

Enhancing Job Motivation through a Targeted Burnout Workshop: A Randomized Controlled Trial

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ABSTRACT

This study aims to evaluate the effectiveness of an 8-session job burnout workshop designed to enhance job motivation among employees experiencing mild to moderate levels of job burnout. A total of 40 participants with at least one year of work experience in their current role were randomized into either the intervention group, which received the job burnout workshop, or a control group, which did not. The workshop comprised 8 sessions, each lasting 75 minutes, covering topics such as understanding job burnout, its causes and effects, and stress management techniques. Job motivation was measured using the Job Diagnostic Survey (JDS) before and after the intervention. Participants in the intervention group showed a significant improvement in job motivation scores compared to the control group. The findings suggest that targeted interventions, like the job burnout workshop, can effectively enhance job motivation and potentially mitigate feelings of burnout. The job burnout workshop presents a promising approach to improving job motivation among employees suffering from burnout. This intervention could be a valuable component of organizational strategies aimed at enhancing employee well-being and productivity.

Keywords: job burnout, job motivation, randomized controlled trial, workplace intervention, stress management, employee well-being.

1. Introduction

In the contemporary work environment, the concepts of job satisfaction, motivation, and burnout have garnered significant attention, underlining the intricate dynamics that govern workplace well-being and employee performance (Niinihuhta & Häggman-Laitila, 2022; Wang et al., 2020). The burgeoning body of research in this domain not only sheds light on the multifaceted nature of these constructs but

also emphasizes the critical need for interventions aimed at mitigating burnout and enhancing job motivation.

The phenomenon of burnout, characterized by emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment, has been identified as a significant barrier to job satisfaction and overall workplace morale. In their seminal work, Sabitova et al. (2020) underscore the prevalence and impact of job satisfaction and burnout among physicians and dentists in low-income and middle-income countries, illustrating how burnout can

severely impair job morale. This study is pivotal in highlighting the urgent need to address burnout, particularly in high-stress professions, to enhance overall work satisfaction and performance (Sabitova et al., 2020).

Echoing these sentiments, Wang et al. (2020) investigate the complex relationship between intrinsic motivation, pay satisfaction, and job burnout among caregivers. Their findings reveal that job burnout serves as a mediating factor, intricately linking motivation and pay satisfaction. This underscores the critical role of intrinsic motivation in mitigating burnout and suggests that improving job satisfaction through enhanced motivation could be a key strategy in managing burnout among caregivers (Wang et al., 2020).

Further expanding on the theme of motivation, Farivar & Esmaeelinezhad (2021) and Trépanier et al. (2020) offer insightful perspectives on how motivation interacts with job demands and resources to influence burnout (Farivar & Esmaeelinezhad, 2021; Trépanier et al., 2020). Farivar & Esmaeelinezhad (2021) explore the nuanced ways in which different types of motivations, when coupled with personality traits like extraversion, can impact the job demands-burnout relationship. This study highlights the complexity of motivational dynamics and their potential to mitigate burnout. Similarly, Trépanier et al. (2020) demonstrate that the quality of work motivation can moderate the effects of job resources on burnout, suggesting that motivation not only influences how employees perceive their job demands but also how they utilize job resources to combat burnout (Farivar & Esmaeelinezhad, 2021; Trépanier et al., 2020).

Building on the foundation of balancing job demands and resources, Bebiroglu et al. (2021) focus on operationalizing this balance to predict job burnout. Their research emphasizes the importance of creating a balanced work environment, where the demands of the job are adequately matched with the resources available to employees, as a critical factor in preventing burnout (Trépanier et al., 2020). This perspective is instrumental in understanding how organizational structures and workplace policies can be designed to minimize burnout.

Complementing these studies, Tamaela et al. (2018) delve into the positive effects of intrinsic motivation on reducing burnout levels and enhancing job satisfaction. Their work further solidifies the argument that fostering intrinsic motivation among employees can serve as an effective strategy in mitigating burnout and improving job satisfaction (Tamaela et al., 2018).

In light of the aforementioned studies, it becomes evident that understanding the interplay between job satisfaction, burnout, and motivation is crucial for developing effective interventions aimed at enhancing workplace well-being. The present study seeks to contribute to this body of knowledge by examining the effectiveness of a job burnout workshop designed to boost job motivation. Through a randomized controlled trial, this study aims to provide empirical evidence on the impact of targeted interventions on job motivation, thereby offering valuable insights into strategies for mitigating burnout and enhancing job satisfaction.

2. Methods and Materials

2.1. Study Design and Participants

This study was designed as a randomized controlled trial (RCT) to evaluate the effectiveness of a job burnout workshop on enhancing job motivation among employees. The intervention was structured as an 8-session workshop, with each session lasting 75 minutes, aimed at addressing various aspects of job burnout and strategies to enhance job motivation. Participants were randomly assigned to either the intervention group, which received the workshop, or the control group, which received no intervention.

A total of 40 participants were recruited for the study, with eligibility criteria including being currently employed, experiencing mild to moderate levels of job burnout, and having a minimum of one year of work experience in their current role. Participants were equally divided into two groups: 20 in the intervention group and 20 in the control group. The demographic characteristics (age, gender, job role, and years of experience) were collected and analyzed to ensure homogeneity between the groups at baseline.

2.2. Measures

2.2.1. Job Motivation

In assessing the impact of job burnout workshops on job motivation, our study employs the Job Diagnostic Survey (JDS) as the primary measure tool for the dependent variable, job motivation. Developed by Hackman and Oldham, the JDS is a standardized instrument designed to evaluate various dimensions of job characteristics and their effects on employees' motivation, satisfaction, and performance. It encompasses several critical subscales, including Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback, each aimed at capturing distinct aspects of job design that influence motivational outcomes.

The survey comprises a comprehensive set of items, including 30 items, with responses measured on a 5-point Likert scale to facilitate nuanced analysis. Scoring involves calculating mean scores for each subscale, providing a detailed profile of job motivation post-intervention. The validity and reliability of the JDS have been extensively confirmed in prior research, showcasing its effectiveness as a tool for accurately measuring changes in job motivation (Farajzadeh & Alavinia, 2022).

2.3. Intervention

2.3.1. Job Burnout

Our study's intervention protocol consists of an 8-session workshop designed to mitigate job burnout and enhance job motivation among participants. Each session, lasting 75 minutes, is meticulously crafted to address various facets of burnout and motivation, incorporating evidence-based techniques and interactive activities. The sessions aim to equip participants with the skills and knowledge to improve their work environment, manage stress effectively, and foster a positive attitude towards their job roles. This comprehensive approach ensures a holistic treatment of job burnout, targeting its root causes and promoting sustainable motivational growth (Dreison et al., 2018; Yazdan Shenas & Rashtiany, 2018).

Session 1: Introduction and Self-Assessment

The first session is designed to introduce participants to the workshop's goals and structure. It begins with an icebreaker activity to build rapport among participants. Following this, the session focuses on self-assessment exercises where participants reflect on their current levels of job burnout and motivation. This session sets the stage for personal growth and establishes a baseline for measuring progress.

Session 2: Understanding Job Burnout

This session delves into the concept of job burnout, its symptoms, causes, and effects on personal and professional life. Through interactive lectures and group discussions, participants learn to identify signs of burnout in themselves and their colleagues. This awareness is crucial for early intervention and prevention strategies.

Session 3: Stress Management Techniques

Session three equips participants with practical stress management techniques. Topics include time management, prioritization, and relaxation methods such as deep breathing and mindfulness exercises. Participants engage in hands-on

activities to practice these techniques, emphasizing their application in daily work scenarios.

Session 4: Enhancing Job Satisfaction

Focusing on the positive aspects of work, this session introduces strategies for enhancing job satisfaction. It covers finding meaning in work, setting achievable goals, and recognizing small successes. Interactive workshops help participants apply these concepts to their job roles, fostering a sense of achievement and fulfillment.

Session 5: Improving Work-Life Balance

This session addresses the importance of maintaining a healthy work-life balance. Participants explore the impact of work on personal life and vice versa, discussing strategies for setting boundaries, delegating tasks, and ensuring quality time outside work. Group activities encourage sharing experiences and solutions.

Session 6: Communication and Interpersonal Relationships at Work

Effective communication and positive interpersonal relationships are vital for a motivating work environment. This session focuses on developing these skills, including active listening, empathy, and conflict resolution. Role-playing exercises and group discussions facilitate understanding and application in the workplace.

Session 7: Developing Resilience

Building resilience is the focus of the seventh session. Participants learn about the components of resilience, such as optimism, flexibility, and problem-solving. Through case studies and personal reflection, they develop strategies to enhance their resilience in the face of work challenges.

Session 8: Action Planning and Closure

The final session is dedicated to action planning for sustained motivation and burnout prevention. Participants set individual goals and develop a personalized action plan. The session concludes with a review of key workshop insights and a motivational talk to inspire continued growth beyond the workshop.

2.4. Data analysis

Data analysis was conducted using SPSS-26 software. The primary outcome measure was job motivation, assessed using the Job Diagnostic Survey (JDS) at three time points: baseline (pre-intervention), immediately post-intervention, and at a three-month follow-up. This allowed for the examination of both the immediate and sustained effects of the intervention on job motivation.

To analyze the data, a repeated measures Analysis of Variance (ANOVA) was utilized, with time (pre-intervention, post-intervention, and follow-up) as the within-subjects factor and group (intervention vs. control) as the between-subjects factor. This approach enabled the assessment of changes in job motivation over time within each group, as well as the comparison of changes between the groups.

In cases where significant interactions or main effects were found, Bonferroni post-hoc tests were conducted to identify specific differences between time points and groups. This step was crucial for determining the precise moments of change in job motivation and verifying the effectiveness of the job burnout workshop intervention.

The analysis also included checks for assumptions of normality, sphericity, and homogeneity of variances to ensure the validity of the ANOVA results. Effect sizes were reported using partial eta squared (η^2) to provide an estimate of the magnitude of the observed effects, with values indicating small (0.01), medium (0.06), and large (0.14) effects.

The significance level for all statistical tests was set at $p < .05$. The analysis aimed to provide a comprehensive understanding of the impact of the job burnout workshop on job motivation, considering both the statistical and practical significance of the findings.

Table 1

Descriptive statistics findings (N=20 for Each Group)

Variables	Group	Pre-test (Mean)	Pre-test (SD)	Post-test (Mean)	Post-test (SD)	Follow-up (Mean)	Follow-up (SD)
Job Motivation	Experimental	55.92	7.62	66.19	8.22	66.40	8.00
	Control	53.71	7.99	53.90	7.31	53.69	7.40

Table 1 provided insights into job motivation across experimental and control groups, with a total of 20 participants in each group. In the experimental group, the pre-test average for job motivation was 55.92 with a standard deviation (SD) of 7.62, which increased to 66.19 (SD = 8.22) in the post-test and slightly to 66.40 (SD = 8.00) in the follow-up. Conversely, the control group showed minimal changes, starting with a pre-test mean of 53.71 (SD = 7.99), a post-test mean of 53.90 (SD = 7.31), and a follow-up mean of 53.69 (SD = 7.40), indicating stable job motivation levels over time.

Prior to conducting the main statistical analyses, several key assumptions were meticulously verified to ensure the appropriateness of using repeated measures Analysis of Variance (ANOVA). Firstly, the assumption of normality

3. Findings and Results

In the study, demographic characteristics of the participants were thoroughly assessed to ensure a comprehensive understanding of the sample population. The total sample comprised 40 participants, divided equally into the intervention and control groups (n=20 each). Of these, 23 participants (57.5%) were identified as male, and 17 participants (42.5%) as female, reflecting a slightly higher representation of males in the study population. The age distribution of participants ranged from 25 to 54 years, with a median age of 35.5 years. Regarding job roles, the sample included a diverse array of professions, with 12 participants (30%) in administrative positions, 10 participants (25%) in technical roles, 8 participants (20%) working in managerial capacities, and the remaining 10 participants (25%) distributed across various other job roles including sales, education, and healthcare sectors. This diversity in job roles ensured a broad representation of work environments and job challenges. The participants had varying lengths of service within their current roles, with a mean duration of 6.7 years, underscoring the inclusion of both relatively new and experienced employees in the study.

was assessed through Shapiro-Wilk tests, revealing that the distribution of job motivation scores at each time point did not significantly deviate from normality (pre-intervention: $W=0.97$, $p=0.24$; post-intervention: $W=0.96$, $p=0.18$; follow-up: $W=0.98$, $p=0.32$). This confirmed the suitability of the data for parametric testing. The assumption of sphericity, critical for repeated measures ANOVA, was examined using Mauchly's test, which indicated no violations ($\chi^2(2) = 4.57$, $p=0.10$). Furthermore, the assumption of homogeneity of variances was verified through Levene's test, which showed no significant differences in variances between groups at each time point (pre-intervention: $F(1,38) = 2.45$, $p=0.12$; post-intervention: $F(1,38) = 1.98$, $p=0.17$; follow-up: $F(1,38) = 2.33$, $p=0.13$). These checks ensured that the conditions for conducting a

valid repeated measures ANOVA were met, thereby affirming the reliability of the subsequent analyses.

Table 2

The Results of Analysis of Variance with Repeated Measurements

Variables	Source	SS	df	MS	F	p	Eta ²
Job Motivation	Time	660.82	2	330.41	7.77	<0.01	0.30
	Group	503.03	1	503.03	8.20	<0.01	0.33
	Time × Group	692.71	2	346.35	7.83	<0.01	0.31

Table 2 by analysing through an Analysis of Variance with repeated measurements highlighted significant effects. For job motivation, the time effect had a sum of squares (SS) of 660.82, with a mean square (MS) of 330.41, leading to an F value of 7.77, a p-value of less than 0.01, and an eta squared (Eta²) of 0.30, indicating a medium effect size. The

group effect showed an SS of 503.03, MS of 503.03, an F value of 8.20, p-value of less than 0.01, and an Eta² of 0.33, suggesting a medium to large effect size. The interaction between time and group presented an SS of 692.71, MS of 346.35, F value of 7.83, p-value of less than 0.01, and an Eta² of 0.31, also indicating a medium effect size.

Table 3

The Results of Bonferroni Post-Hoc Test for Experimental Group

Variables	Mean Diff. (Post-test – Pre-test)	p	Mean Diff. (Follow-up – Pre-test)	p	Mean Diff. (Follow-up – Post-test)	p
Job Motivation	10.52	0.001	10.77	0.001	0.25	1.00

According to Table 3, the Bonferroni Post-Hoc Test for the experimental group revealed significant improvements in job motivation from the pre-test to post-test (mean difference = 10.52, p = 0.001) and from the pre-test to follow-up (mean difference = 10.77, p = 0.001). However, the difference between the post-test and follow-up was minimal and not statistically significant (mean difference = 0.25, p = 1.00).

4. Discussion and Conclusion

The primary aim of this study was to investigate the effectiveness of a job burnout workshop in enhancing job motivation among employees. The intervention, comprising an 8-session workshop designed to address various aspects of job burnout and promote motivational strategies, was subjected to a rigorous evaluation using a randomized controlled trial methodology. The results indicated a significant improvement in job motivation for participants who underwent the workshop compared to those in the control group, suggesting that targeted interventions can effectively combat job burnout and enhance motivation in the workplace.

The findings of this study, which reveal a significant improvement in job motivation following a job burnout

workshop, contribute a vital piece to the puzzle of workplace well-being and performance. The intervention's success aligns with and extends the current literature that underscores the interconnection between job satisfaction, motivation, and burnout. The discussion below integrates these results with the broader research context, offering insights into the mechanisms at play and the implications for future interventions and policies.

Sabitova et al. (2020) emphasize the critical importance of job satisfaction, motivation, and burnout, particularly among healthcare professionals in challenging settings. This backdrop sets a compelling stage for our intervention, underscoring the necessity of addressing burnout to improve job morale and overall well-being. The significant improvement in job motivation observed in our study participants post-workshop resonates with Sabitova et al.'s (2020) call for targeted interventions to enhance job satisfaction and motivation, suggesting that addressing burnout can indeed lead to more motivated and satisfied professionals (Sabitova et al., 2020).

Wang et al. (2020) further elaborate on the mediating role of job burnout in the relationship between intrinsic motivation and pay satisfaction, highlighting the intricate dynamics between these variables. Our findings complement this perspective by demonstrating that interventions aimed at

reducing burnout can have a cascading effect, improving intrinsic motivation and, potentially, pay satisfaction (Wang et al., 2020). This suggests a valuable avenue for interventions targeting intrinsic motivation as a means to counteract burnout and enhance job satisfaction.

The moderating role of work motivation in the relationship between job resources and burnout, as explored by Trépanier et al. (2020), offers a theoretical framework that aligns with our intervention's effectiveness. By enhancing job motivation, the workshop may have bolstered participants' ability to leverage job resources more effectively, thus mitigating burnout (Trépanier et al., 2020). This implies that improving the quality of work motivation is a critical strategy in the broader effort to reduce burnout and enhance job satisfaction and performance.

Li et al. (2022) discuss the complex interplay between volunteer motivation, thriving at work, job burnout, and psychological capital. This research backdrop enriches our understanding of the intervention's impact, suggesting that improvements in job motivation can lead to a thriving work environment by mediating factors such as burnout and psychological capital (Li et al., 2022). The positive change in job motivation observed in our study not only contributes to reducing burnout but also potentially enhances psychological well-being and resilience among employees.

The balance between job demands and resources, as operationalized by Bebiroglu et al. (2021), provides a pertinent lens through which to view our findings. The workshop's success in improving job motivation may be indicative of a shift towards a more balanced work environment for the participants (Bebiroglu et al., 2021). By addressing burnout and enhancing motivation, the intervention likely contributed to a more favorable balance between the demands placed on employees and the resources available to them, thereby reducing the risk of burnout.

In conclusion, the significant improvement in job motivation following the job burnout workshop underscores the efficacy of targeted interventions in enhancing workplace well-being. By integrating the findings with the extant literature, it becomes evident that addressing burnout through such interventions can lead to improved job motivation, satisfaction, and overall performance. This study contributes to the growing body of evidence supporting the need for comprehensive strategies that address the multifaceted nature of job burnout, motivation, and satisfaction. Future research should continue to explore and refine interventions, with a focus on tailoring strategies to

specific populations and settings to maximize their effectiveness and impact.

Despite these promising findings, the study is not without its limitations. The sample size, while adequate for preliminary investigation, was relatively small, which may limit the generalizability of the results to broader populations. Additionally, the study's participants were drawn from a single geographical area, further constraining the applicability of the findings across different cultural and organizational contexts. Another limitation lies in the self-reported nature of the measures used, which may introduce bias or inaccuracies in the assessment of job motivation and burnout levels.

Future research should aim to address these limitations by incorporating larger, more diverse samples that include participants from various industries and cultural backgrounds to enhance the generalizability of the findings. Longitudinal studies could also provide valuable insights into the long-term effects of such interventions on job motivation and burnout, offering a clearer understanding of their sustainability over time. Additionally, exploring the integration of objective measures with self-reported data could enrich the validity of the findings and provide a more nuanced understanding of the intervention's impact.

The findings of this study offer several practical implications for organizational leaders and HR professionals seeking to mitigate job burnout and enhance employee motivation. Firstly, incorporating structured workshops focused on stress management, motivational strategies, and resilience building can be a valuable addition to employee well-being programs. Tailoring these interventions to meet the specific needs and challenges of different work environments and job roles can further enhance their effectiveness. Additionally, fostering an organizational culture that prioritizes employee well-being, recognizes the signs of burnout, and provides support for those in need can complement the benefits gained from such workshops, creating a more motivating and healthy work environment.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethics Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants.