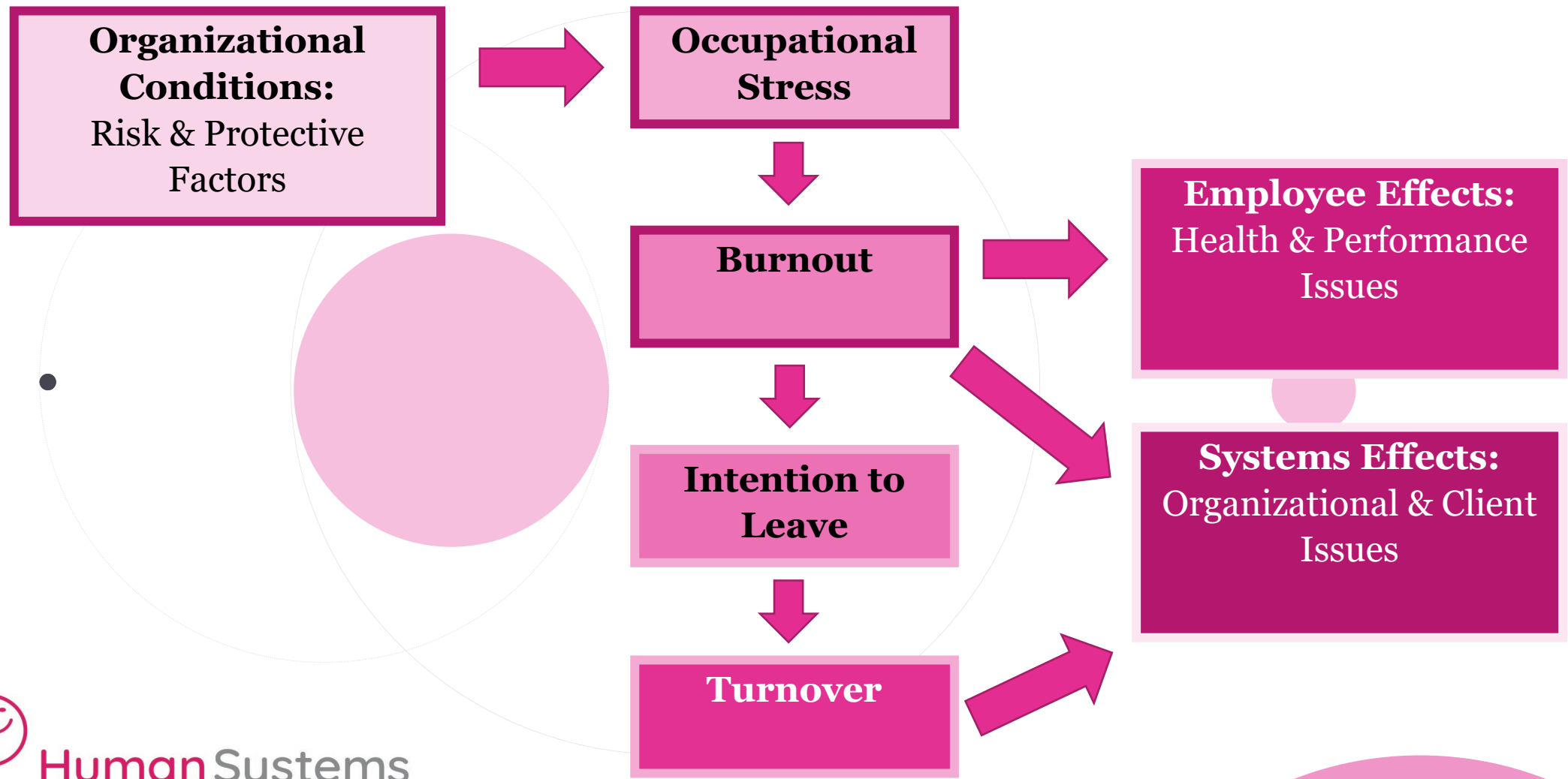


# A Model of Organizational Burnout

CAUSES OF BURNOUT



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# Organizational/Environmental Risk + Protective Factors

CAUSES OF BURNOUT

## RISK FACTORS

- High work demands<sup>1,2,4,5,8,11</sup>
- Exposure to trauma<sup>3,4</sup>
- Exposure to violence<sup>3,4</sup>
- Emotional labor – surface acting<sup>6</sup>
- Role stress: role ambiguity, role conflict, role overload<sup>2,6,8,9</sup>
- Conflict between work and personal life<sup>2,4</sup>
- Negative work environment and organizational culture<sup>2,4,5,6,7</sup>
- Poorly managed conflict<sup>5</sup>



## (LACK OF) PROTECTIVE FACTORS

- Autonomy<sup>1,2,5,6,8,9</sup>
- Supervision<sup>5,6</sup>
- Positive feedback<sup>5,6,15</sup>
- Decision-making power<sup>15,16</sup>
- Growth opportunities<sup>5</sup>
- Social support<sup>2,6</sup>
- Effective conflict management<sup>2,5</sup>
- Emotional intelligence<sup>17</sup>
- Supportive work environment and organizational culture<sup>5,6,7</sup>
- Organizational transparency and open access to strategic information<sup>9,10</sup>



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

# Occupational Stress

CAUSES OF BURNOUT

**Organizational Conditions:**  
Risk & Protective Factors



**Occupational Stress**

Conflict around:

- *Task demands*
- *Role demands*
- *Physical demands*
- *Interpersonal demands*



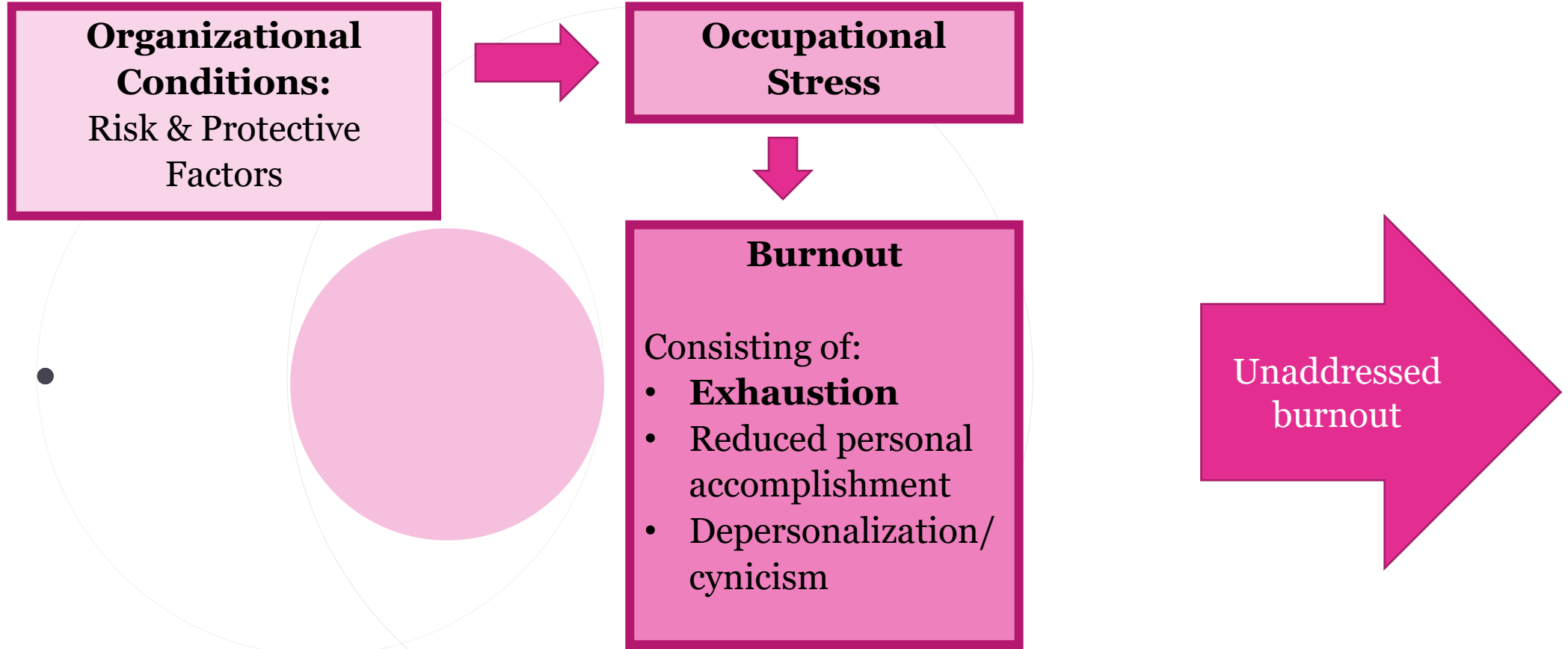
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# Burnout

CAUSES OF BURNOUT



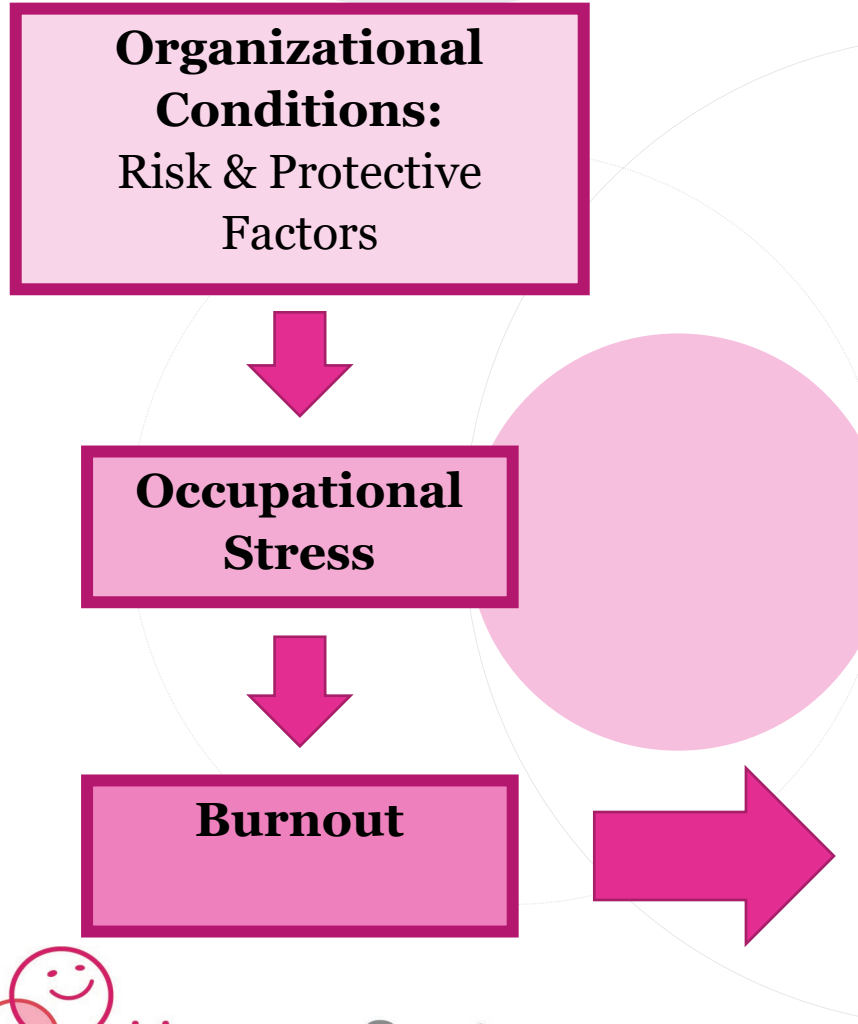
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# Employee Effects

CAUSES OF BURNOUT



## Employee Effects: Health & Performance Issues

### HEALTH ISSUES

- Poor sleep patterns<sup>4</sup>
- Mental and physical illness<sup>2,8,12</sup>
- Low self-esteem
- Substance abuse<sup>2</sup>
- Physical and emotional fatigue<sup>6</sup>

### PERFORMANCE ISSUES

- Poor job performance
- High absenteeism
- Poor relationships with clients, colleagues, and org.<sup>4</sup>
- Employee disengagement
- Client objectification<sup>4</sup>



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# Systems Effects

CAUSES OF BURNOUT

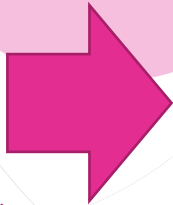
**Organizational Conditions:**  
Risk & Protective Factors



**Occupational Stress**



**Burnout**



**Systems Effects: Organizational & Client Issues**

<p><b>ORGANIZATION</b></p> <ul style="list-style-type: none"> <li>• Distress to other employees<sup>9,14</sup></li> <li>• Direct and indirect financial costs<sup>5,13</sup></li> <li>• Unable to meet professional standards<sup>5</sup></li> <li>• Potential loss of funding<sup>5</sup></li> </ul>	<p><b>CLIENTS</b></p> <ul style="list-style-type: none"> <li>• Poor client outcomes<sup>5</sup></li> <li>• Client mistrust of org. and system<sup>9</sup></li> </ul>
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**Employee Effects:**  
Health & Performance Issues



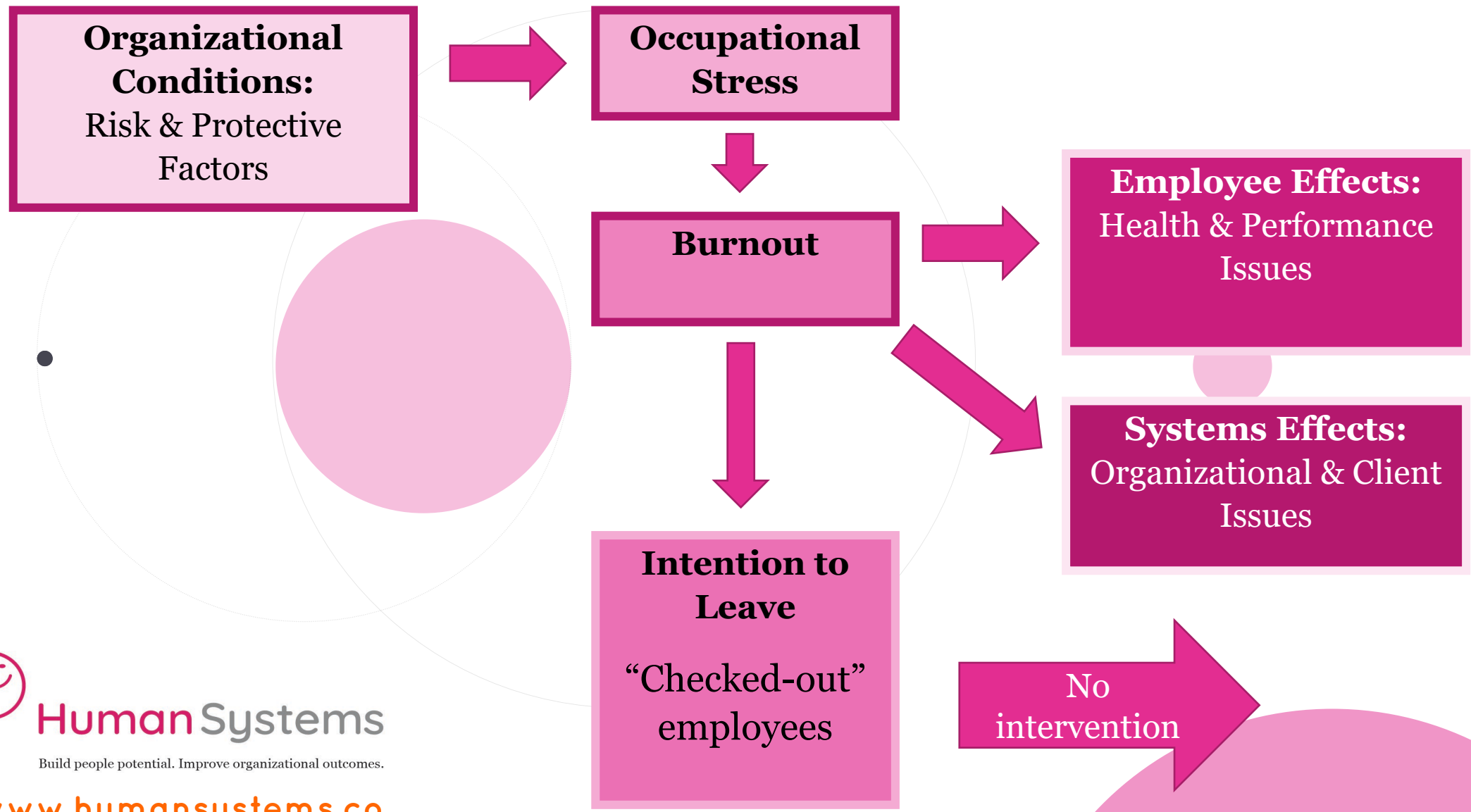
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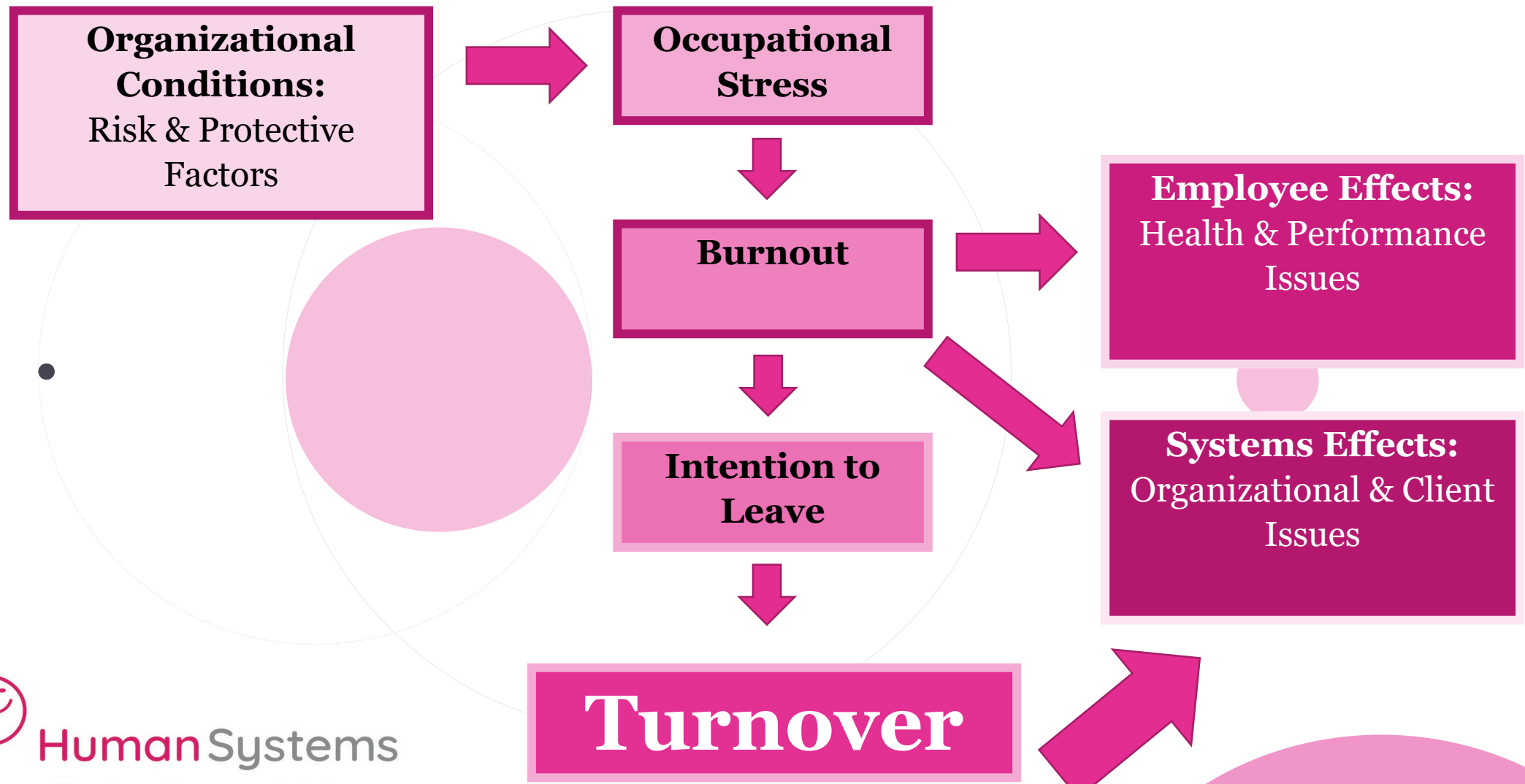
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# Intention to Leave

CAUSES OF BURNOUT



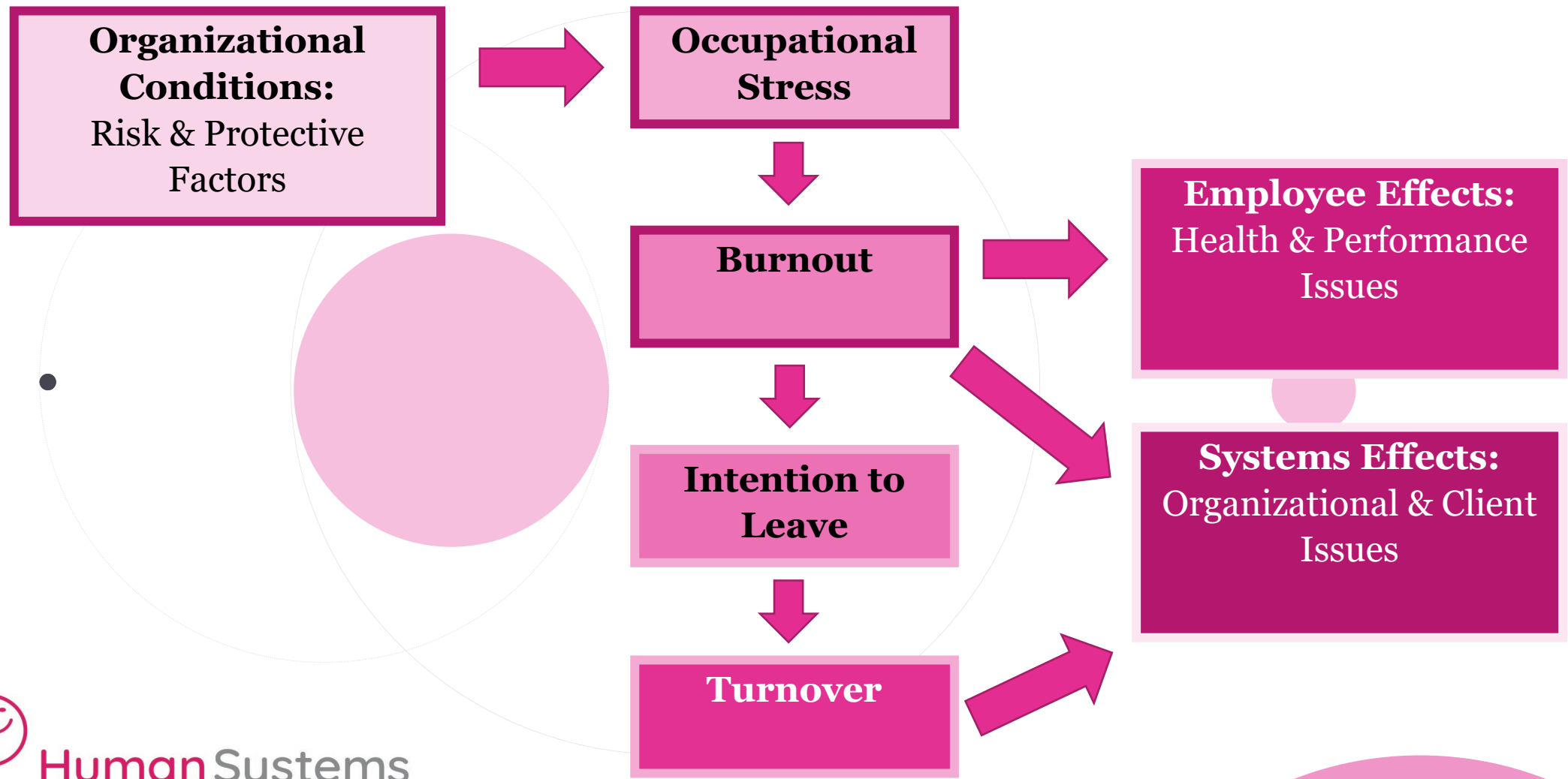
# Turnover





# A Model of Organizational Burnout

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# THANK YOU



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