

This Article is on Burnout Prevention -

Reference ISO 9001:2015

"7.1.4 Environment for the operation of processes

The organization shall determine, provide and maintain the environment necessary for the operation of its processes and to achieve conformity of products and services.

NOTE A suitable environment can be a combination of human and physical factors, such as:

- a) social (e.g. non-discriminatory, calm, non-confrontational);
- b) psychological (e.g. stress-reducing, burnout prevention, emotionally protective);
- c) physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise).

These factors can differ substantially depending on the products and services provided"

The term burnout was first applied to health professionals by Herbert Freudenberger in 1974. It can be described as-

- a state of fatigue and frustration
- physical and emotional exhaustion characterised by dissatisfaction and stress

There are 12 main stages of burn out, may not be in same serial order-

1. The compulsion to prove oneself
2. Hard working
3. Neglecting own needs
4. Displacement of the confisgate
5. Revision of values
6. Denial of emerging problems
7. Tendency to withdraw
8. Obvious behavioural change
9. Depersonalisation
10. Inner Emptiness
11. Depression
12. Burnout syndrome

Negative effect of burnout on organization's effectiveness and efficiency-

- Employees may not work in team.
- They become hard worker, not smart worker, as a result their output decreases despite they are working very hard.
- Withdrawal symptom reduces the ability to solve the problem in proactive manner. Rather the employee try to overlook the emerging problems (risks), a serious threat to organization

In a summarised manner a person with burnout symptom shows overall organization culture in terms of poorly managed work environment w.r.t. social, psychological and physical work environment; linkage KPI can be higher absenteeism rate, reduced OEE, poor relationship among employees, lesser number of suggestions inflow

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What organization can do to prevent / cure burn out among employees-?

1. Motivate employees to take break e.g. leaves, do not reward the people who do not avail their minimum entitled leave quota per year.
2. Discourage over staying practices forced by the bosses, 8 hour working is more than sufficient for organization growth if done in systematic manner and efficiently. Taking time out to sharpen your axe is worth many hours of hard toil.
3. Better team and cordial work in the organization e.g. same canteen, same food, no VIP treatment to senior staff, same type of toilets for every employees, promoting recognition for team rather for individual
4. "Read 7.3 of ISO 9001:2015 - Awareness
The organization shall ensure that persons doing work under the organization's control are aware of:
c) their contribution to the effectiveness of the quality management system, including the benefits of improved performance;"

It is one of the most severe problems in the organization that employees are unaware about what is their contribution (it is merely not technical aspect of

the job) to the overall effectiveness of Quality Management system. Most of the functions and processes work in compartments, unaware about organizations overall goal, their job descriptions are defined, but intent is missing. (e.g. an organization making PCB, PCB passes through various processes of value addition with roles of many different persons like quality, soldering, handling etc. etc. Does each employee really feel proud that my PCB shall go into a product which is unique in nature and very critical for end product say Air plane? Can he say to his children, Hey! see that plane in sky, I make those PCB which are used in that Airplane. See "4.1 Understanding the organization and its context - NOTE 3 Understanding the internal context can be facilitated by considering issues related to values, culture, knowledge and performance of the organization." Does organization really consider values, HR policies or it is merely piece of work.

5. Monotonous work is also one of the cause of burnout, job rotation within the functions, outside the functions, within the organization and outside the organization can be a good solution, but care to be taken considering employees competency in new role, his preference should be also considered, like a person suffering from Acrophobia is given a job to work on height, similarly a person suffering from Claustrophobia is given a work to maintain closed pressure vessels etc. Some other measures could be light music in the offices or shop floor, instead of traditional grey colour furniture, colourful walls decorated with flowers pictures, light decoration etc.