
MOVING PAST BURNOUT... FACILITATING WORKPLACE ENGAGEMENT

GEORGIA SOCIETY OF ANESTHESIOLOGISTS

WINTER FORUM 2022

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LEARNING OBJECTIVES

1. Discuss the influential role of culture modeling in organizational climate
2. Differentiate the psychological constructs of burnout and engagement, as validated by the Job Demands-Resource model
3. Summarize the antecedents and outcomes of workplace engagement
4. Outline validated assessment methods to measure change
5. Identify workplace interventions proven to increase engagement

PubMed_Timeline_Results_by_Year

Search query: physician burnout	
Year	Count
2022	15
2021	907
2020	856
2019	781
2018	553
2017	415
2016	345
2015	221
2014	198
2013	177
2012	147
2011	129
2010	104

PHYSICIAN
ENGAGEMENT
Results by Year



A CRISIS IN HEALTH CARE: A CALL TO ACTION ON PHYSICIAN BURNOUT

Partnership with the Massachusetts Medical Society, Massachusetts Health and Hospital Association, Harvard T.H. Chan School of Public Health, and Harvard Global Health Institute



HARVARD
T.H. CHAN
SCHOOL OF PUBLIC HEALTH



MASSACHUSETTS
MEDICAL SOCIETY



HARVARD

Global Health Institute

“Physician burnout is a public health crisis. A primary impact of burnout is on the physicians’ health, but it is clear, that one cannot have a high performing health care system if physicians working within it are not well. Therefore, the true impact of burnout is, and will be, the impact it has on the health and well-being of the American public.”

JANUARY 18, 2019

CLAN cultures emphasize social support, shared values and equitable participation. Mentorship and development are emphasized.

ADHOCRACY allows for immediate innovation and risk taking. This organization has the capacity to take risk in ambiguity and adapt through creative

BILITY

ADHOCRACY

INTERNAL ORIENTA

HIERARCHY

Healthcare organizations are becoming increasingly...

1. **Market Oriented:** Increasing need to compete, control and gain competitive advantage. Consistent focus is placed on acquiring new clients, contracts and technology.

2. **Control Oriented:** The organization seeks efficiency through improved and streamlined processes. Leadership is quality-focused and develops clear rules and policies to guide employees.

W.H.O. DEFINES BURNOUT (ICD-11)

Occupational Phenomenon (**NOT** classified as a medical condition)

DEFINITION: Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.

CAUTION: Agentic Language!

May imply stigma towards providers experiencing burnout-
Demonstrated to create personal and professional obstacles for those
seeking support and resources to overcome burnout symptoms and
syndrome.

BURNOUT DEFINED

BURNOUT is a **BEHAVIORAL-AFFECTIVE** state classified by TWO core dimensions:

1. **EXHAUSTION** – Physical and cognitive fatigue, loss of energy and at extremes, results in debilitation and negative health outcomes.
2. **CYNICISM** - In medicine, typically experienced as *depersonalization*. Detachment from patients/outcomes, and/or negative attitudes towards patients, loss of idealism.

The third dimension is less often present but, represents a critical component of the construct: **PROFESSIONAL EFFICACY** (a sense of reduced accomplishment or capability, low morale and an inability to cope with difficult situations).

The Prevalence of BURNOUT in Anesthesiologists

Alfonso et al.

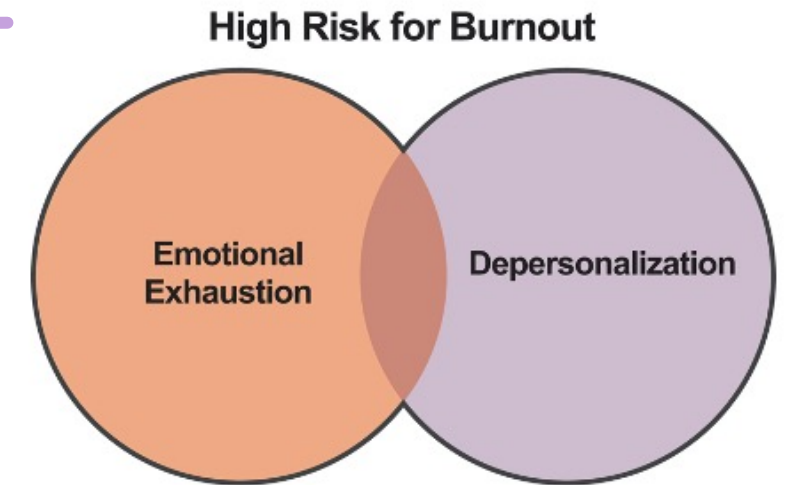
Volume 134, Issue 5

May 2021



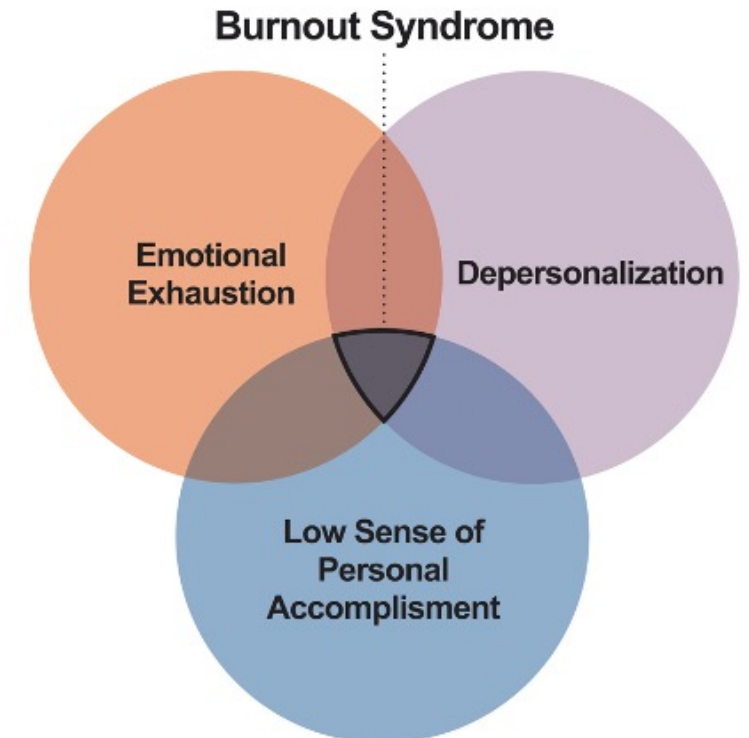
59.2%

$EE > 27$ and/or $DP > 10$



13.8%

$EE > 27$ and/or $DP > 10$
+ $PA < 33$



BURNOUT OUTCOMES

- Turnover (estimated lost revenue per full-time physician lost = \$990,000)
- Reduced physician clinical work hours (\$7600/physician/year = \$4.6 billion/annually)
- Increased medical errors
- Decreased patient satisfaction
- 15% drop in manuscript submission among academic physicians

“We are now facing a surge of physical and emotional harm that amounts to a parallel pandemic.” Dzau et al., 2020, NEJM

Shanafelt TD, Dyrbye LN, West CP, Sinsky CA. Potential Impact of Burnout on the U.S. Physician Workforce. *Mayo Clin Proc.* 2016;91(11):1667-1668.

Panagioti M, Geraghty K, Johnson J, et al. Association Between Physician Burnout and Patient Safety, Professionalism, and Patient Satisfaction: A Systematic Review and Meta-analysis. *JAMA Intern Med.* 10 01 2018;178(10):1317-1331. doi:10.1001/jamainternmed.2018.3713

Han S, Shanafelt TD, Sinsky CA, et al. Estimating the Attributable Cost of Physician Burnout in the United States. *Ann Intern Med.* 06 04 2019;170(11):784-790. doi:10.7326/M18-1422

Turner TB, Dilley SE, Smith HJ, et al. The impact of physician burnout on clinical and academic productivity of gynecologic oncologists: A decision analysis. *Gynecol Oncol.* 09 2017;146(3):642-646. doi:10.1016/j.ygyno.2017.06.026

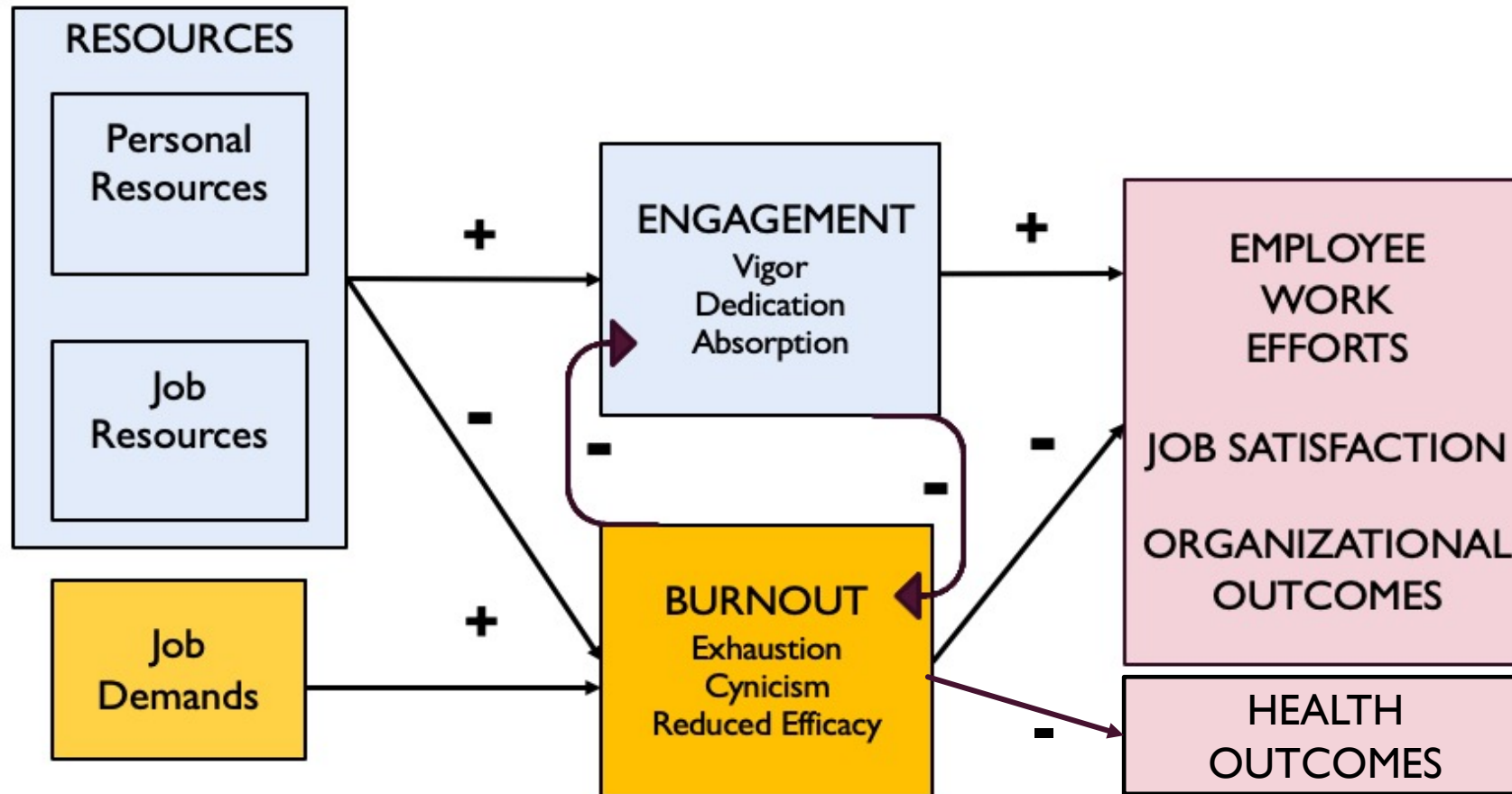
PHYSICIAN ENGAGEMENT

THE MISSING LINK



WHY ENGAGEMENT?

STRONG AND NEGATIVE RELATIONSHIP WITH BURNOUT



THINK OUTCOMES!



Individual Outcomes

- Positive employee attitude
- Innovative behaviors
- Job satisfaction
- Increased task and contextual performance
- Decreased turnover intention
- Increased motivation



Organizational Outcomes

- Improved employee performance
- Increased extra-role behaviors
- Profitability
- Employee retention
- Organizational commitment
- Patient/customer satisfaction and loyalty

Demerouti E, Bakker AB, Nachreiner F, Schaufeli WB. The job demands-resources model of burnout. *J Appl Psychol.* Jun 2001;86(3):499-512.; Schaufeli WB, Leiter MP, Maslach C. Burnout: 35 years of research and practice. 2009;14(3):204-220.; Bailey C, Madden A, Alfes K, Fletcher L. The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews.* 2017;19:31-53. doi:10.1111/ijmr.12077; Schaufeli W, Van Rhenen W. About the role of positive and negative emotions in managers' well-being: A study using the Job-related Affective Wellbeing Scale (JAWS). *Gedrag Organ.* 2006;19:323-44.; Bakker A, Demerouti E, Ten Brummelhuis L. Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior.* 2012;80:555-64.; Sonnentag S. Recovery, work engagement and proactive behavior: A new look at the interface between nonwork and work. *Journal of Applied Psychology.* 2003;88:518-28.; Hakanen JJ, Schaufeli WB, Ahola K. The job-demands resources model: A three-year cross-lagged study of burnout, depression, commitment and work engagement. *Journal of Applied Psychology.* 2008;22:224-41.; Rich BL, Lepine JA, Crawford ER. Job engagement: antecedents and effects on job performance. *The Academy of Management Journal;* 2010. p. 617-635.



What is engagement, and what does it mean?

Alignment vs Engagement

Alignment

- Motivating employees to align their behaviors to meet the strategic needs of the institution



Engagement

- Is to encourage them to use their best efforts

<https://www.healthtechs3.com/wp-content/uploads/Physician-Engagement-Strategies-for-Hospitals-Final.pdf>

HEALTHTECH S³

Journal of
Healthcare Leadership

Perreira et al. 2019; 1:101-113

Physician Engagement is...
“regular participation” in

1. Quality improvement activities
2. Workplace planning efforts towards patient safety activities
3. Monitoring performance at a patient, organization and health system level



6 Proven Strategies for Engaging Physicians—and 4 Ways to Fail

Adopt an “Engaging Style”

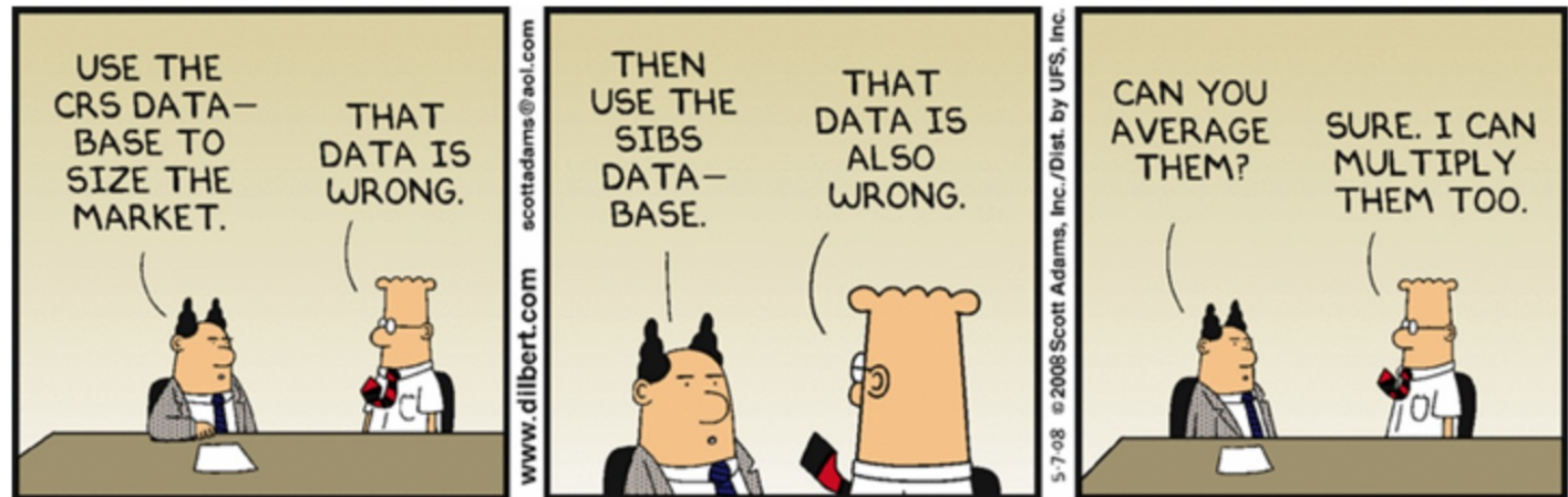
Create an “Engagement” Plan

Use an “Engaging” Improvement (Change) Methodology

ENGAGEMENT CONSTRUCT VALIDITY

Business and healthcare literature often
INCORRECTLY define and measure engagement

1. Job Satisfaction
2. Organizational Commitment
3. Organizational Citizenship Behaviors ("Extra-Role" Behaviors)
4. An Employee Net Promoter Score (NPS)
5. Compliance



ENGAGEMENT

Job Satisfaction

Quality Improvement

Performance

Organizational

Commitment

Adherence to Policy

Change Management

OCBs

Blood Pressure

BMI

Diet

Cardiac Health

Heart Rate

Stroke Risk

ENGAGEMENT

Engagement is a positive and fulfilling **BEHAVIORAL-AFFECTIVE** state defined by three dimensions:

1. **Vigor** – A state marked with positive energy (excitement, passion)
2. **Dedication** - A motivational state to commit to and complete tasks
3. **Absorption** - A willingness to invest personal resources (physical, emotional and cognitive) to accomplish the work.

Engagement is the positive state we experience when we personally connect with our work, are dedicated to its process, and are passionate about its outcome.

ENGAGEMENT VERSUS...ENGAGEMENT??

WORK ENGAGEMENT: The relationship experienced between an employee and the type of work they perform

EMPLOYEE ENGAGEMENT: The relationship experienced between an employee and the organization they work for.

ENGAGEMENT....DIFFERENT FROM INTRINSIC MOTIVATION?

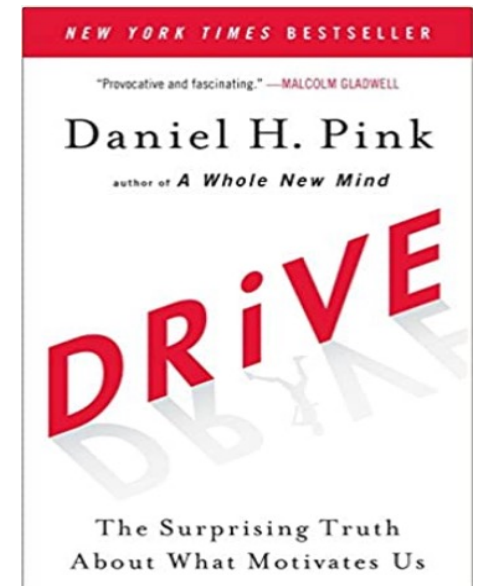
INTRINSIC MOTIVATION: a state of interest, enjoyment, passion and/or excitement in which humans undertake actions/behaviors without need/desire for external reward. *The behavior is completed for its own sake with the performer finding internal reward in the experience itself.*

SELF-DETERMINATION THEORY

(Deci and Ryan, 1985)

Intrinsic motivation occurs only when the action/behavior meets three conditions:

1. Autonomous volition
2. A sense of competence
3. Relatedness



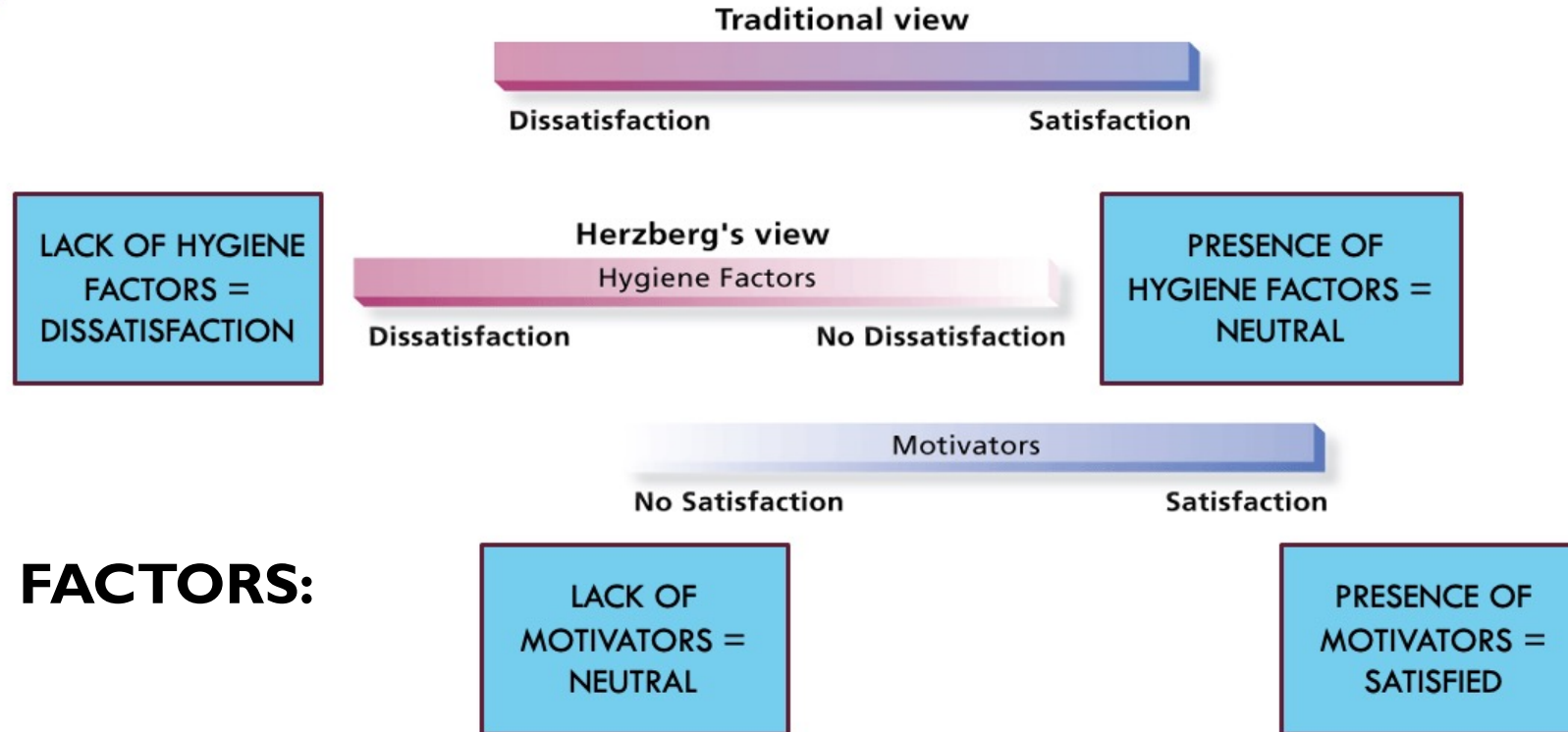
ENGAGEMENT....DIFFERENT THAN JOB SATISFACTION?

Job satisfaction is an “emotional state that is positive or pleasurable and results from the appraisal of one’s job experience” (Locke, 1976).

- Considered a more contented/relaxed state than is workplace engagement
- Satisfaction tends to be longer lasting (engagement waxes/wanes across activities/tasks)

SATISFIERS \neq MOTIVATORS

HERZBERG'S TWO FACTOR MODEL



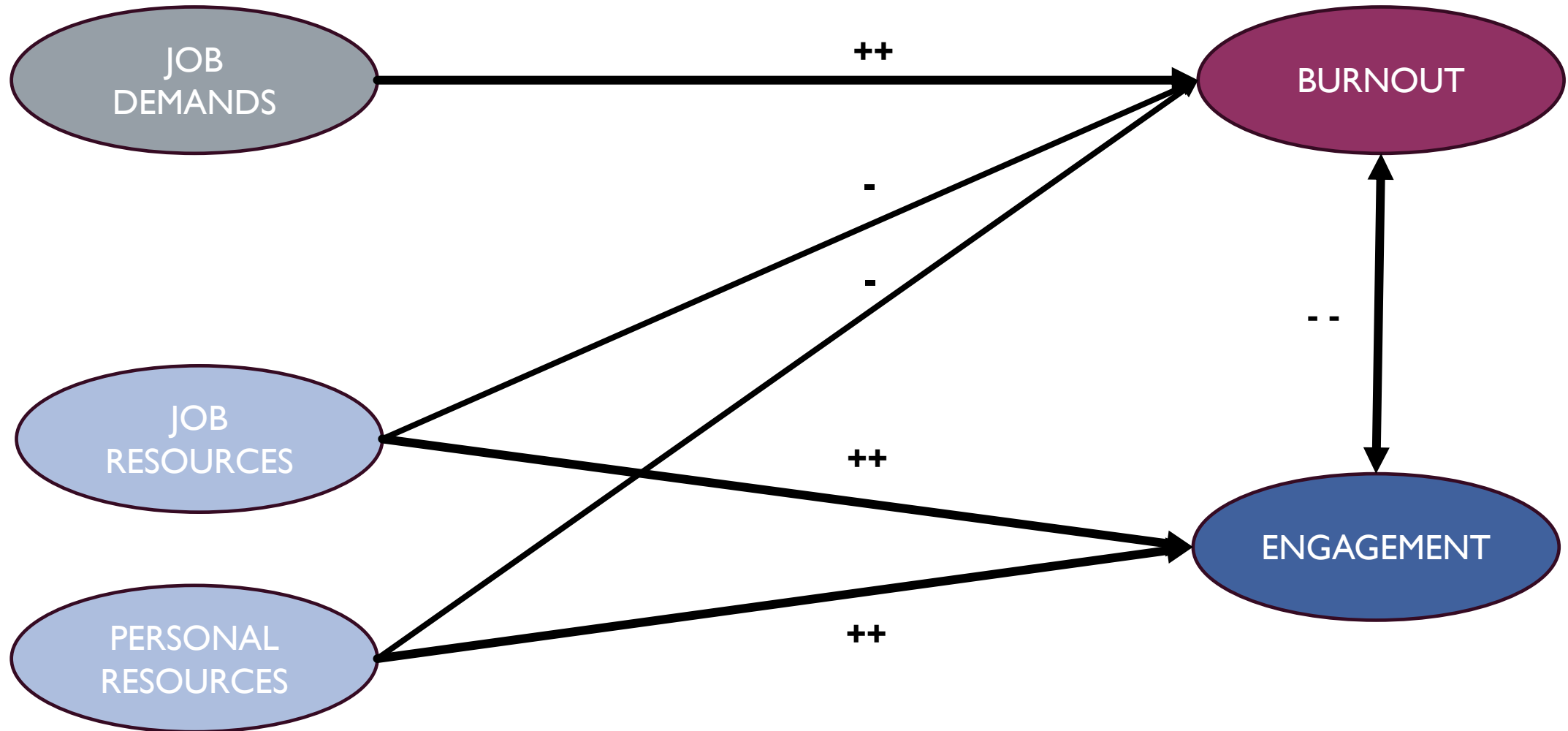
HYGIENE FACTORS:

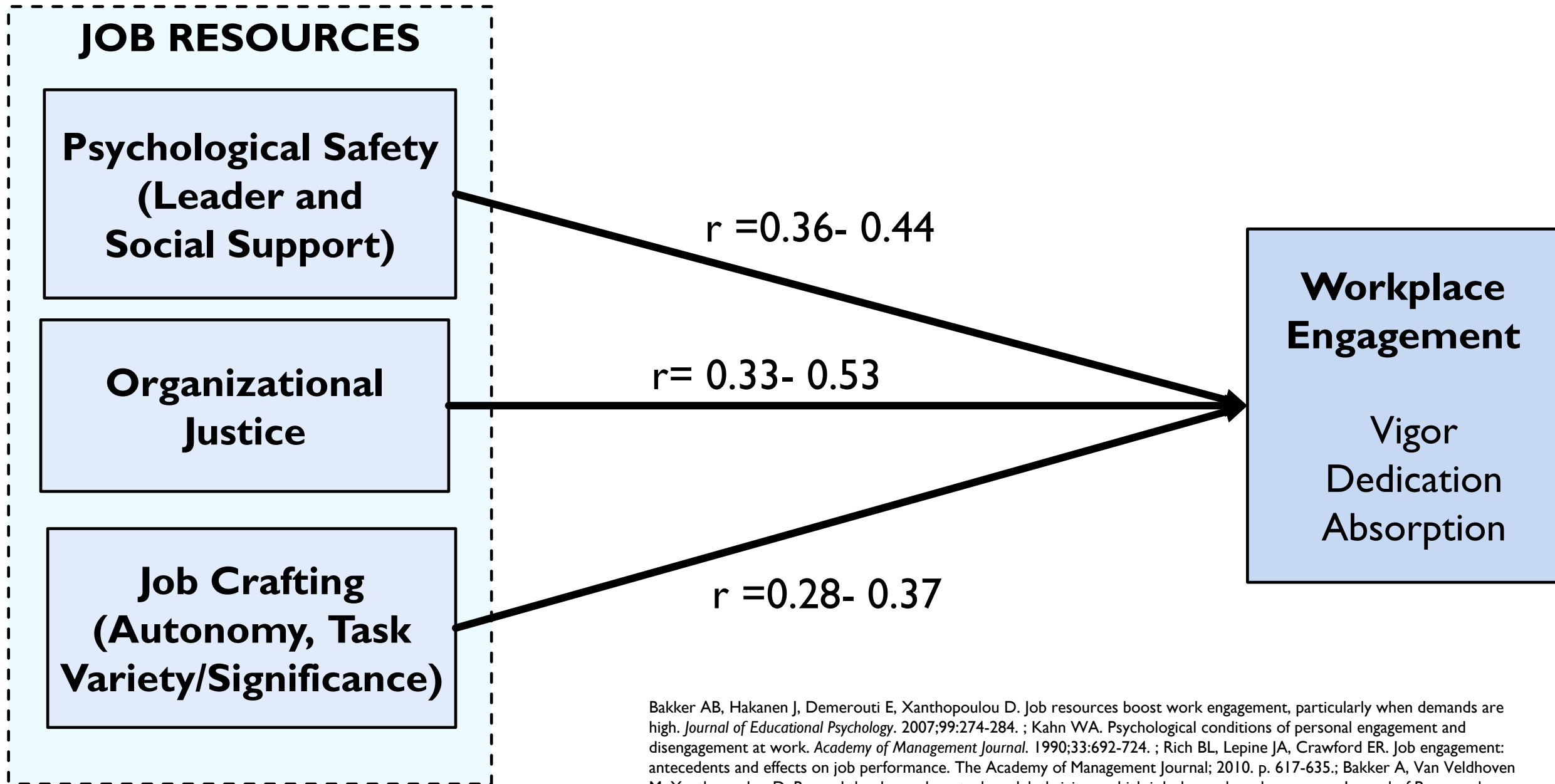
1. Salary
2. Benefits
3. Work Conditions
4. Job Security
5. Workplace Policies

MOTIVATING FACTORS:

1. Development
2. Work Itself
3. Responsibility
4. Achievement
5. Advancement

The Job-Demands Resources Model (Schaufeli & Bakker, 2001)





Bakker AB, Hakanen J, Demerouti E, Xanthopoulou D. Job resources boost work engagement, particularly when demands are high. *Journal of Educational Psychology*. 2007;99:274-284. ; Kahn WA. Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*. 1990;33:692-724. ; Rich BL, Lepine JA, Crawford ER. Job engagement: antecedents and effects on job performance. *The Academy of Management Journal*; 2010. p. 617-635.; Bakker A, Van Veldhoven M, Xanthopoulou D. Beyond the demand-control model: thriving on high job demands and resources. *Journal of Personnel Psychology*; 2010. p. 3-16.; Saks A. Antecedents and consequence of employee engagement. *Journal of Managerial Psychology*. 2006;21(7):600-619.

PSYCHOLOGICAL SAFETY

Psychological safety is being able to express oneself (identity, ideas) without fear or implication of negative consequences (Kahn, 1990). It describes one's perceptions of the consequences of taking interpersonal risks in a particular context, typically within workplace environments (Edmondson, 2014).

THREE CONDITIONS PRESENT in PSYCHOLOGICALLY SAFE WORK FORCES
(May 2004):

1. Relationship with One's Supervisor/Leader
2. Co-Worker Relationships/Support
3. Group Norms (Groupthink vs. Open Discourse)

SUPERVISOR RELATIONSHIP

Relationship with one's leader being *perceived* as “POSITIVE” is strongly related to workplace engagement ($r = 0.29-0.50$).

- TRUST in one's leader appears to be a CRUCIAL factor impacting the perception of positivity and strength of the relationship between the leader and employee.
- Leader trust is also in itself, directly and positively correlated with workplace engagement ($r = 0.32$ with psychological safety)
- A positive leader relationship is more important in cultures that tolerate minimal uncertainty (high stability structures) ($r = 0.26$ in low vs. 0.37 high uncertainty).
- Predictive modeling demonstrates that the *leader's ability to create a psychologically safe environment moderates the relationship between leader relationship and engagement.*

LEADERSHIP STYLES AND PSYCHOLOGICAL SAFETY

Transformational Leaders

Mentor and support development

Solicit followers' ideas

Nurture independence and support risk-taking initiatives

Articulate an inspiring vision

Model ethical behavior to gain trust and respect

$r = 0.27-0.42$

Inclusive Leaders

Admit mistakes, are modest about capabilities

Create space for multiple contributors

Empower/resource others to take action

Demonstrate an open mindset

Challenge the status quo to build a diverse workforce

$r = 0.32-0.38$

SOCIAL SUPPORT

SOCIAL SUPPORT: The extent to which a job provides opportunities for assistance, advice and encouragement from coworkers.

Support behaviors include:

- Seeking and providing feedback
- Information sharing
- Being able to ask for help/assistance
- Admitting error or inability

Meta-analysis: 18,226 employees in 38 studies:

$$r_{\text{corr}} = 0.32 \text{ (95\% CI 0.29-35)}$$

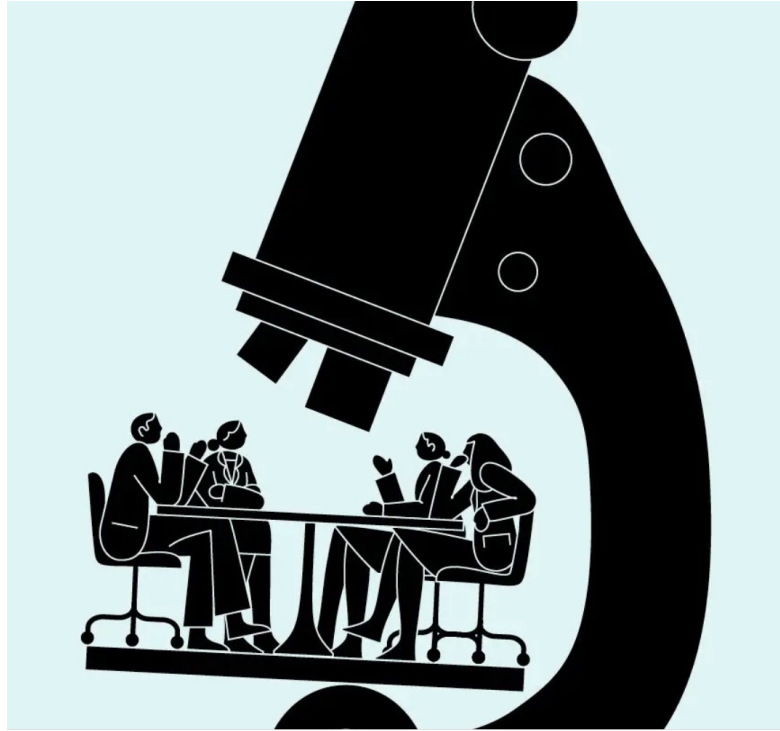
Meta-analysis: 1,293 employees in 6 studies:

$$r_{\text{corr}} = 0.62 \text{ (95\% CI 0.38-0.86)}$$



"At this company, we think of ourselves as one big family, and we'd like you to be the quirky but lovable teen-age daughter."

Gersick, Bartunek, & Dutton, 2000; Kahn, 1990; Ryan & Deci, 2001; Edmondson 1999; Bradley BH, Klotz AC, Postlethwaite BE, et al. Reaping the benefits of task conflict in teams: the critical role of team psychological safety climate. *J Appl Psychol.* 2012; 97(1): 151-158.; Frazier ML, Fainshmidt S, Klinger RL, et al. Psychological safety: A meta-analysis review and extension. *Personnel Psychology.* 2017; 70(1): 113-165..



THE WORK ISSUE

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

GROUP NORMS THE ARISTOTLE PROJECT

1. Members speak in equal proportions = “An equality in distribution of turn-taking”
2. Consideration for others capability and emotions: “Create a safe space for members to take risks.”

SOCIAL NORMING



GROUPTHINK

- Dynamics are based in collective rationalization
- Conformity and acceptance >> Individuality
- More likely in setting of a perceived external threat
- Group identity may trump fact seeking



THINK TANKS

- Promote a learning environment
- Information sharing
- Value intellectual diversity
- Equitable speaking/participation

Correlation with Psych. Safety
0.48
0.42
Voice (0.27)

Psychological Safety RECOMMENDATIONS

Leader

- Create inclusive environments: Promote broad membership. Equitable mentoring, seek employee participation/ideas
- Set expectations and coach towards success: Model appropriate risk-taking initiatives and learning behaviors
- Build trust: The integrity, openness, and benevolence of the leader dictates perceptions of affective trust, paramount to building psychological safety.

Co-Worker Groups




- Build systems to facilitate formal exchange (e.g., change call or work schedules, executive coaching, mentorship) and informal exchange (e.g., provide advice and help, network new members)
- Create occasions for groups to discuss concerns and issues in their professional environment.
- Coach members to exchange information, resource peer feedback, and encourage collective participation.

Group Norming

- Consider formal facilitation training to promote opportunities to share ideas, concerns and challenges.
- Ensure safe and private communication channels; report on action taken following feedback.
- Team accountability: Groups who win (and lose) together are more likely to express concerns, work together and admit failure. Shared team rewards are associated with positive psychological safety.

ORGANIZATIONAL JUSTICE

Organizational justice involves an employee's subjective perception of fairness in the workplace and is impacted by three key factors:

1. Decision Outcomes  **DISTRIBUTIVE JUSTICE**
2. Processes and actions  **PROCEDURAL JUSTICE**
3. Employee treatment  **INTERACTIONAL JUSTICE**

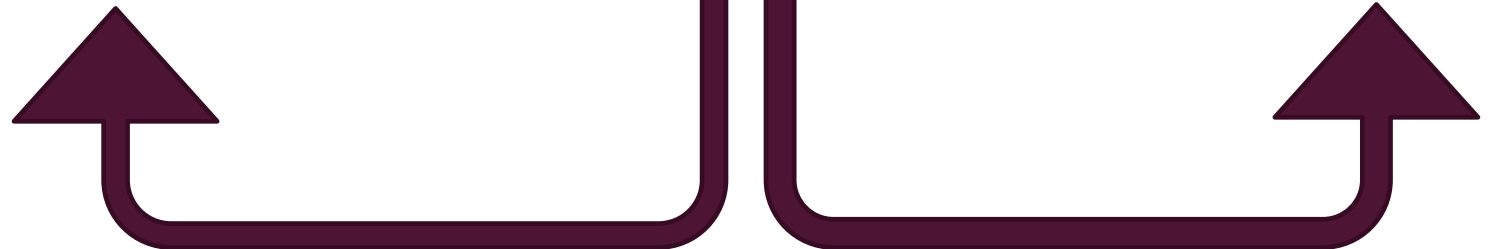
WE SEEK JUSTICE TO MANAGE UNCERTAINTY

UNCERTAINTY MANAGEMENT THEORY (Lind & Van den Bos, 2002) – Under conditions of uncertainty (when employees lack direct and explicit information regarding an aspect of the workplace), people react more strongly to variations of justice (perceived injustice).

UNCERTAINTY → ANXIETY → SEARCH FOR **FAIRNESS**

EMOTIONAL REACTION =
“MORAL OUTRAGE”
Anger/Resentment

RENEWED PREDICTABILITY/
OUTCOME ACCEPTANCE



DISTRIBUTIVE JUSTICE

Based in EQUITY THEORY (Adams, 1965).

Our perception of “fairness” is determined by an evaluation of our INPUT/OUTPUT ratios.



PROCEDURAL JUSTICE

An evaluation of the processes used to determine outputs (rewards).

FAIR PROCESSES are those that are:

1. Free from bias
2. Applied consistently across time and groups
3. Are based on accurate information
4. Include mechanisms for dispute
5. Conform to ethical standards
6. **Ensure that employee/group “Voice” has been provided**

INTERACTIONAL JUSTICE

The quality of treatment provided when processes, procedures or outcomes are implemented.

TWO COMPONENTS:

1. **Interpersonal Justice:** The degree to which employees are treated with consideration, dignity and respect.
2. **Informational Justice:** The quality and timeliness of the explanation provided regarding decisions procedures and outcomes

VOICE



The opportunity to express ideas, concerns, and perspectives to influence decisions at work through their feedback.

Increasingly, that employee voice should be authentic and without fear of social or workplace consequences (*moving into psychological safety!*)

GUIDELINES:

1. More participation \neq Increased sense of justice
2. Avoid the “FRUSTRATION EFFECT” (Greenberg and Folger, 1983)
3. Small groups (< 12 people)
4. Encourage information sharing

Hunton JE, Wall, TW, Price KH. The value of voice in participative decision making. *J Appl Psychology*. 1998; 83:788-797.

Greenberg J. Organizational justice: yesterday, today, and tomorrow. *Journal of Management*. 1990b; 16; 399-432.

Ledford GE Jr, Lawler EE III. Research on employee participation: Beating a dead horse. *Academy of Management Review*. 19: 633-636.

Procedural JUSTICE is strongly and positively correlated with WORKPLACE ENGAGEMENT in addition to being associated with following positive attitudes:

- 1) Organizational benevolence (my workplace values my interests)**
- 2) Supervisor legitimacy (my leadership is reasonable and consistent)**
- 3) Outcome favorability (the outcome matters less if the process used to achieve the outcome is fair)**
- 4) Extra-role participation (my willingness to go “above and beyond”)**

INTERACTIONAL JUSTICE AND ENGAGEMENT

DISTRIBUTIVE 0.22 (work) - 0.33 (Org)

PROCEDURAL 0.25 (work) – 0.41 (Org)

INTERACTIONAL 0.32 (Work) - 0.58 (Employee)

- Like procedural justice, employees are more likely to accept outcomes when they have experienced high levels of interactional justice.
- Employees treated with dignity during pay cuts or terminations, are less likely to retaliate or bring forth lawsuits for wrongful termination.
- Employees who rate their workplace interactional justice as low, are increasingly absent from work and report high stress levels at work and home.

THE EXCEPTION....AND THE CAVEAT

THE EXCEPTION:

Fair treatment and processes matter LESS when the outcome is HIGHLY FAVORABLE. Employees generally are pleased with positive outcomes and thus, rarely express concern about the PROCESS used/INFORMATION regarding the outcome.

THE CAVEAT:

Positive outcomes influence employee's acceptance of the outcome. However, EVEN when the outcome is positive, if the process to achieve that outcome was considered unjust, employees express decreased commitment to the organization.

OUTCOME	POPULATION (Studies, N)	CORRECTED CORRELATION (r)	OUTCOME EFFECT (β)
TRUST	7 (802)	0.62	0.31*
JOB SATISFACTION	11 (4,958)	0.40	0.48*
OUTCOME ADAPTATION	11 (4,420)	0.53	0.17*
ORGANIZATIONAL COMMITMENT	18 (6,767)	0.37	0.42*
PERFORMANCE	18 (6,925)	0.36	0.56*

OUTCOMES IN JUST ORGANIZATIONS

Colquitt, Conlon, Wesson, Porter, Ng, *Journal of Applied Psychology*

Meta-Analytic Review of Organizational Justice Research, 183 studies across 25 years

ORGANIZATIONAL JUSTICE RECOMMENDATIONS

- Reduce uncertainty: Provide timely communication including transparent explanations. Be candid as to the challenges faced, information both and unknown, and anticipated next steps.
- Manage communication: Formal and informal sources of communication message information about the organization, risking uncertainty if messages are mixed. Augment electronic communication with in-person discussions, question and answer sessions, and open-door policies to facilitate interpersonal justice.
- Respect: Model a considerate, respectful and trustworthy tone when providing information about organization, when speaking with coworkers and when conversing with individuals external to one's immediate work group.
- Be consistent: Inconsistent justice evokes negative emotions and creates uncertainty. Communicate and adhere to guidelines for recruitment, selection, opportunity, performance evaluations and promotion. Additionally, offer a correctional process for outcomes deemed "unfair."
- Provide forums for employee VOICE. Ensure that as possible, employee suggestions are incorporated into both organization processes and outcomes.

JOB CRAFTING

Amy Wrzesniewski and Jane Dutton (2001) coined the term *job crafting* to describe the proactive changes employees make in their work patterns to enhance their environment and further work meaning. This term has been refined to include the self-directed job changes workers make to offset demands and augment resources.

Certain job attributes are considered “core” characteristics if they increase job meaning.

Wrzesniewski A, Dutton J. Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*. 2001;26:179-201.; Tims M, Bakker A. Job crafting: Towards a new model of individual job redesign. *South African Journal of Industrial Psychology*. 2010;36:1-9.; Petrou P, Demerouti E, Peeters MCW, Schaufeli W, Hetland J. Crafting a job on a daily basis: Contextual antecedents and the effect on work engagement. *Journal of Organizational Behavior*. 2012;33:1120-1141; Hackman J, Oldham G. Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*. 1976;16:250-279.; Grant A, Parker S. Redesigning work design theories: The rise of relational and proactive perspectives. *The Academy of Management Annals*. 2009;3:317-375 .



“I had the dream about meaningful employment again...”

THE HISTORY OF TOP DOWN VERSUS BOTTOM-UP JOB CRAFTING



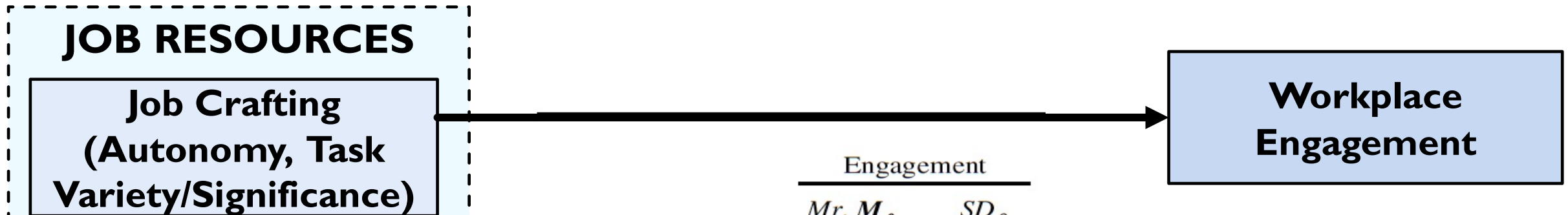
"They're changing the top-down distribution of information to a bottom-up exchange of half-baked ideas."

JOB CHARACTERISTICS

JOB CHARACTERISTICS MODEL (Hackman and Oldham, 1976, 1980)

- Certain job characteristics provide an experience that increases employee intrinsic motivation
 - Characteristics that INCREASE the meaningfulness of work, provide personal responsibility and “feedback” about the work are those that are most critical to increasing work motivation
-
1. Task/Skill Variety
 2. Task Identity (“I can see the end-product/outcome of my work.”)
 3. Task Significance (“My job substantially impacts the lives of others.”)
 4. Autonomy (Task/Method/Scheduling)
 5. Job Feedback

The Job Characteristics Model == Resources in the JD-R Model



Construct	Engagement	
	Mr, M_ρ (95% CI)	SD_ρ (SE_{M_ρ})
1. Engagement	—	
k, N		
2. Autonomy	.33 .39 (.36 .43)	.11 (.02)
k, N	43	24,499
3. Task variety	.44 .53 (.49 .57)	.06 (.02)
k, N	9	9,211
4. Task significance	.42 .51 (.44 .57)	.06 (.03)
k, N	4	5,870
5. Feedback	.27 .33 (.28 .38)	.08 (.02)

Christian M, et al. Work engagement: a quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*. 2011; 64: 89-136.

AUTONOMY:

The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out (Hackman & Oldham, 1980).

A Core Characteristic in the Job Characteristics Model

A Job Resources in the JD-R Model

One (of the three) required conditions of intrinsic motivation

Same time measurement of AUTONOMY and WORKPLACE ENGAGEMENT, $r_{\text{corr}} = 0.38$

LAG time measurement of AUTONOMY and WORKPLACE ENGAGEMENT, $r_{\text{corr}} =$  **0.85**

Schedule Autonomy: The degree to which an employee has control over their schedule

Method Autonomy: Latitude provided to choose methods/processes to perform the work

Task (Decision-Making) Autonomy: The freedom to make decisions within one's assigned job

TASK-LEVEL ENGAGEMENT

Correlation
(ρ)

Number of
studies (K)

Number of
Individuals (N)

SIGNIFICANCE:

The extent to which a job impacts the lives or work of others increases its meaningfulness to the employee

0.68^a
0.51^b

24
4

11,444
5,870

IDENTITY:

Tasks with high identify provide a sense of accomplishment, the sense that one's actions contribute to an overall desirable outcome.

0.37^a

24

11,444

VARIETY:

As the number of skills required to carry out one's work increases, an employee utilizes their talents with increased meaningfulness due to elevated competence and growth

0.53^b

9

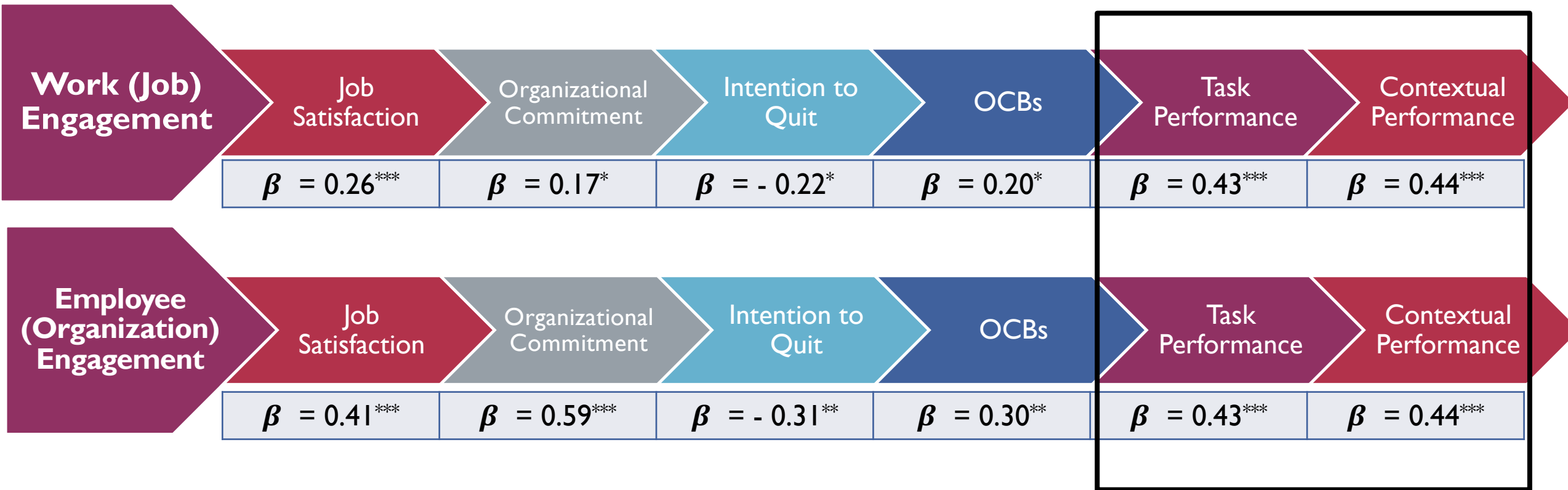
9,211

JOB CRAFTING RECOMMENDATIONS

- **Schedule autonomy:** As possible, allow individuals to choose work hours/shifts to better meet both organization and personal needs. Flex call schedules to manage off-hours assignments (e.g., nights, weekends, holidays) to balance unique home-work needs.
- **Method autonomy:** Jointly create work goals to align personal interest with organization goals. Encourage physicians to design and innovate the needed processes and methods to achieve the expected outcomes.
- **Task Variety:** Encourage employees to outline their professional interests. Incorporate skill variety into the current job or find stretch assignments to increase access to those tasks/assignments that are most exciting.
- **Task Significance:** Ensure that physicians can see, and are reminded of, the positive outcomes and significance of their work. The degree to which an employee appreciates the impact of their work, influences their sense of fulfillment and meaning.
- **Job Challenges:** Individuals seeking tasks/roles to pursue cognitive interests are exercising personal motivators. This empowers personal learning and development, improves capability and performance, and consequently enhances work engagement.
- **Personalized Development:** Offer development conferences separate from performance discussions. This provides a forum for open discourse and structured feedback. When tied to performance, employees may be less likely to ask for support, accept candid feedback or admit weaknesses and training needs.

ENGAGEMENT → OUTCOMES

Christian M, et al. Work engagement: a quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*. 2011.
Saks A. Antecedents and consequence of employee engagement. *Journal of Managerial Psychology*. 2006.



*Incremental Validity Analysis (β Coefficients); * $p < .05$, ** $p < .01$, *** $p < 0.001$*

Recommended Assessments for Burnout, Engagement and Reviewed Antecedents

Construct	Assessment
Burnout	<p><i>Maslach Burnout Scale, General Inventory</i></p> <p>Schaufeli W, Leiter M, Maslach C, Jackson S. The Maslach Burnout Inventory-- General Survey. In: Maslach C, ed. <i>MBI Manual</i>. 3rd ed. Consult. Psychol.; 1996.</p>
Engagement	<p><i>Job Engagement Scale</i></p> <p>Rich BL, Lepine JA, Crawford ER. Job engagement: antecedents and effects on job performance. <i>The Academy of Management Journal</i>; 2010. p. 617-635.</p>
Psychological Safety	<p><i>Edmondson's Survey Scale</i></p> <p>Edmondson A. Psychological safety and learning behavior in work teams. <i>Administrative Science Quarterly</i>; 1999. <i>Appendix</i>, pp. 382-383</p>
Organizational Justice	<p><i>Colquitt's Justice Measure</i></p> <p>Colquitt J. On the dimensionality of organizational justice: A construct validation of a measure. <i>Journal of Applied Psychology</i>. 2001;86:386-400. <i>Table 1</i>, p. 389.</p>
Job Crafting Scale	<p><i>The Job Crafting Scale</i></p> <p>Tims M, Bakker A. Job crafting: Towards a new model of individual job redesign. <i>South African Journal of Industrial Psychology</i>. 2010; <i>Table 1</i>, p. 177.</p>

CONCLUSIONS

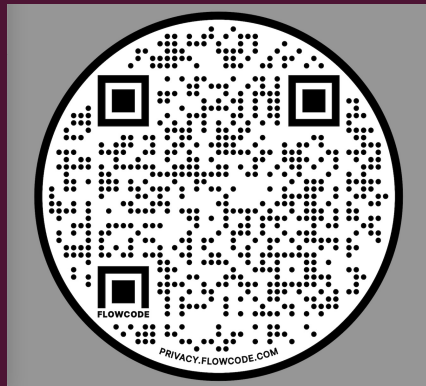
- Medicine is at a pivotal moment— cultural shifts offer the opportunity to re-engage our providers
- Validated social science offers us the opportunity to better understand levers of engagement to ensure we resource the most impactful antecedents.
- Three key antecedents of engagement are psychological safety (including leader and social support), organizational justice and job crafting.
- Engagement offers the opportunity to DECREASE BURNOUT while simultaneously INCREASING motivation, job satisfaction, organizational commitment, extra-role behaviors and performance
- Relieving work demands can be EXPENSIVE (e.g. investments in staff, technology)
- Resources required to promote engagement require EDUCATION and TIME (but, many of them are otherwise LOW-COST)

COMMENTS/QUESTIONS?

Thank You!

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REFERENCES- *Scan the QR Code*



Online Learning : Elementary vs. High School

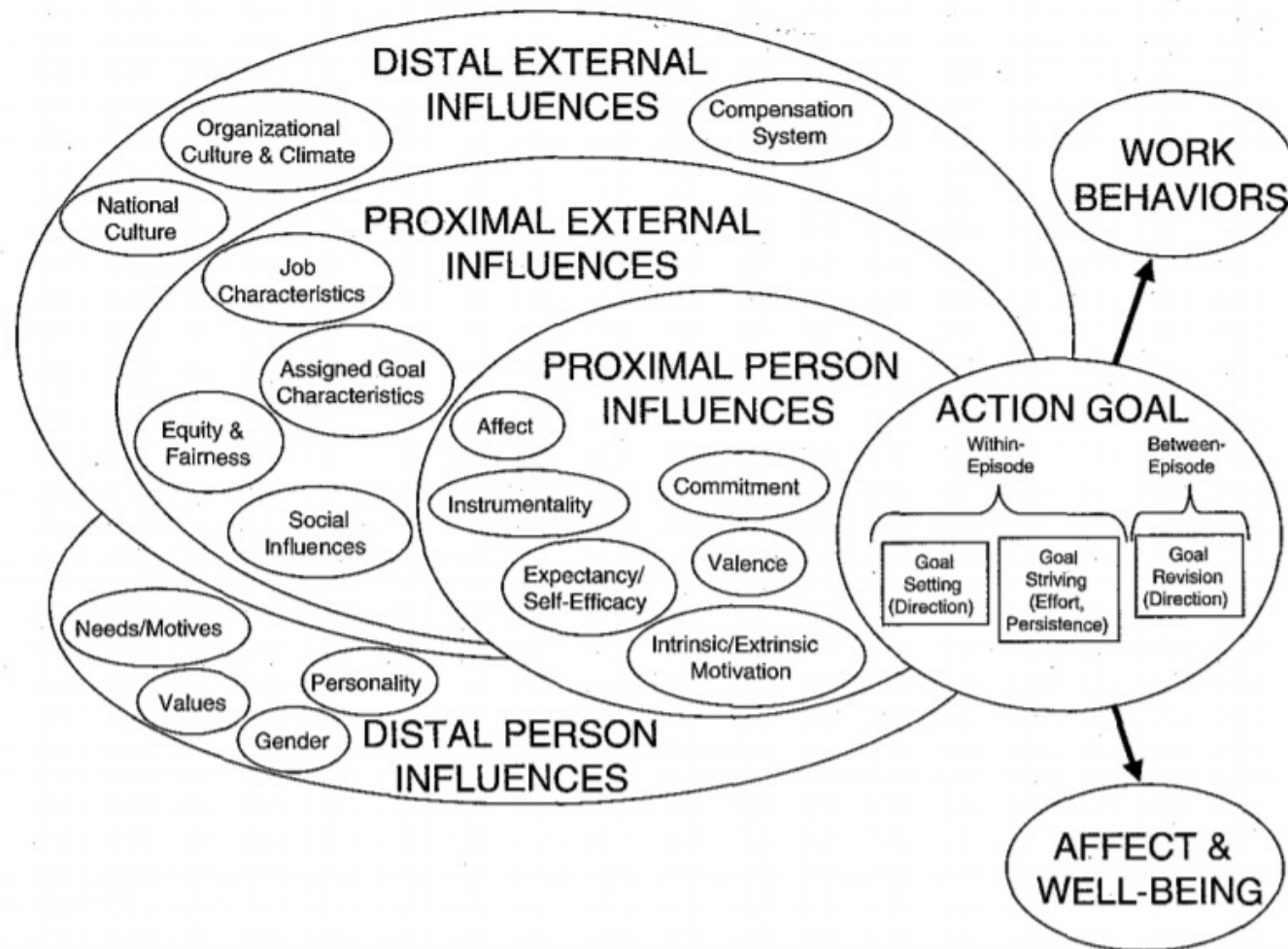
Elementary School



High School







Diefendorff & Chandler 2011

THE EMPLOYEE EXPERIENCE MATRIX

Culture and the Antecedents of Workplace Engagement

JOB RESOURCES

**Psychological Safety
(Leader and Social
Support)**

**Organizational
Justice**

**Job Crafting
(Autonomy, Task
Variety/Significance)**

CLAN cultures emphasize

- Social support
- Shared vision
- Equitable participation
- Mentorship and development
- Communication as a key priority
- Low power differential

ADHOCRACY cultures emphasize

- Immediate innovation
- Quick change
- Risk taking
- Adapt using novel and creative processes.
- Individuality
- Development through stretch assignments