

Linking Job Resources and Demands to Engagement and Burnout

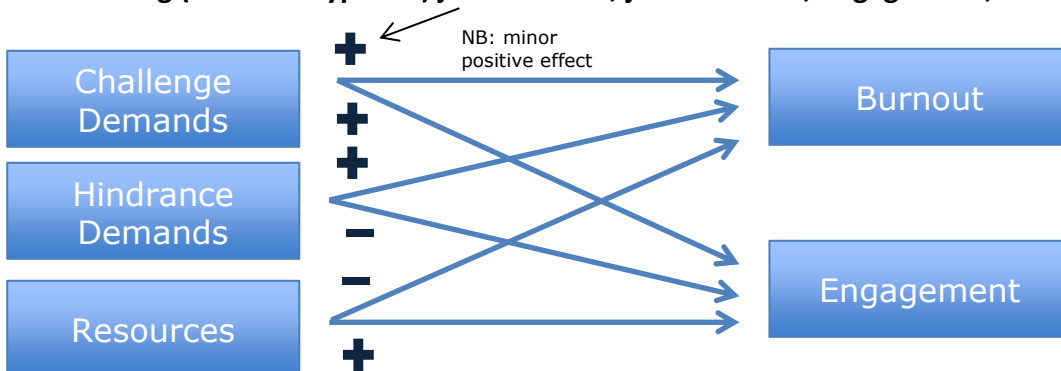
Key Finding: Job demands have differing natures, which affect the relationships among job demands, engagement, and burnout.

Executive summary: The authors link the traditional JD-R model to burnout and engagement. They also extend the model by differentiating among different types of job demands and by illustrating that the nature of job demands affects the impact on engagement. Engagement is negatively affected by hindering demands and positively affected by challenging demands.

JD-R model: This model covers working conditions such as the *physical, psychological, social, or organizational* aspects of a job.

- **Job demands:** Physical, cognitive, or emotional efforts (e.g., workload, time pressure, and physical environment).
 - Necessary to differentiate between hindering demands (e.g., role ambiguity and organizational politics) and **challenging demands** (e.g., high levels of responsibility).
- **Job resources:** Factors that help the employee achieve work goals, stimulate personal growth, or reduce job demands and the associated costs (e.g., development opportunities, task variety, feedback, and social support).

Links among (different types of) job demands, job resources, engagement, and burnout



What are the practical implications for my organization?

- Ensure that your employees have sufficient resources (such as feedback and inclusion in decision making) in their jobs to increase employee engagement.
- Pay special attention to those demands that can be viewed as hindrances, such as role conflicts, role ambiguity, hassles, and organizational politics. Try to reduce these demands to avoid burnout.
- Even though challenge demands can lead to burnout, they also facilitate engagement. Therefore, ensure that your employees have opportunities to learn, achieve, and demonstrate their competences, but keep an eye out for warning signals to prevent burnout.

Summary of: Crawford, E. R., LePine, J. A., and Rich, B. L. (2010). Linking Job Demands and Resources to Employee Engagement and Burnout: A Theoretical Extension and Meta-Analytic Test. *Journal of Applied Psychology*, 95(5), 834-848.