

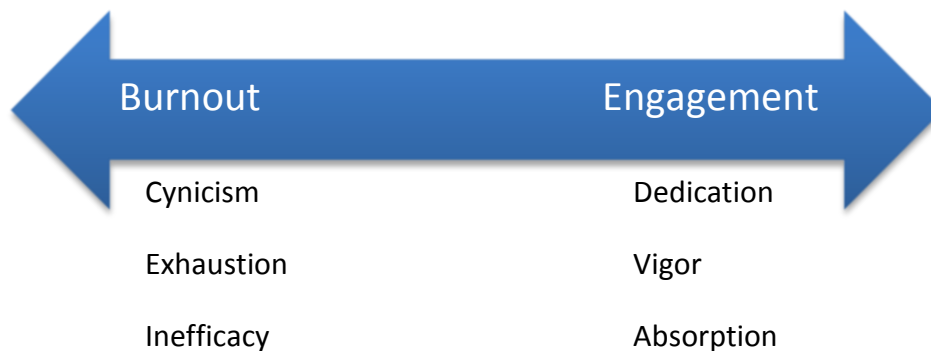
## Employee Engagement Decreases Job Burnout

**Key Finding:** Burnout and employee engagement, as currently measured, can be viewed as belonging to opposite ends of the same continuum.

**Executive Summary:** The paper analyzes the state of research on burnout and engagement to determine whether employee engagement is a concept distinct from burnout with its own set of mechanisms, causes, and outcomes, and to determine whether job burnout and employee engagement are two different states at opposite ends of the same continuum.

**Results:** The authors found a negative correlation between burnout and engagement, which suggests:

- a) The concept of employee engagement is empirically redundant,
- b) Measuring job burnout and employee engagement using the MBI and UWES, respectively, might be a waste of resources because a high score on the MBI suggests a low score on the UWES and vice versa, and
- c) Increasing engagement might lead to a decrease in the risk of burnout and outcomes associated with burnout, such as health complaints, low job satisfaction, and low organizational commitment.



### What are the practical implications for my organization?

- Your organization can combat job burnout by increasing employee engagement.
- Stop treating job burnout and employee engagement as distinct concepts. As they are opposites, you can use a measure of one to predict the other.

Summary of: Cole, Michael S. et al. (2012): "Job Burnout and Employee Engagement: A Meta-Analytic Examination of Construct Proliferation". *Journal of Management* 38(5), Sep. 2012, 1550-1581.