

# Linking Working Conditions to Burnout, Engagement, and Safety

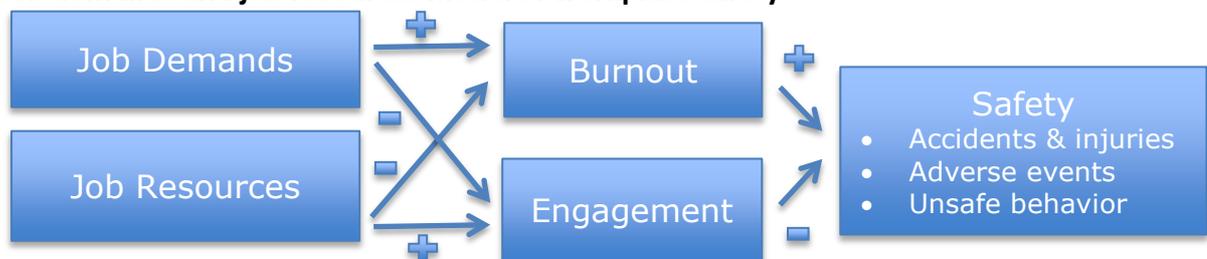
**Key Finding:** It is possible to improve safety in the workplace by actively working on increasing engagement and decreasing burnout through the regulation of working conditions.

**Executive summary:** The article demonstrates the relationships among job demands, resources, burnout, engagement, and safety by testing a framework based on the JD-R model.<sup>1</sup> The findings show that job demands impair employee health and lead to burnout, while job resources relate positively to engagement. Employees who experience burnout are more likely to make mistakes and be injured. Conversely, engaged employees can reduce safety-related incidents by focusing on working safely.

**Working conditions:** The *physical, psychological, social, or organizational aspects* of the job.

- **Job demands:** Aspects that require sustained physical, cognitive, or emotional effort and skills → risks and hazards and complexity (e.g., risk of injury, chance of danger, exposure to chemicals, scheduling, workload).
- **Job resources:** Aspects that help the employee achieve work goals, reduce job demands and associated costs, or stimulate personal growth → knowledge, autonomy, and supportive environment (e.g., feedback, social relations, participation in decision making).

### Job demands and job resources model of workplace safety



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

- Perform risk assessments to find ways to mitigate or avoid risks and hazards that are inherent in your employees' jobs.
- Create a supportive environment for your employees by providing supervisors with leadership training, and emphasizing the importance of teamwork and social support.

Summary of: Nahrgang, J. D., Morgeson, F. P., and Hofmann, D. A. (2011). Safety at work: A meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. *Journal of Applied Psychology*, 96(1), 71-94.

<sup>1</sup> **JD-R model:** Job demands-job resources model. Read more about the JD-R model and the links among job demand, job resources, engagement, and burnout at: [http://www.cbs.dk/files/cbs.dk/executive\\_summary\\_4.pdf](http://www.cbs.dk/files/cbs.dk/executive_summary_4.pdf).