A Model of Organizational Burnout

Organizational Conditions: Risk & Protective Factors

Occupational Stress

Burnout

Intention to Leave

Turnover

Employee Effects: Health & Performance Issues

Systems Effects: Organizational & Client Issues

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Organizational/Environmental Risk + Protective Factors

**RISK FACTORS**
- High work demands\(^1,2,4,5,8,11\)
- Exposure to trauma\(^3,4\)
- Exposure to violence\(^3,4\)
- Emotional labor – surface acting\(^6\)
- Role stress: role ambiguity, role conflict, role overload\(^2,6,8,9\)
- Conflict between work and personal life\(^2,4\)
- Negative work environment and organizational culture\(^2,4,5,6,7\)
- Poorly managed conflict\(^5\)

\((LACK OF) PROTECTIVE FACTORS\)
- Autonomy\(^1,2,5,6,8,9\)
- Supervision\(^5,6\)
- Positive feedback\(^5,6,15\)
- Decision-making power\(^15,16\)
- Growth opportunities\(^5\)
- Social support\(^2,6\)
- Effective conflict management\(^2,5\)
- Emotional intelligence\(^17\)
- Supportive work environment and organizational culture\(^5,6,7\)
- Organizational transparency and open access to strategic information\(^9,10\)

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\(^1\)Preston, 2018; \(^2\)Quick & Henderson, 2016; \(^3\)Harris & Leather, 2011; \(^4\)Leake, Rienkls, & Obermann, 2017; \(^5\)Casey Family Foundation, 2017; \(^6\)Stensland & Landsman, 2017; \(^7\)Spath, Strand, & Bosco-Ruggiero, 2013; \(^8\)Kulkarni, Bell, & Hartman, 2013; \(^9\)Kim & Stoner, 2008; \(^10\)Choi, 2011; \(^11\)Galaiya, Kinroll, & Arulampalum, 2020; \(^12\)Chirico, 2016; \(^13\)Boushey, 2012; \(^14\)Claiborne, 2014; \(^15\)Jaskyte, 2003; \(^16\)Lee, Weaver, & Hrostowski, 2011; \(^16\)Popov, Jelic, Rakovic, & Metanovic.
Organizational Conditions: Risk & Protective Factors

Occupational Stress
Conflict around:
- Task demands
- Role demands
- Physical demands
- Interpersonal demands

Unaddressed occupational stress
Burnout

Organizational Conditions: Risk & Protective Factors

Occupational Stress

Burnout
Consisting of:
- **Exhaustion**
- Reduced personal accomplishment
- Depersonalization/cynicism

Unaddressed burnout
Employee Effects

CAUSES OF BURNOUT

Organizational Conditions: Risk & Protective Factors

Occupational Stress

Burnout

Employee Effects: Health & Performance Issues

HEALTH ISSUES
- Poor sleep patterns\(^4\)
- Mental and physical illness\(^2,8,12\)
- Low self-esteem
- Substance abuse\(^2\)
- Physical and emotional fatigue\(^6\)

PERFORMANCE ISSUES
- Poor job performance
- High absenteeism
- Poor relationships with clients, colleagues, and org.\(^4\)
- Employee disengagement
- Client objectification\(^4\)
CAUSES OF BURNOUT

Organizational Conditions: Risk & Protective Factors

Organizational Stress

Burnout

Employee Effects: Health & Performance Issues

Systems Effects: Organizational & Client Issues

ORGANIZATION
- Distress to other employees\textsuperscript{9,14}
- Direct and indirect financial costs\textsuperscript{5,13}
- Unable to meet professional standards\textsuperscript{5}
- Potential loss of funding\textsuperscript{5}

CLIENTS
- Poor client outcomes\textsuperscript{5}
- Client mistrust of org. and system\textsuperscript{9}

Systems Effects

Human Systems
Build people potential. Improve organizational outcomes.

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Intention to Leave

Organizational Conditions: Risk & Protective Factors

Occupational Stress

Burnout

Intention to Leave
“Checked-out” employees

Employee Effects: Health & Performance Issues

Systems Effects: Organizational & Client Issues

No intervention

CAUSES OF BURNOUT

Build people potential. Improve organizational outcomes.

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CAUSES OF BURNOUT

Turnover

Organizational Conditions: Risk & Protective Factors

Occupational Stress

Burnout

Intention to Leave

Employee Effects: Health & Performance Issues

Systems Effects: Organizational & Client Issues

Turnover

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Boushey, H. a. (2012). *There are significant business costs to replacing employees.* Center for American Progress.


THANK YOU