

liantis

The logo for Liantis features the word "liantis" in a bold, lowercase, sans-serif font. A thick, purple, curved underline is positioned beneath the letters, starting under the 'l' and ending under the 's', with a slight upward curve at the ends.

Social capital and burnout

**results of a multilevel analysis in
Belgian employees**

Heidi Janssens^{1,2}, Tom Geens¹, Els Clays², Piet Bracke³

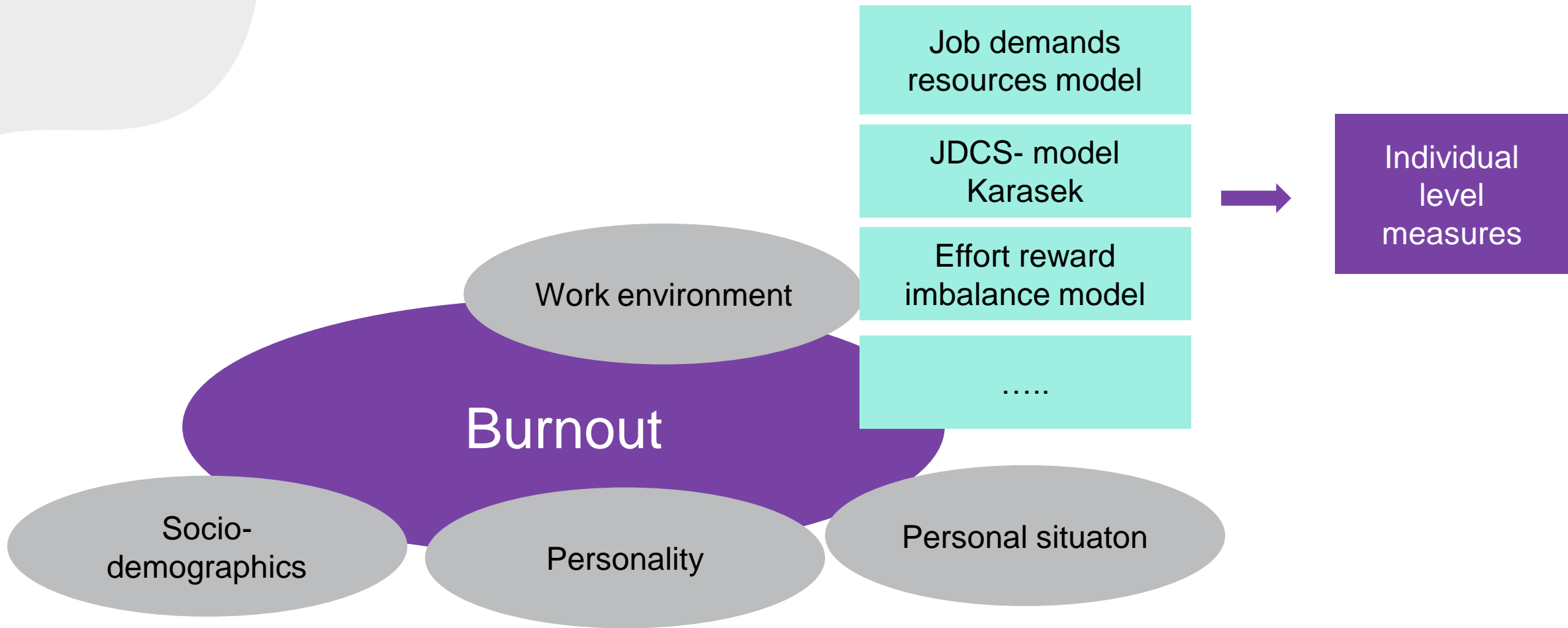
¹ Liantis, Occupational Health Service, Bruges

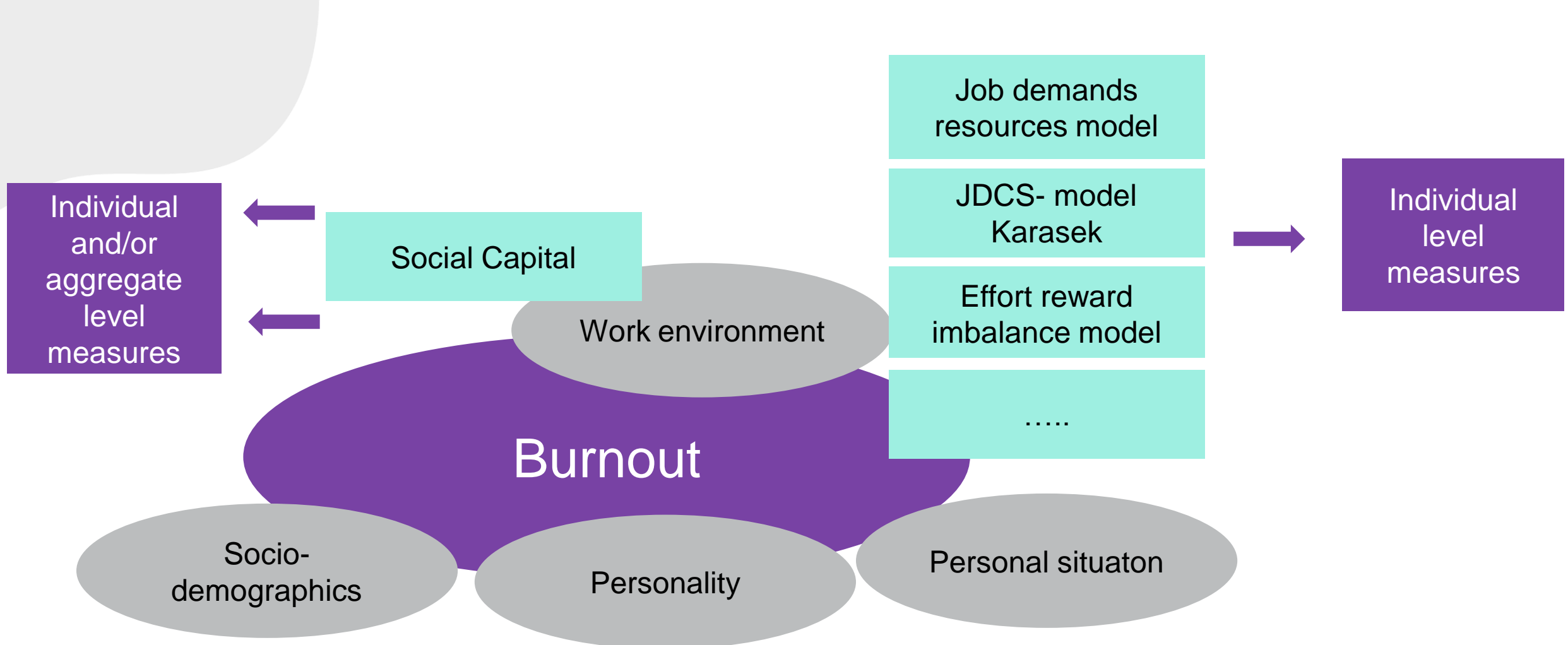
² Ghent University, Department of Public Health

³ Ghent University, Department of Sociology

Table of contents

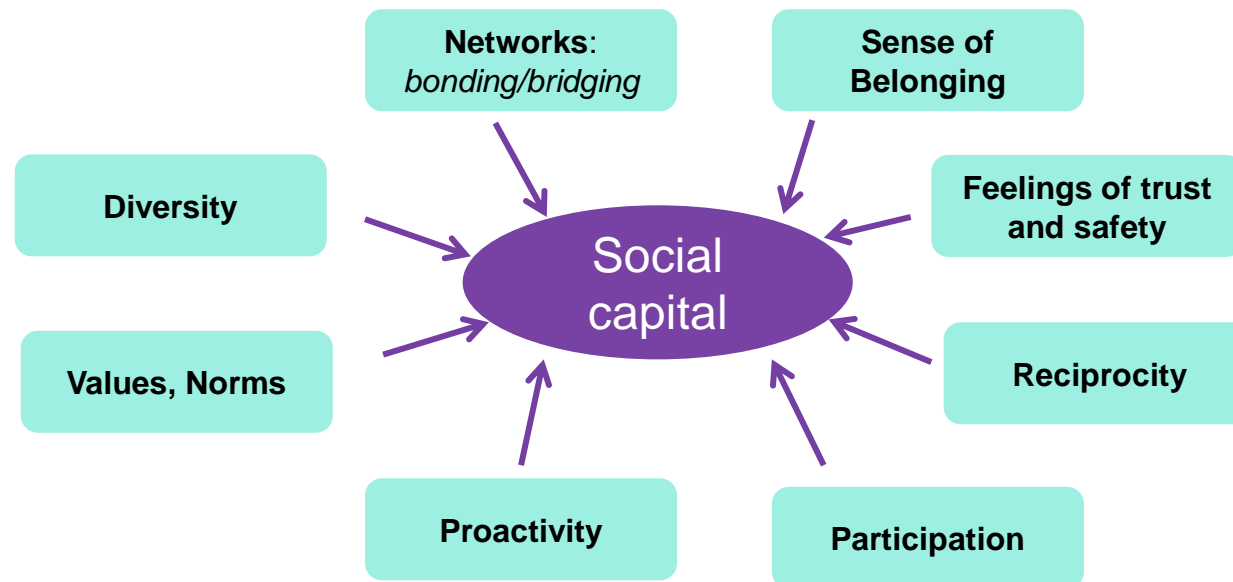
- 1. Introduction**
- 2. Aims and research hypotheses**
- 3. Material and methods**
- 4. Results and discussion**
- 5. Recommendations**
- 6. Conclusion**





Social capital

Definition: 'features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit' (Coleman, 1990; Putnam, 1993).



Social capital

- Traditionally studied in neighborhoods, communities, societies and even nations.
- More recently, social capital at workplaces:

“.. Focus should also be placed on specific aspects of the trusting climate, participative approach, and interactional relationships at the workplace and that the group level social cohesion should taken into account, when examining employee health...” (Kawachi, 1999)

- Social capital may buffer job stress effects (Sapp, 2010) and encourage healthier behavior patterns in terms of coping with stress (Wilkinson and Marmot, 2003)

Social capital in workplace

- Mainly studies in Finland and Japan
- Outcomes:
 - Self-rated health
 - Onset of depression
 - Smoking cessation
 - All-cause mortality
 - Incidence of hypertension
 - Non-adherence of antihypertensive medications
 - Depressive symptoms
 - Psychological distress
 - Sickness absence

Chapter 2: Workplace social capital and health, Oksanen T et al. (Global Perspectives on Social Capital and Health, Kawachi I et al. (eds)).

Social capital and burnout: gap in literature

- Limited number of studies
- Mainly in health care sector
- Ignoring the clustered features of the data (the relation of the aggregate workplace level social capital measure is not taken into account)

Aim

- Exploring the cross-sectional relationship between both social capital and burnout
- Both **individual** level social capital as **workplace** social capital
- Adjusted for common sociodemographic factors and job stressors
- In a large sample of Belgian workers from **diverse** sectors

Methodology

Questionnaire data gathered in context of psychosocial risk analysis

- between 2010 and 2015
- 11731 employees
- working in 73 companies
- Response rate: 61,2%

Methodology: multilevel regression analysis

Dependent variable: burnout

measured with a questionnaire based on OLBI

2 dimensional: Engagement and Exhaustion

Independent variable: horizontal and vertical trust

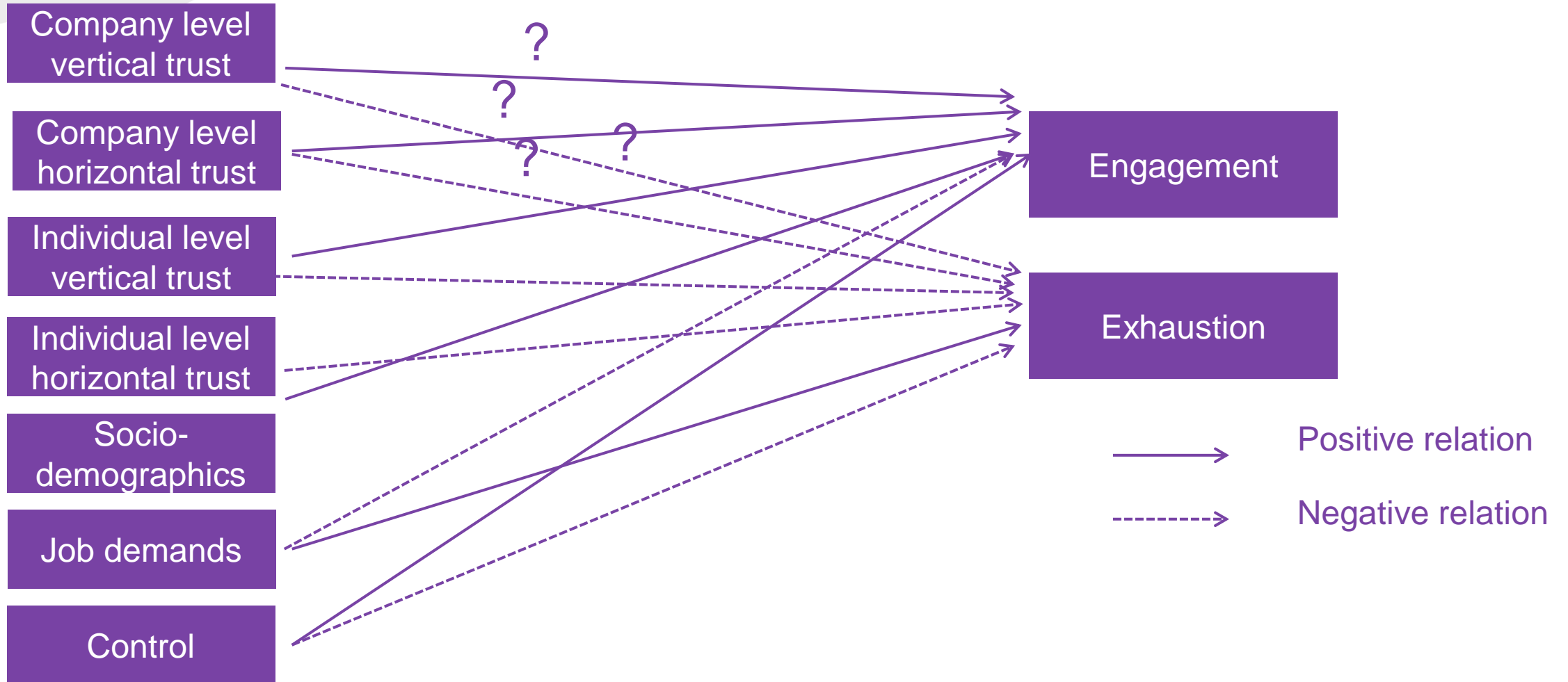
Measured with a number of dimensions derived of organizational culture of COPSOQII

Adjustments:

Job demands and control (Karasek)

Sociodemographic variables

Methodology: multilevel regression analysis

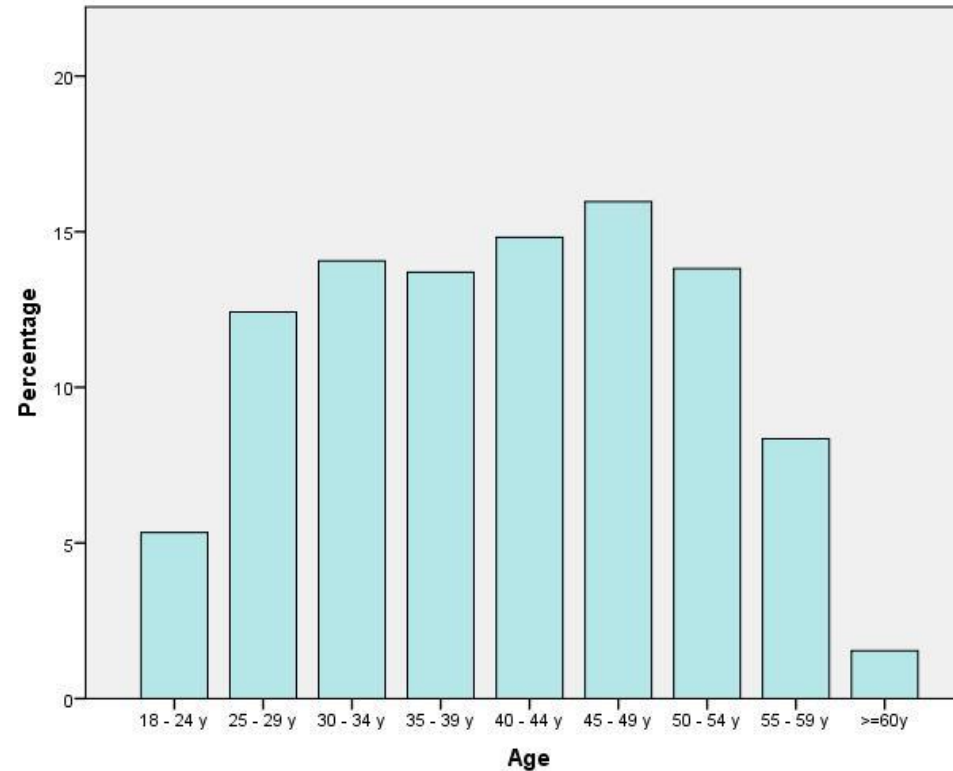
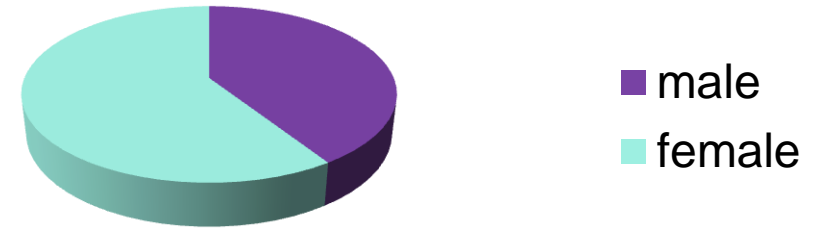


Results: descriptives

- 11731 employees
- working in 73 companies
- 59,2% women

- Age:

respondents



Results: descriptives

- 68,3% is working full time
- 16,4% secondary school as the highest level of education, while 10,1% has a university diploma as highest level of education

Emotional exhaustion (horizontal)

	Model 1		Model 2		Model 3	
	Beta	SE	Beta	SE	Beta	SE
Intercept	15.98***	0.10	15.14***	0.25	15.10***	0.25
First Level						
Gender			0.26***	0.06	0.27***	0.06
Diploma			-0.02**	0.01	-0.02*	0.01
Age			-0.05***	0.01	-0.05***	0.01
Demands			0.16***	0.00	0.16***	0.00
Control			-0.06***	0.00	-0.06***	0.00
Horizontal trust			-0.03***	0.00	-0.03***	0.00
Second Level						
Horizontal trust					-0.04*	0.02
Log Likelihood	59333.058		56640.732		56634.339	
Residuals	9.41	0.12	7.47	0.10	7.47	0.10
Intercept	0.68	0.13	0.45	0.09	0.39	0.08

Emotional exhaustion (vertical)

	Model 1		Model 2		Model 3	
	Beta	SE	Beta	SE	Beta	SE
Intercept	15.98***	0.10	14.56***	0.25	14.54***	0.24
First Level						
Gender			0.29***	0.06	0.30***	0.06
Diploma			-0.02*	0.01	-0.02*	0.01
Age			-0.06***	0.01	-0.06***	0.01
Demands			0.15***	0.00	0.15***	0.00
Control			-0.04***	0.00	-0.04***	0.00
Vertical trust			-0.04***	0.00	-0.04***	0.00
Second Level						
Vertical trust					-0.02*	0.01
Log Likelihood	59333.058		56393.564		56388.250	
Residuals	9.41	0.12	7.32	0.10	7.32	0.10
Intercept	0.68	0.13	0.37	0.08	0.32	0.07

Engagement (horizontal)

	Model 1		Model 2		Model 3	
	Beta	SE	Beta	SE	Beta	SE
Intercept	19.14***	0.13	11.42***	0.24	11.44***	0.24
First Level						
Gender			0.58***	0.06	0.58***	0.06
Diploma			-0.04***	0.01	-0.04***	0.01
Age			0.04**	0.01	0.03**	0.01
Demands			-0.07***	0.00	-0.07***	0.00
Control			0.14***	0.00	0.14***	0.00
Horizontal trust			0.03***	0.00	0.04***	0.00
Second Level						
Horizontal trust					-0.03	0.01
Log Likelihood	61081.381		56023.398		56020.282	
Residuals	10.91	0.14	7.09	0.09	7.09	0.09
Intercept	1.05	0.20	0.33	0.07	0.31	0.06

Engagement (vertical)

	Model 1		Model 2		Model 3	
	Beta	SE	Beta	SE	Beta	SE
Intercept	19.14***	0.13	12.15***	0.23	12.17***	0.23
First Level						
Gender			0.55***	0.06	0.54***	0.06
Diploma			-0.04***	0.01	-0.04***	0.01
Age			0.05***	0.01	0.05***	0.01
Demands			-0.05***	0.00	-0.05***	0.00
Control			0.12***	0.00	0.12***	0.00
Vertical trust			0.06***	0.00	0.05***	0.00
Second Level						
Vertical trust					0.02*	0.01
Log Likelihood	61081.381		56023.398		55539.31	
Residuals	10.91	0.14	7.09	0.09	6.82	0.09
Intercept	1.05	0.20	0.33	0.07	0.19	0.05

Main Findings

- 6% of the variance in exhaustion and 8% of the variance in engagement is situated at the organizational level, and part of the variance between companies is related to differences in trust.
- Employees of companies characterized by high aggregated levels of horizontal and vertical trust reported lower levels of exhaustion.
- As concerns engagement, at the company level only vertical trust showed a significant positive relationship with engagement, while this could not be retained for horizontal trust.

Strengths and limitations

Strengths	Limitations
Large dataset	Cross-sectional
Heterogeneous study population	Trust as proxy for social capital (recognized as a multidimensional measure)
Multilevel design	Less applied burnout measure
Adjusted for work stressors	

Further analyses are needed

- Check for interaction effect (cross-level interactions):
 - For instance: do the positive company level of trust on exhaustion depend on the level of work stressor and so on..
- More in-depth analysis stratified for sector (three level models)
- Further studies:
 - to elucidate the mechanisms through which social capital exerts its effect on health
 - in which the multidimensional aspect of social capital is included
 - based on interventions to increase workplace social capital

Practical implications?

- Enhancing company levels of trust: an interesting management strategy in the burnout prevention.
- Vertical trust, enabled by involvement in transparent managerial decisions, may promote engagement and prevent exhaustion.
- Horizontal trust, enabled by enhancing social interactions between workers, may prevent exhaustion.

Conclusion

- The results of current study suggest an independent association between aggregate levels of social capital and the burnout measure
- Social capital: may therefore be a promising strategy for human resource management in enhancing and maintaining health of their employees.

Questions or comments?

heidi.janssens@liantis.be