



6 Job Mismatches Which Cause Employee Burnout

#1. Work Overload. Downsizing, budget cuts, layoffs, reorganization efforts all usually result in three things – more work intensity, more demands on time, more job complexity. In short, people are required to do ever more with less. This can leave individuals exhausted.

#2. Lack of Control. Organizations which become intolerant of creative problem solving in lieu of centralized control will squelch individual autonomy. This reduces an employee's capacity to set limits, exercise problem solving, select individualized approaches to work, allocate resources and set priorities. The overall effect is a loss of interest in the job and monumental frustration.

#3. Insufficient reward. Market forces focusing on reducing costs have also reduced organizations' capacity to reward their employees in meaningful ways. People seek tangible rewards from meaningful work such as money, security, recognition, benefits, intrinsic satisfaction, etc. If these are lacking people naturally begin to wonder why they are working so hard. More work + less reward = dissatisfaction.

#4. Breakdown of Community. As organizations grow larger or too quickly a breakdown in the character of the organization can result as short-term profit is chased at the expense of interpersonal relationships within the company. This will inevitably lead to greater conflicts among employees, a lack of mutual support, lack of respect and a growing sense of isolation. Dr. Maslach states, "A sense of belonging disappears when people work separately instead of together."

#5. Absence of Fairness. Dr. Maslach perceives a workplace to be fair when three key elements are provided: trust, openness, and respect. When all three are present employees are valued and they will in turn feel valued and remain fully engaged (the opposite of burnout). When these elements are absent burnout will be the direct end result.

#6. Conflicting Values. If organizations say they are dedicated to excellence service yet take actions which damage the quality of the services they provide then conflict results. This can be extremely frustrating and demoralizing to the employee, especially if their internal moral compass or core values are being assailed. To achieve a quality product or service a company's values must remain in alignment with those of the employees.

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His primary area of interest and specialty is the detection, mitigation and prevention of job related burnout among physicians and other professionals.

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