

The Impact of Racial Equity Climate on Burnout across Majority and Minority Membership

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Introduction

- Burnout is a typical response to habitual environmental stressors on the job (Maslach, Schaufeli, & Leiter, 2001).
 - Burned-out workers feel emotionally, physically, and mentally exhausted (Pines & Aronson, 1983).
 - Burnout is a common concern for military populations due to occupational stress (Ballenger-Browning et al., 2011).
- What factors lead to burnout?
 - Previous meta-analysis have shown burnout to have a moderate relationship with organizational climate (i.e., policies, procedures, practices of organizations; Nahrgang, Hofmann, & Morgeson, 2011).
 - Organizational Performance Efficacy (i.e., the degree to which the individual believes the organization is performing well) is suggested to provide individuals with personal resources. Personal resources can help prevent burnout (Bakker & Xanthopoulou, 2013).
 - Research suggests that minority members may possess enhanced resiliency as a result of adverse and stressful life events (Sonn & Fisher, 1998).
 - However, little research has examined the influence of racial discrimination on burnout and no research has examined how this relationship may differ across ethnic groups.

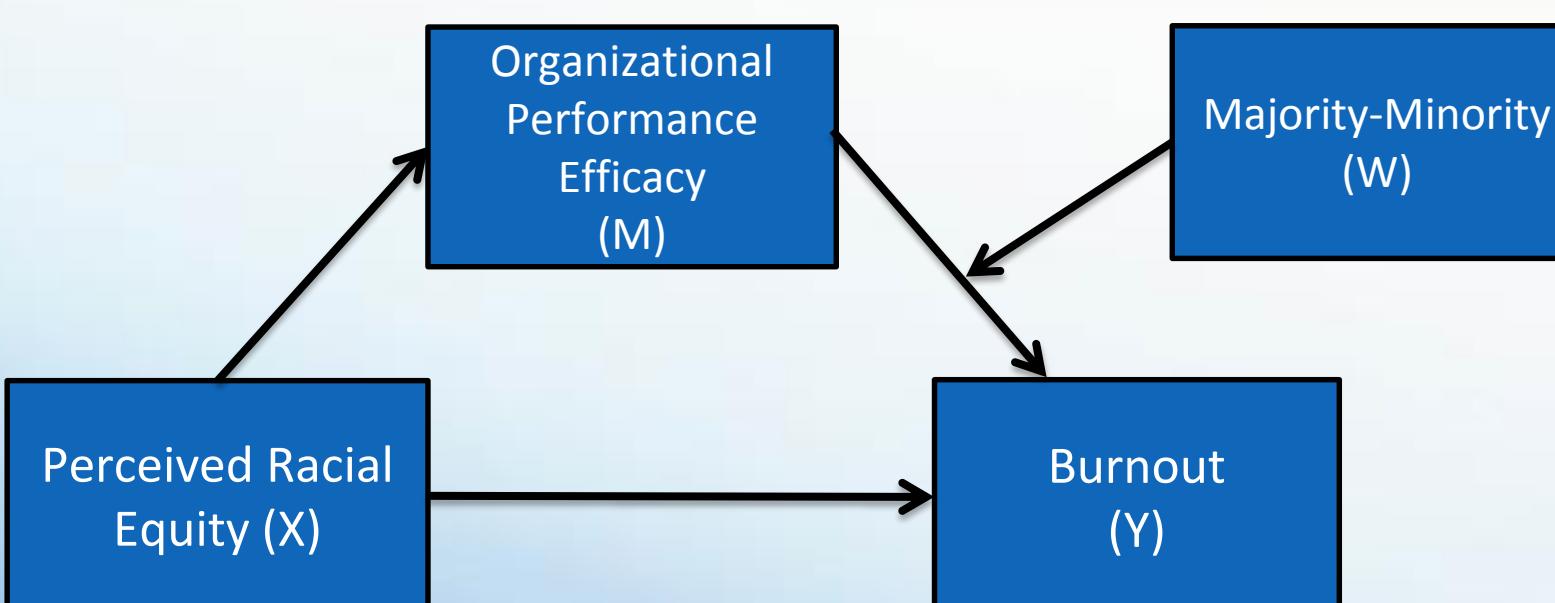
Purpose

- To investigate whether majority and minority Service Members (SMs) experience burnout differently as a function of perceived racial equity.

Hypotheses

- H1: Perceived racial equity will be negatively related to burnout.
- H2: The indirect effect of perceived racial equity on burnout through organizational performance efficacy is moderated by majority-minority status. Specifically, majority-minority status moderates the relationship between perceived racial equity and burnout, such that the relationship is stronger among majority SMs than minority SMs.

Figure 1. Proposed Moderated Mediation Model depicting the impact of majority-minority group membership on the indirect effect of organizational performance on perceived racial equity and burnout.

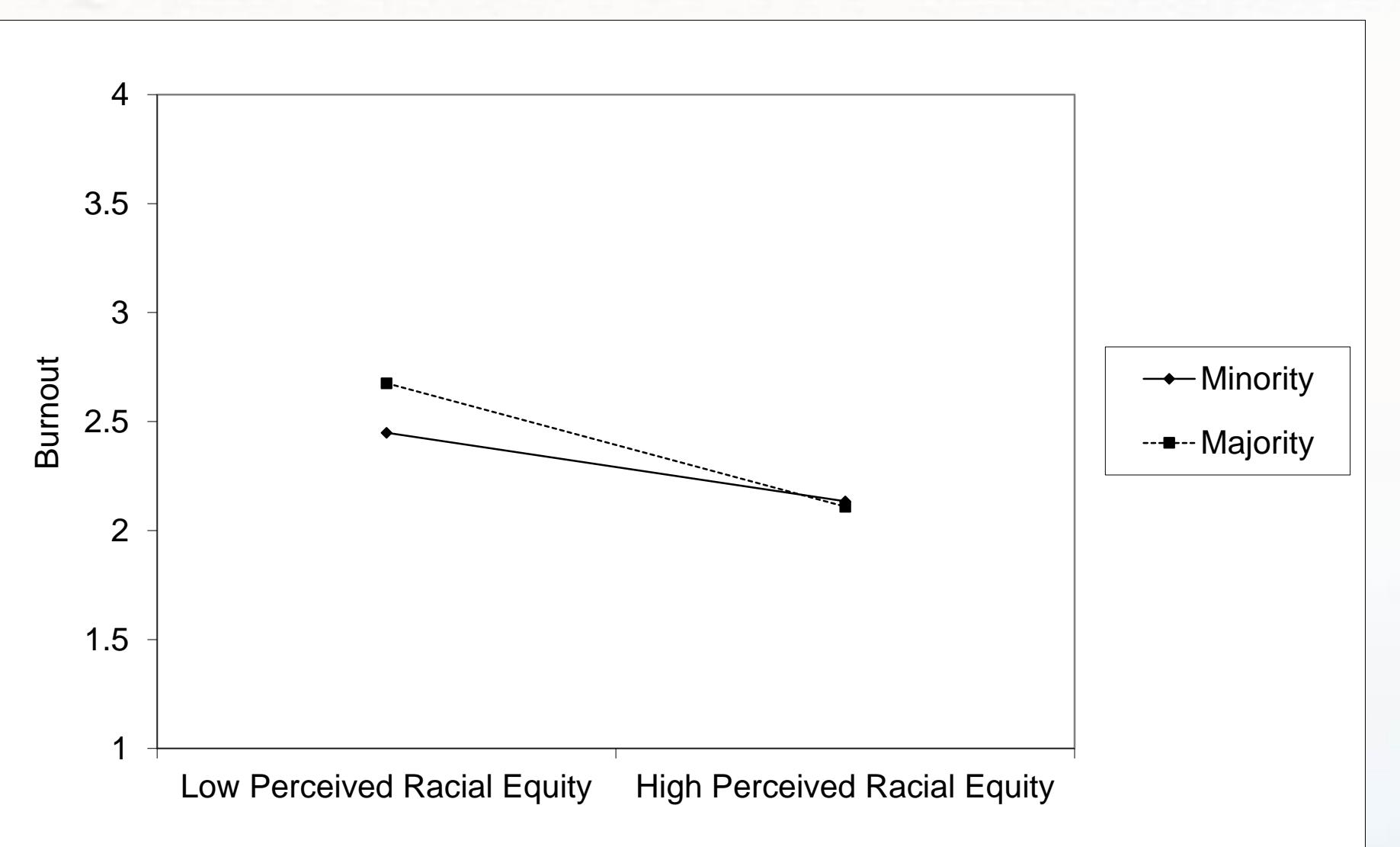


Method

- Data are from FY 2015 DEOMI Organizational Climate Survey (DEOCS)
- Participants – N = 786 SMs** across all the four Services
 - 77.1% male
 - 22.9% racial minority
 - Racial Minority:** American Indian, Alaskan Native, Asians, Blacks, Native Hawaiians or Pacific Islander
 - Racial Majority:** Caucasian
 - Ranks:** 18.2% Junior Enlisted, 54.4% Non-Commissioned Officer, 12.0% Senior Non-Commissioned Officer, 9.8% Junior Officer, 5.6% Senior Officer
- Measures** (Scored on a 4-point Likert scale 1 = *Strongly Disagree*, 4 = *Strongly Agree*)
 - Organizational Performance Efficacy:** 4-item scale rating the degree to which the respondent perceives the organization performs well (e.g., "My organization makes good use of available resources to accomplish its mission")
 - Burnout:** 3-item scale rating the degree to which the respondent perceives mental, physical, and emotional exhaustion (e.g., "I feel emotionally worn out")
 - Perceived Racial Equity:** 3-item scale rating perceptions of fairness to individuals of all races/ethnicities (e.g., "People of all races/ethnicities can expect similar job assignments")

Results

Figure 2. The impact of racial discrimination on burnout is moderated by majority-minority group status such that majority members experience higher burnout than minority members with low perceived racial equity.



Acknowledgments

- This work is supported, in part, by the Office of Naval Research (ONR) 2016 Science, Technology, Engineering, and Mathematics (STEM) Internship Program.
- Special thanks are extended to Dr. Benjamin Farmer, LT Erica Harris, Dr. Alan Witt, and Dr. Loring Crepeau.

Table 1. The mediating effect of organizational performance efficacy on perceived racial equity and burnout is dependent on majority/minority status.

Predictor	B	SE	t	p
Constant	3.42	.272	12.58	.000***
Organizational Performance	-.223	.096	-2.32	.021*
Perceived Racial Equity	-.144	.051	-2.84	.005**
Majority/Minority Status	.852	.297	2.87	.004**
Organizational Performance x Majority/Minority Status	-.275	.100	-2.75	.006**

Outcome: Burnout

Note: n = 783. $R^2 = .23$, $F(4, 778) = 59.7226^{**}$

* $p < .05$, ** $p < .01$, *** $p < .0001$

Table 2. The indirect effect of organizational performance efficacy on the relationship between perceived racial equity and burnout is only present for Majority SMs

Predictor	Majority/Mi nority Status	Effect	SE	Boot LLCI	Boot ULCI
Organizational Performance Efficacy	Minority	-.131	.075	-.267	.032
	Majority	-.292	.041	-.375	-.211

Summary of Results

- The relationship between perceptions of racial equity and burnout is stronger among majority SMs than minority SMs.
- For majority SMs, perceptions of racial equity predict burnout through organizational performance efficacy.
- However, for minority SMs, organizational performance efficacy does not mediate the relationship between racial equity and burnout.

Best Practices

- Integrate training on racial discrimination awareness towards Caucasian SMs.
- Address racial inequity complaints from Caucasians seriously as they are more likely to lead to burnout than for minority individuals.

Future Directions

- Investigate personal characteristics (e.g., personality) linked to resiliency in majority and minority individuals to predict burnout.
- Identify potential protective factors that reduce burnout for minority individuals at work.

