systems prevent unhealthy competition, dissatisfaction, turnover etc. enough income and reward will double people's motivation for doing their works.

About the variable of work environment, it can be said that it means working in a healthy, safe and suitable environment. Certainly, the safety workplace allows a person to serve their clients confidently. Favorable work space creates a good mood, reduces fatigue and ultimately, improves their mental health.

Nowadays, researchers have considered quality of work life and its impact on employees' performance and mental health. Quality of work life has many components, so that various researchers have defined different components for it. In fact, for any organization, region and country, quality of work life may be defined by different variables.

Quality of work life plays a decisive role in serving to communities and mental health of their manpower will increase quality and quantity of services. Imam Khomeini Relief Foundation is not excepted too and they should pay more attention to the importance of quality of work life because they are responsible to serve for low-income classes of the society.

Therefore, given the research results, it should be take necessary actions to improve quality of work life of employees.

### THE RESEARCH SUGGESTIONS

According to the research results, as there are significant relationships between quality of work life with job burnout and mental-physical health of staff, the following matters are suggested to improve their quality of work life:

If employees have more sense of belonging to their organization, their mental health will be increased; in other words, when people make sense of belonging to their organization and consider themselves as one of its members, they will have more commitment and take their highest efforts to do their duties.

If employees have more sense of usefulness to their organization, their mental health and job burnout will be increased and decreased respectively. In this regard, it should be tried to not ignore efforts, accomplishments, creativity and positive works, but they should be encouraged and provided their feedback. This increases self-confidence of personnel and as a result, effort and mental health will be increased and job burnout will be decreased.

The more sincere, strength and based on trust relationship between employees and their superiors (primarily, unit responsible and then management and department head), the more mental health because through establishing good and close relations with employees, authorities can align their goals with organizational objectives.

The more honest and intimate relationship with colleagues, the less job burnout. As a result, their work motivations will be increased. One of the factors preventing development of good and friendly relations in workplace is unhealthy competition, rivalry and distrusts each other. In this regard, it is suggested to managers to take necessary actions for creating more friendly space for their employees by considering a healthy work competition, justice and equal criteria for them.

The more appropriate work conditions for employees, the more physical health. In this context, it should be considered rewards, overtime and benefits to all employees timely and fairly.

The safer, healthier with minimal risks work place will increase their mental and physical health. In this context, it should be provided a safe environment for employees by replacing newer equipment and standardizing work physical space to serve their clients with peace of mind.

### Suggestions for Future Research

- Conducting similar research projects in other organizations;
- Examining the relationship between quality of work life with job satisfaction of staff in other organizations;
- Examining the relationship between quality of work life with staff productivity;
- Examining the relationship between quality of work life based on Walton octoploid model;
- Comparative examining the effect of quality of work life on work motivation among employees;
- Examining the effect of quality of work life on administrative and organizational justice

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