

The Relationship between Organizational Intelligence, Quality of Work Life and Job Motivation with Job Burnout in Fatemeh Al-Zahra Hospital Staff in Naja Ahvaz

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Abstract

Introduction: The purpose of this study was to investigate the relationship between organizational intelligence, quality of work life and job motivation with job burnout in the medical and non-medical staff of Fatemeh Alzahra Hospital in Ahvaz, Iran in 2019. **Materials and Methods:** The current study was of correlational and the statistical population consisted of all the staff of Fatemeh Alzahra Hospital of Naja, Ahvaz out of which, 216 was selected using a convenient sampling method. Albrecht's Organizational Intelligence Questionnaire (2002), Walton's Quality of Worklife Questionnaire (1975), Hackman and Oldham's Job Motivation Questionnaire (1976), Maslach's Burnout Questionnaire (1985) was used to collect the information. In this study, to analyze the data, mean, standard deviation, Pearson correlation coefficient and multivariate regression were used using SPSS-25. **Findings:** the findings of this study showed that there is a significant relationship between organizational intelligence, quality of work life, and job motivation with the burnout. **Discussion and Conclusion:** identifying the abilities, and personal and organizational resources to encounter the pressure and tensions effectively in the organization's management is very important. In order to improve the organization's performance and decrease the job burnout, managers must increase the job satisfaction and motivation of their staff through holding life skills workshops. Conducting effective interventions by managers and planners is essential in the implementation of the education programs and empowering the staff, improvement of the job motivation and providing the growth opportunity in the prevention of job burnout of staff.

Keywords: Organizational Intelligence, Quality of work life, Job motivation, Job burnout

INTRODUCTION

One of the most important assets of any organization is human capital so that the life of the organization largely depends on the different skills and knowledge of the employees, and the more optimized these skills are, the greater the capability of the organization to adapt to a changing environment, thus training human resources not only plays an important role in creating specialized knowledge and skills, but also in helping them to improve the efficiency and effectiveness of the organization and to adapt to changing environmental pressures, and since the characteristics of employees as well as the characteristics and features of organizations are almost similar, hospitals are no exception. Hospital is an organization with special characteristics and experienced employees with different training and expectations. Therefore, the managers are required to create harmony among them and provide the uniform, efficient and comprehensive activity of the whole hospital to reach the goals, thus the hospital staffs must be provoked to offer their best care with the available sources (Francis, 1997; quoted from Azizi, 2012) ^[1].

One of the most important concepts in regard of staff which must be considered is job burnout; job burnout is a syndrome consisted of physical and emotional exhaustion, leading to the negative self-concept of the individual, negative attitude towards the job and lack of feeling connected to the people when doing the task ^[2]. Job burnout is a consequence of constant and repeated job stress and is defined as a lack of energy and vitality so that a person feels tired of his or her job; furthermore, Maslach and Jackson (1981, quoted from

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Garrison and Alvarez, 2008)^[3], define job burnout as a psychological syndrome including emotional exhaustion, depersonalization, and reduction in the personal quality. On the other hand, one of the variables related to job burnout is organizational intelligence. Organizational intelligence is a set of technologies that enables everyone at all levels of the organization to evaluate and analyze data. Organizational intelligence enables profit, understanding, and coherence from corporate experiences Taban, Dorrini, Mohammad Yari, & Forouzesh, 2015; Ebrahimi, Moghaddam Aghajari, and Massoumi (2018), Rajabi & Rajab Zadeh (2016); Anamaria (2016); John Hoon (2012)^[4-6].

Another concept associated with burnout is the quality of work life. The quality of work life is the response of employees to work, especially its individual consequences on job satisfaction and mental health that focus on personal outcomes, work experience and how to improve work to meet needs^[7]; the findings of some studies showed that there is a significant relationship between the quality of work life and job burnout such as Maleki, Khadivi, and Khankeshizadeh (2012); Soltani, Sheikh Mojahedi, & Nazari (2014); Fattahi & Alizadeh Ranjbar (2014); Sadeghian (2013); Kent et al (2016); Yong sin et al (2014) & Lir et al (2009)^[8-11]; And the variable that can be associated with burnout is job motivation, which is factors and circumstances that motivate, direct, and maintain one's desirable behavior about his or her job position^[12]; the results of some studies indicates the relationship between the job motivation and job burnout such as Arizi and Kakulaki (2019); Shahbazian Khanigh and Eftekarifar (2016); Karimi Afshar & Iranmanesh (2019); Mike et al (2016); Chayny (2013) and Demarti Becker (2001)^[13-15].

Job burnout is a consequence of constant and repeated occupational stress and is defined as a lack of energy and vitality, in which one feels overwhelmed at work, in other words, due to internal and external factors in the workplace, one feels pressure, and this pressure eventually becomes a feeling of exhaustion, in which one feels tired and frustrated and there will be a time there is no way to overcome one's life and work goal. Since increasing the burnout of hospital staff reduces and promotes health care and ultimately reduces patients' satisfaction with health care, and given the key role of hospital staff in providing health care to patients as well as various researches have been done on burnout in hospital staff, less research has been done on the relationship between organizational intelligence and quality of work life. The purpose of this study was to investigate the relationship between organizational intelligence and quality of work life with job burnout in the staff of Fatima Al-Zahra Hospital of Naja, Ahvaz.

MATERIALS AND METHODS

The current study is of correlational. The statistical population of this research is 217 staff of Fatemeh Alzahra Hospital of Naja, Ahvaz in 2019 selected using a convenient sampling method.

Data collection tools

Maslach Burnout Inventory (MBI): Burnout inventory was developed by Maslach in 1985. This measure is a questionnaire based on a new estimation of the phenomenon of the stress of burnout. This questionnaire has 22 questions that measure the emotional exhaustion, depersonalization phenomenon and lack of personal realization in the professional activity framework; also, particularly to measure the follow-up, the phenomenon of burnout in professional groups is used, such as nurses, teachers, and so on. The scoring method of this questionnaire with 22 questions is to follow the following instructions: questions 1,2,3,6,8,13,14,16,20 indicate the subscale of the emotional exhaustion. Questions 5,10,11,15,22 indicate the subscale of depersonalization and questions 4,7,9,12,17,18,19,21 indicate the subscale of personal function. The domain of each question varies between (0) to (6). The total score of questions on each scale shows the individual's score on that scale. In this questionnaire, the item between (Never, rarely, often, average, a lot, and always) indicates the scores of 1,2,3,4,5 and gaining the more score means the more problems. To evaluate the validity of this questionnaire, Maslach & Jackson (1985) used Cronbach's alpha which was 0.92. The validity and reliability of this questionnaire were first confirmed by Filian (1992) and the reliability coefficient was estimated to be 0.78 using Cronbach's alpha^[16]. Furthermore, Behniya (2000) calculated the reliability coefficient of this test to be between 0.55 and 0.87 using Cronbach's alpha^[17]. Nazarian (1997) also reported the reliability of Maslach Burnout as 0.93; in a study conducted by Khaledi in 1996 in Iran, the questionnaire's validity was reported 0.91 and also, Badri in 2000, reported the validity of Maslach Burnout Questionnaire as 0.90^[18].

Karl Albrecht's Organizational Intelligence Questionnaire:

Karl Albrecht's Organizational Intelligence Questionnaire (2002) consists of 49 questions and 7 sub-scales including strategic perspective, common destiny, desire to change, unity and agreement, spirit, knowledge application and function pressure. The questions of the questionnaire are conducted based on 5-points Likert Scale and the point of each item is as follows, respectively: totally disagree 1, I disagree 2; No comment 3; I agree 4; Totally agree 5; therefore, the maximum score of this questionnaire is 225 and the least score is 49. The reliability obtained from Albrecht's organizational intelligence questionnaire in domestic studies is as follows. The reliability obtained from the studies conducted by Bagherzadeh and Dibavar is 0.92^[19]. the reliability obtained from the study conducted by Ardalan et al was 0.93^[20]. the reliability obtained from the study conducted by Bab-al Hava'aji et al was 0.92^[21]. Cronbach's alpha coefficient of the mentioned questionnaire in the studies done by Ghahfarokhi (2007) among the staff of Isfahan Steel Company, Hamidzadeh (2008) in the state administrations of Qom city, and Doosti (2010) in the Elementary school of Arak city is reported 0.96, 0.93, and 0.95, respectively. In the current study, the

reliability of this questionnaire was obtained 0.83 based on Cronbach's alpha.

Walton's Quality of Work Life Inventory: Quality of work life questionnaire was developed by Walton in 1975. The questionnaire consists of 35 questions and 8 components. Richard Walton was the most famous and first person who classified the improvement plans of quality of work life into 8 categories. In a paper presented to the Quality of Work Life Conference, Richard Walton has presented a better description of an ideal quality of work life. He has specified 8 main classes as a framework for analyzing the quality of work life and believed that the expected advantages of these plans are improvement in the efficiency and effectiveness spirit. Dimensions of the quality of work life have been presented from Walton's point of view in this questionnaire. Scoring Walton's quality of work life questionnaire is based on a 5-points scale in which, each point is as follows: totally unsatisfied1; unsatisfied 2; not satisfied nor unsatisfied 3; satisfied 4; totally satisfied; therefore, the maximum score of this questionnaire is 175 and the least score is 35. Walton (1975) obtained Cronbach's alpha for this questionnaire 0.88^[22], Jamshidi (2000), Rahimi (2006), Mazloomi et al (2016) and Javadi et al obtained the Cronbach's alpha as 0.83, 0.85, 0.92, and 0.88, respectively^[23, 24].

Hackman and Oldham's Job Motivation Questionnaire: Job Motivation Questionnaire is designed by Hackman and Oldham (1976) and has 15 questions; its goal is to investigate the staff's attitudes on their current job in the organization^[25]. The recent models of job enrichment have been proposed by Hackman and Oldham (1976). They identified 5 main cores of the job dimensions as skill diversity, job identity, job importance, independency and feedback. This questionnaire is based on a 7-points Likert scale (totally disagree1; disagree2; not agree nor disagree3; agree4; totally agree5). The Cronbach's alpha coefficient of Hackman and Oldham's Job Motivation Questionnaire were obtained by Alavi (2010), Amjadi Zebardast et al (2017)^[26], Gilvari & Shafi'zadeh (2017) as 0.84, 0.86, and 0.89, respectively, indicating the acceptability of this questionnaire.

FINDINGS

Descriptive results

Table 1. Descriptive results of research variables

Variables		Minimum	Maximum	Standard Deviation	Mean
Organizational Intelligence	Strategic Intelligence				
	Common Destiny				
	Desire to Change				
	Courage and Venture				

Quality of work life	Unity and Alliance
	Knowledge Application
	Function Pressure
	Fair and Adequate payment
	Healthy and safe work environment
	Providing growth opportunity and continuous safety
	Rule of law in the organization
	Social dependency of work life
Job Motivation	Overall environment of life
	Integrity and cohesion in the organization
	Development of capability
	Skill Diversity
	Job Importance
Job Burnout	Job Identity
	Independency
	Job Feedback
	Motivational power
	Emotional Exhaustion
	Depersonalization
	Lack of personal situation

The results of Table 1 showed that the mean related to the Strategic Intelligence is 28.94 with a standard deviation of 3.32. the mean related to the common destiny is 24.95 with the standard deviation of 3.18; the mean related to the desire to change is 27.73 with the standard deviation of 3.37; the mean related to the courage and venture is 24.11 with the standard deviation of 3.78; and the mean related to the unity and alliance is 26.82 with the standard deviation of 3.56; the mean related to the knowledge application is 26.50 with the standard deviation of 3.82; the mean related to the function pressure is 25.29 with the standard deviation of 3.98; the mean related to the fair and adequate payment is 11.72 with the standard deviation of 1.78; the mean related to the healthy and safe work environment is 12.31 with the standard deviation of 2.10; the mean related to the providing growth opportunity and continuous safety is 11.59 with the standard deviation of 4.16; mean related to the rule of law in the organization is 15.13 with the standard deviation of 2.29; the mean related to the social dependency of work life is 10.85 with the standard deviation of 1.29; mean related to the overall life environment is 9.55 with the standard deviation of 1.26; mean related to the cohesion and integrity in the organization is 11.96 with the standard deviation of 1.89 and mean related to the capability development is 12.70 with the standard deviation of 1.84 ; the mean related to the skill diversity is 14.91 with the standard deviation of 3.45; mean related to the job importance is 13.57 with the standard deviation of 5; mean related to the job identity is 14.54 with the standard deviation of 2.61; mean related to the independency is 15.60 with the standard deviation of 3.27; mean related to the job feedback is 13.33 with the standard deviation of 3.34; mean related to the motivational power is 12.23 with the standard deviation of 3.44; mean related to the motivational power is 57.78 with the standard deviation of 10.39; and mean related to the emotional exhaustion is 37.17 with the standard deviation of 7.23; mean related to the

depersonalization is 21.23 with the standard deviation of 4.44 and the mean related to the lack of personal achievement is 34.02 with the standard deviation of 5.39.

First Hypothesis: there is a relationship between the organizational intelligence and job burnout among the staff of Fatemeh Al-Zahra Hospital of Naja, Ahwaz.

Table 2. Correlational coefficients of organizational intelligence with job burnout

Variables	Job Burnout (Total)
Strategic Intelligence	
Common Destiny	
Desire to Change	
Courage and Venture	
Unity and Alliance	
Knowledge Application	
Function Pressure	
Organizational intelligence (total)	

The results of Table 2 showed that the correlation coefficient between the strategic intelligence and job burnout (total) is 0.7 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the common destiny and job burnout is 0.50 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the desire to change and job burnout is 0.57 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the courage and venture and job burnout is 0.66 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the unity and alliance and the job burnout is 0.59 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the knowledge application and job burnout is 0.67 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the function pressure and job burnout is 0.063 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the organizational intelligence (total) and job burnout (total) is 0.087 which is significant at the significance level of 0.01 ($p < 0.01$).

Second hypothesis: there is a relationship between the quality of work life and job burnout among the staff of Fatemeh Al-Zahra Hospital of Naja in Ahwaz.

Table 3. Correlational coefficients of quality of work life with job burnout

Variables	Job Burnout (Total)
Fair and adequate payment	
Healthy and safe work environment	
Providing growth opportunity and continuous safety	

Rule of law in the organization
The social dependency of work life
Overall living environment
Cohesion and integrity in an organization
Capability development
Quality of work life (total)

The results of Table 3 showed that the correlation coefficient between the fair and adequate payment and the job burnout (total) is 0.52 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the safe work environment and the job burnout is 0.66 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between providing the growth opportunity and the job burnout is 0.63 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the rule of law in the organization and job burnout is 0.72 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the social dependency of work life and the job burnout is 0.38 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the overall living space and job burnout is 0.20 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the cohesion and integrity in the organization and job burnout is 0.42 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the capability development and job burnout is 0.21 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the quality of work life (total) and job burnout (total) is 0.84 which is significant at the significance level of $p < 0.01$.

Third hypothesis: there is a relationship between the job motivation and job burnout among the staff of Fatemeh Al-Zahra Hospital of Naja, Ahwaz.

Table 4. Correlational coefficients of job motivation with job burnout

Variables	Job Burnout (Total)
Skill diversity	
Job importance	
Job identity	
Independency	
Job feedback	
Motivational power	
Job motivation (total)	

The results of Table 4 showed that the correlation coefficient between the skill diversity and job burnout is 0.59 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the job importance and job burnout is 0.61 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the job identity and job burnout (total) is 0.42 which is significant at

the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the indecency and job burnout is 0.51 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the job feedback and job burnout (total) is 0.62 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the motivational power and job burnout is 0.85 which is significant at the significance level of 0.01 ($p < 0.01$). the correlation coefficient between the job motivation (total) and job burnout (total) is 0.87 which is significant at the significance level of 0.01 ($p < 0.01$).

Fourth hypothesis: the organizational intelligence, the quality of work life and job motivation can predict the job burnout in the staff of Fatemeh Al-Zahra Hospital of Naja in Ahwaz.

Table 5. the summary of the regression analysis for the prediction of job burnout based on the organizational intelligence, quality of work life and job motivation using step by step method

Step	R(Multiple correlations)	R ² (determination coefficient)	F	Significance level
Step1				
Step2				
Step3				

The results of Table 5 showed that the prediction regression was conducted in step 3 that predicts the job motivation in step 1 as 0.77, and in step 2, predicts the job motivation and organizational identity as 0.87, and in job motivation, the organizational identity and quality of work life, predicts the 0.88 of job burnout variations. The significance level is $p < 0.01$ and $F > 4$ is the significance of the regression model.

Table 6. regression coefficients for the prediction of job burnout based on the organizational intelligence, quality of work life, and job motivation based on the step-by-step method

Step	Predictive variables	Non-standard coefficients		Standard coefficients Beta	T	Significance level
		B	Std E			
Step1	Job motivation					
Step2	Job motivation					
	Organizational intelligence					
Step3	Job motivation					
	Organizational intelligence					
	Quality of work life					

Results of Table 6 showed that in the first step, job motivation with the impact factor of 0.87, in the second step, the job motivation and organizational intelligence with the impact factors of 0.51 and 0.48, respectively and in the third step, job motivation, the organizational intelligence, and quality of work life with the impact factors of 0.46, 0.42 and 0.11, respectively, can predict the job burnout.

DISCUSSION AND CONCLUSION

The current study aims to investigate the relationship between organizational intelligence and quality of work life and job burnout on the staff of Fatemeh Al-Zahra Hospital of Naja, in Ahwaz. Given the data analysis, in this chapter, the obtained findings related to the research hypotheses are explained and then, some recommendations are given.

First hypothesis: there is a relationship between the organizational intelligence and job burnout among the staff of Fatemeh Al-Zahra Hospital of Naja, Ahwaz.

The correlation coefficient between the organizational intelligence (total) and the job burnout(total) is 0.87 which is significant at the significance level of 0.01 ($p < 0.01$). therefore, the first hypothesis is confirmed.

These results are consistent with the results of Rajabi & Rajabzadeh (2016), Moghadam Aghajari & Massoumi (2018), Bagheri (2011) [27], Nourizadeh & Homayoun Niya (2014) [28], & Sadeghian (2013); Taheri Lari, Ghamari, Tabatabai, and Nekoure'I (2014) [29]; Salehi & Zare'I (2013); Pour Kiyani, Mortazavi, Mokhtari & Mehrabi (2012) [30], Ranjbari (2011) [31], Faqihi, Mousavi pour, Dare & Dousti, 2011) [32], Mousavi Pour et al (2010) [33], Anamaria (2015), Arora (2015), John Hoon (2012).

In explaining these findings, it can be said that the organizational intelligence is having deep knowledge on the factors such as customers (society and audience, clients), competitors, economic environment, operations and organizational processes (Financial, sale, production, human resources and so on) that have a great impact on the quality of managerial decisions in the organizations. Organizational intelligence empowers the individuals to decide on every factor effective on the organization and companies and gives the power to the organization to apply the available knowledge in order to benefit from the competitive advantage and being a pioneer. This can facilitate the possibility of a better understanding of the demands and needs of customers (clients) and its related management. This solution can make the organizations feel the positive and negative changes and according to this, organizational intelligence can reduce job burnout. Tools and technology such as organizational intelligence in the organization can help the organization to survive. One of the most important advantages of organizational intelligence is the decision making in the organization which is essential in all sectors of the organization; these decisions affect the costs, efficiency and quality. Organizational intelligence is a tool of a technology

that is used in an organization to make better decisions and solve problems easier. Therefore, it reduces job burnout^[34]. The studies show that when people are burnout, the absence or delay to work or even leaving work are increased. As the dimensions of the organizational intelligence determine the strategic intelligence, the capability of creation, deduction and explanation of an organization, and explains having a common sense of having a common aim among the individuals to try increasingly, the organizational psychologists consider it a desirable effort as the energy of organization's member at a higher level than it can be done. Alliance and the unity between the systems and the specified rules to perform for people and individuals and eventually, applying the effective knowledge and data and function pressure of each one of the executives must have their own executive positions. Finally, it can be said that when people have a positive attitude towards the supervision, job identity, and promotions, they balance among facing various social problems, adaptation to the environment and their behaviors and show a logical and balanced behavior and as the intellectual capacity of an organization increases, the job burnout decreases.

Second hypothesis: there is a relationship between the quality of work life and job burnout among the staff of Fatemeh Al-Zahra Hospital of Naja, Ahwaz.

The correlation coefficient between the quality of work life (total) and job burnout (total) is 0.84 which is significant at the significance level of 0.01 ($p < 0.01$). Therefore, the second hypothesis is confirmed.

These findings are consistent with the results of Maleki, Khadivi, Khankeshi Zadeh (2012), Soltani, Sheikh Mojahedi, Nazari (2014), Fattah & Alizadeh Ranjbar (2014), Baghban et al (2014)^[35], Sina, Karimzadeh, Nazm, & Ahmadi (2014), Rajai & Habibi (2014), Sadeghian (2013), Moti'I (2013), Karimi (2012), Kent et al (2016), Yang Sin et al (2014), Lir et al (2009), Karayon (2003), Li & Li (2001).

In explaining these findings, it can be said that the low quality of work life leads to various problems such as physical and mental problems and consequently, job burnout. Based on these studies, staff with a low level of tension, in their professional position, will result in their satisfaction, and increase in their value level and therefore, it will create a supportive barrier against their frustrations or failures related to their activities. Staff who are more integrated and are involved daily with the hierarchical power of the higher-level managers and this fact, will lead to an increase in their frustrations and will develop a sense of disability in them. Furthermore, it can be said that the quality of work life can be effective in the creation of motivation in the staff and improvement of staff morale, people's participation in decision making and increase in creativity and innovation. It can be also considered as an important source in providing the mental health of the staff and vice versa. Therefore, a decrease in the quality of work life in every sector of an

organization may cause an immediate and deep change in the execution method and the performance of the staff; therefore, as organizations have a higher quality of work environment, the staff's satisfaction in that organization will be more and their performance will be increased. The damages caused by neglecting the quality of work life lead to that every person will intend to find a way to satisfy their needs which is often in contrast with the collective benefit and, disruption in the social relations more and creation of the vicious circle. Nowadays, a successful manager is the one who can provide the least acceptable product using the maximum punitive power such as reprimand, cut of payment, and so on and incentive facilities such as giving reward, overtime, selecting the best employee and so on. However, the experts believe that the effective manager is the one who can apply 80-90 % of the capability of the individuals. The clear message is that increasing the quality of work life leads to a reduction in job burnout among the staff.

Third hypothesis: there is a relationship between the job motivation and job burnout among the staff of Fatemeh Al-Zahra Hospital of Naja, Ahwaz.

The correlation coefficient between the job motivation (total) and job burnout (total) is 0.87 which is significant at the significance level of 0.01 ($p < 0.01$). Therefore, the third hypothesis is confirmed.

Furthermore, there is a significant relationship between the components of job motivation and job burnout and these findings are consistent with the studies conducted by Arizi & Kakulaki (2019), Shahbazian Khunigh & Eftekhari Far (2016), Karimi Afshar & Iranmanesh (2019).

By explaining these findings, it can be said that studying the job motivation is an effort to understand and respond to the cause of organizational behaviors, i.e. why some staff does their job willingly and some staff must be under pressure to do the least. Motivation means desire and willingness to do activities that are considered for achieving the organization's goals. Therefore, personal, occupational, and situational features affect the motivation of staff. On the other hand, job burnout means a state of physical, emotional and mental exhaustion which is caused by the constant and continuous pressure caused by the long term and pressed encounter with clients and its symptoms are feeling helpless, hopeless, frustration, and the emergence of negative attitudes towards themselves and others. Also, the scholars believe that professional staff of social service are the first candidates of emerging job burnout that consider this as a result of the daily encounters of these people under stressful conditions and lack of positive emotional conditions in the work environment. Therefore, nurses, social workers, and the staff of health care units are among the people who are exposed to job burnout^[36]. Thus, according to the abovementioned, it can be said that the job motivation has a close relationship with the job burnout and if the job motivation increases, the job burnout will be decreased and vice versa.

Fourth Hypothesis: organizational intelligence, quality of work life and job motivation can predict the job burnout among the staff of Fateme Al-Zahra Hospital of Naja in Ahwaz.

According to the resulted presented by Table 5, prediction regression was conducted in 3 steps; in the first step, the job motivation predicts 0.77, in the second step, the job motivation and organizational identity predict 0.87 and in the third step, the job motivation, organizational identity and quality of work life predict 0.88 of the job burnout variations. The significance level was $p < 0.01$ and $F > 4$ represents the significance of the regression model; therefore, the fourth hypothesis is confirmed.

These findings are consistent with the studies conducted by Rajabi & Rajabzadeh (2016), Ebrahimi, Moghaddam Aghajari, Massoumi (2018), Faghihi et al (2011), Bagheri (2011), Nourizadeh & Homayoun Niya (2014), Sadeghiyan (2013), Maleki, Khadivi, and Khankeshi Zadeh (2012); Soltani, Sheikh Mojahedi, and Nazari (2014), Fattahi and Alizadeh Ranjbar (2014), Baghban et al (2014), Arizi Kakulaki (2019); Shahbazian Khunigh and Eftekhari Far (2016), Karimi Afshar & Iranmanesh (2019), and studies conducted by Anamaria (2015), Arura (2015), John Hoon (2012), Kent et al (2016), Yang Sin et al (2014).

To explain the findings of this study, it can be said that organizational intelligence means having a deep knowledge about the factors such as customers (community and audience, clients), competitors, economic environment, operations and organizational processes (financial, sale, production, human resources and so on) which have a great impact on the quality of managerial decisions in the organizations. Organizational intelligence empowers people in deciding every factor effective on the organization and companies and gives the power to the organizations so that by applying the available knowledge, benefit from the competitive advantage and being pioneer; this facilitates the better understanding of demands and needs of the customers (clients) and the related management. This solution enables organizations to feel the negative and positive changes and based on the above mentioned, the organizational intelligence can reduce job burnout and on the other hand, the low quality of work life leads to the various physical and mental problems hence the emergence of job burnout. Based on these studies, a low level of cohesion in the staff leads to the professional position, satisfaction of self-loving, and an increase in their value level and therefore, there will be a supportive barrier against their frustrations or failures related to their activities. The strongly integrated staff who are daily involved with the hierarchical power of the higher-level managers, such a situation leads to an increase in their frustration and develops their sense of inability. Furthermore, it can be said that the fair quality of work life can be effective in the development of motivation in the staff and improvement of their spirit, the participation of the people in taking decisions and increase the creativity and innovation, and can be considered as an

important resource in the provision of the mental health of the staff and vice versa. Therefore, as the organizations have a high quality in the work environment, the satisfaction of the staff will be increased and their performance will be improved and eventually, one of the factors that can play an important role in the job burnout of the staff is the job motivation; job motivation is a mental pressure inside every person which determines the orientation of the person's behavior in the organization, level of his effort and stability against the barriers^[37]. Herzberg believes that job motivation is influenced by inner or mental factors and external factors by studying which, one can use them in the plans of the improvement of an organization's performance quality.

Recommendations

- In order to understand the importance of using the role of components affecting job performance such as organizational intelligence and job motivation, workshops and in-service courses such as job motivation and organizational promotion should be held.
- It is suggested that extensive research be conducted to assess the burnout status of employees so that risk factors and causes related to burnout in employees are identified and its results can be used to plan to improve and improve job satisfaction in employees.
- Providing a fresh and inviting environment for employees.
- Provide the tools needed to quickly identify potential personnel and prepare programs to reduce stress.
- Avoid unprofessional employment policies and dry and soulless rules
- Establishing work discipline, welfare services and an efficient system of encouragement and punishment.

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