

EAP Forum 2018

Enhancing Employees' Holistic Wellness for Achieving Corporate Sustainability

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Job burnout

vs

engagement

- Burnout (Maslach, Schaufeli, & Leiter, 2001)
 1. Emotion exhaustion
 2. Cynicism
 3. Reduced efficacy
- Burnout & work/life imbalance a big concern in HK (Ng, Fong, & Wang, 2009)
- Engagement (Fong, & Ng, 2012; Schaufeli, & Bakker, 2004)
 1. Vigor
 2. Passion
 3. Absorption
- Source of job engagement???
 - Little relationships with tangible resources
 - So what are important???

Shadow of symptoms-focused approach

- Mislabeled work stress over-simplistically as bad

➔ False expectations:

- Pursuing stress-free as the ultimate goal **X**
 - Reality: Short term intervention; Short term (at best) effects only
 - Resources are limited
- More a responsibility of the employer **X**
 - Ownership of one's personal well-being ↓
- More tangible resources help **?X**
 - Work on a margin only ➔ then effects fade out
 - Resources are bounded to be limited
 - Practical constraints

Reduce burnout → Increase engagement???

- Correlation between burnout & engagement =
 - Direction: +ive or -ive?
 - Magnitude: low, medium, high?

Paradigm shift

- Symptoms reduction

- Job burnout
- Stress



- Fostering positive wellbeing

- Job engagement
- Meaning
- Body-mind-spirit wellness

Meaning is a key factor

有使命感有壓力感 (慈濟 - 靜思語)

Sources of meaning

- Job domain
 - Nature of job
 - e.g. religion,..... ???
 - Holistic caring culture (Fong, Ho, Au-Yeung, Sing, Ho, Lee, & Ng)
 - Collective psychological ownership (Ng, & Su, 2018)
 1. Shared possessiveness
 2. Shared decision-making
 3. Shared hardship endurance
- Personal domain
 - Meaning of life

Tight body-mind-spirit connection

➔ BMS approach

- Evidence-based body-mind-spirit approach (Lee, Chan, Chan, Ng, & Leung, 2018)
 - E.g. people with mood and sleep disturbances, chronic fatigue, and survivors of critical incidents

Spirituality?

- Nowadays, no more doubt on its importance to health & mental health
- But what is it exactly?
- The Buddha, *'My finger is pointing the moon, but my finger is not the moon'*.
- Can be both religious, non-religious, philosophical, etc.

Annual retreat vs Brief daily practice

- Which approach is better?

Daily spiritual experience

- Good to good health & mental health (Ng & Fong, 2009)

Brief daily BMS practice program

- Tested with staff in elderly service (Ng, 2014)
 1. Professional staff
 2. Personal care staff
- 15 minutes a day, in small group
 1. Slowing down: in touch with self
 2. Gold sentence sharing: spiritual, meaning of life
 3. Group ending ritual: body work, spirit escalating
- Key findings
 - Burnout ↓
 - Engagement → ↑ or ↓ ?

Job engagement: the higher the better?

- 壯火食氣， 少火生氣 (黃帝內經)
- *'Perhaps engagement is like a 'fire' in our heart fueling us at workplace. However, if the 'fire' is overly strong, it will 'burn' us.'* (Ng, 2014)

My next research: Sustainable emotional capacity

- Funded by the Research Grant Council, HKSAR Government
- Study site: 24 ICCMWs (Integrated Community Centre for Mental Wellness)
 - One-stop community mental health service
 - CMD to SMI
 - Time-limited therapy to long-term intensive support
 - Community education to psychiatric emergency
- Target: community mental health workers
- Study design: multi-site randomized controlled trial

THANKS

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