

The association between job-related demands and individual resources with energy loss, emotional, physical, and cognitive exhaustion

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Abstract

Background: Professional exhaustion is consensually considered as the major dimension of burnout and it is often analysed as a unique concept. Few studies have tested the association between psychosocial factors and different subtypes of exhaustion. Relying on the Job Demands-Resources (JD-R) conceptual model (Demerouti et al., 2001), the present contribution focuses on organizational and individual factors and on how they relate to several subtypes of exhaustion.

Methods: 4798 adult workers (municipalities, bank, insurance, ICT and cosmetics sectors) answered an online questionnaire (the "Preventing Burnout Test") aiming at detecting, at an early stage, professional stressors (i.e., lack of meaning, work load, ICT demand) and personal resources (i.e., self-esteem, family and friends support) hypothesised to be related with 4 subtypes of exhaustion: energy loss (EL), emotional (EE), physical (PE), and cognitive (CE). Data, controlled for company and general health, were examined through multiple regression analyses.

Findings: Job demands predict emotional exhaustion, physical exhaustion and cognitive exhaustion but not physical exhaustion. Job resource and self-esteem predict the four types of exhaustion. Family and friends support predict energy loss and emotional exhaustion. Self-esteem moderated the relation between job demands and physical exhaustion. Self-esteem and family & friends support moderated the relation between job resource and physical exhaustion. Personal resources moderate the relation between organizational factors and physical exhaustion.

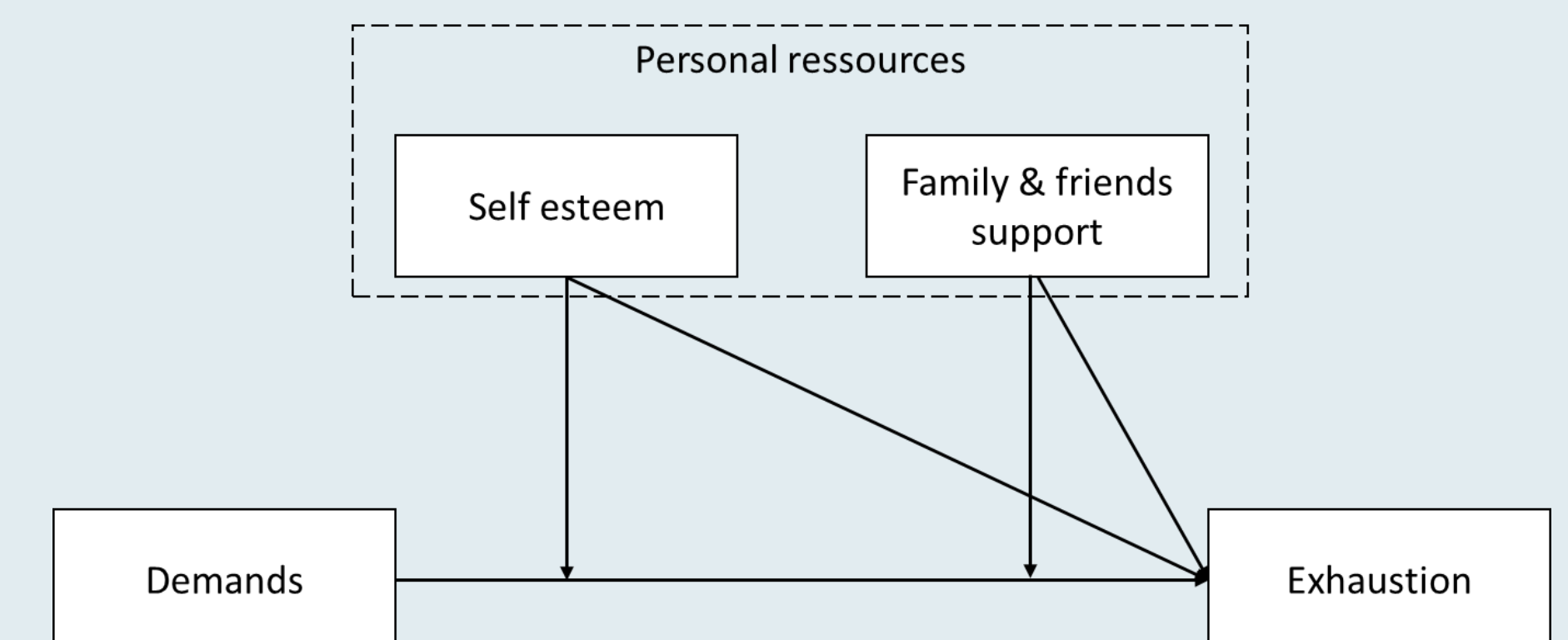
Discussion: This study highlights the added value of considering personal resources and discriminating between different types of exhaustion in order to better target interventions.

1. Introduction

- ⇒ Authors agree that exhaustion is the central dimension. Exhaustion is often analyzed as a unique concept.
- ⇒ Many studies have tried to identify the primary causes of burnout by exploring the characteristics of work environments (e.g., Cooper & Marshall, 1986; Fletcher, 1991; Karasek, 1979; Maslach & Leiter, 2016; Sharit et al., 1982).
- ⇒ According to the JD-R model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001), the characteristics of work environments can be classified in two general categories: job demands and job resources
- ⇒ Few studies have investigated the role of employees' personal resources which can be an important determinant of their adaptation to work environments (Hobfoll, 1989 in Xanthopoulou, Bakker, Demerouti & Schaufeli, 2007). The purpose of the current study is to focus on organizational and personal factors and their links to several subtypes of exhaustion.

Aim

- ⇒ To evaluate to what extent personal resources will moderate the relation between organizational factors (job demands and job resources) and different types of exhaustion.



2. Procedure

2.1 Participants

4798 adult workers (municipalities, bank, insurance, ICT and cosmetics sectors)

2.2 Analyses

To test the moderation effect of personal resources on the relation between organizational factors and exhaustion, we conducted several moderation analyses with the Model 2 of Preacher and Hayes (2003) using SPSS. All data were controlled for company and general health.

2.3 Measures

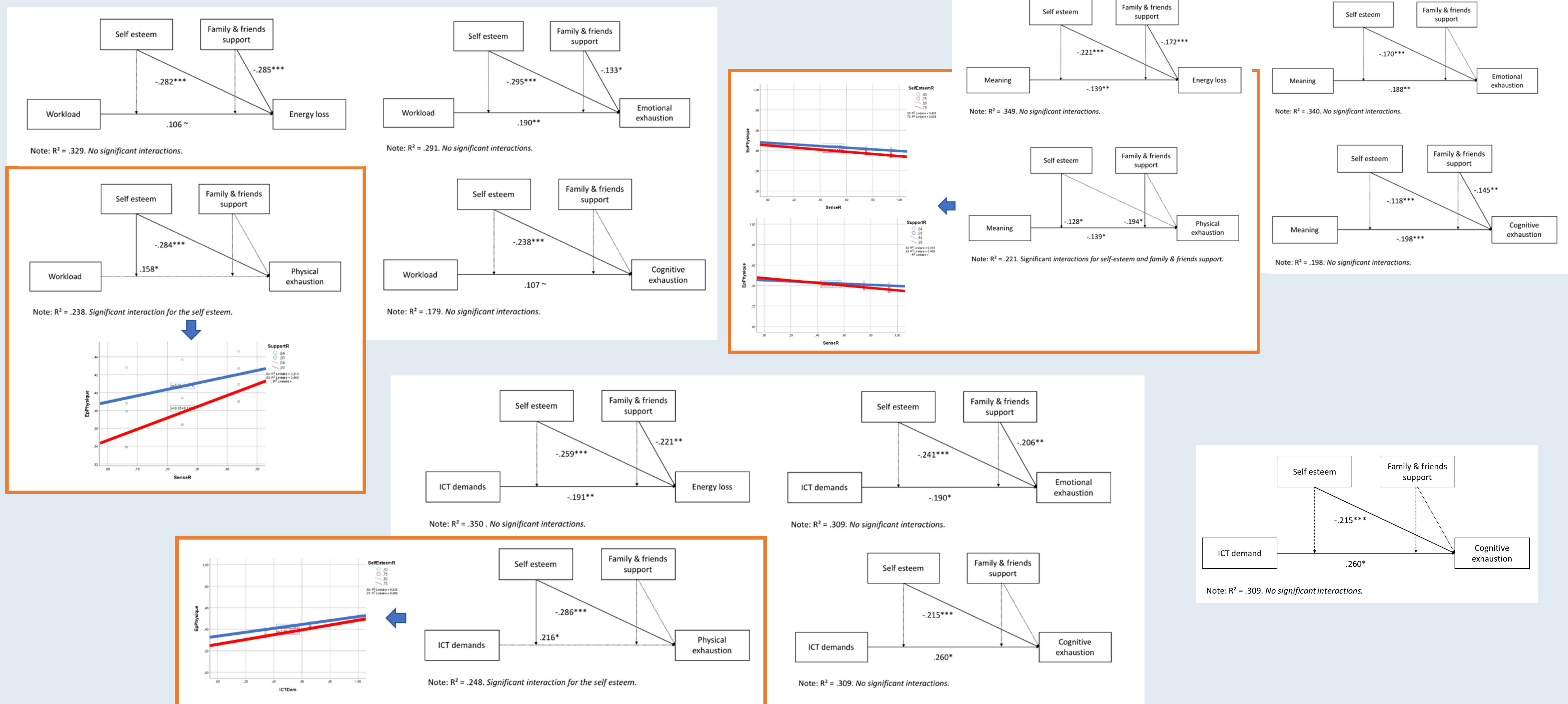
Online questionnaire: "Preventing burnout test ®" aiming at detecting at an early stage professional stressors and personal resources associated with exhaustion. All the scales were developed for the « Preventing Burnout Test » on the basis of a review of the literature and a qualitative analysis resulting from focus groups composed of experts in the field of burnout prevention.

All items were scored on a 5-point scale, ranging from "totally agree" (0) to "totally disagree" (1), except for exhaustion items, where the scale ranged from "never" (0) to "every day" (1).

Concept	Scale	# of items (Cronbach's α)
Control variables	Type of company	1
	Self reported health	1
Job resource	Meaning of work	4 (.86)
Job demands	Workload	8 (.80)
	ICT demand	11 (.81)
Personal resources	Self-esteem	1
	Family & friends support	7 (.82)
Exhaustion	Energy loss	5 (.82)
	Emotional exhaustion	7 (.84)
	Physical exhaustion	5 (.72)
	Cognitive exhaustion	6 (.71)

3. Results

- ⇒ Moderation analyses of personal resources (self-esteem and family and friends support) on the relation between job demands (work load and ICT demand)/job resources, and different types of exhaustion



4. Discussion

- ⇒ These results indicated that, according to the COR theory (Hobfoll, 1989 in Xanthopoulou et al., 2007), personal resources (self-esteem and family/friends support) can reduce physical exhaustion when there are associated with favorable work characteristics (i.e., high job resource and low job demands).
- ⇒ This study highlights the added value to distinguish between different types of exhaustion in order to better target which specific resources to promote and which specific stressors to undermine while implementing healthy workplace strategies. In fact, personal resources moderate relations between organization factors (job demand and job resource) and physical exhaustion but not for the three other type of exhaustion (i.e., energy loss, emotional and cognitive exhaustion).