**Making People Count: a workforce bulletin**

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Sent by NHSE Workforce, Training & Education Knowledge Management Team.

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# Apprenticeships

## Government creates shorter, more flexible apprenticeships

**Source:** Personnel Today

**In a nutshell:** It’s fair to say that cosines, scalene triangles and pi (3.14 not steak-and-kidney) have not figured too prominently in my life since I scraped a C in my Maths O level. The Government has decided to relax the rules on apprenticeships so that perfectly-good potential plumbers and hairdressers will no longer have to get to grips with quadratic equations or frontal adverbials – a development greeted with a certain amount of pearl-clutching in some quarters. Employers will be given more flexibility over English and Maths requirements and organizations will be able to decide whether adult apprentices – aged 19 and over – must complete level 2 English and maths qualifications to pass their course. The minimum duration of apprenticeships will also be cut from 12 to eight months to allow learners to qualify more quickly. The Government hopes the changes will allow up to 10,000 apprentices to qualify each year.

You can read the whole of this article at

<https://www.personneltoday.com/hr/government-unveils-new-measures-to-benefit-10000-apprentices/>

## Can apprenticeships solve the skills shortage?

**Source:** Personnel Today

**In a nutshell:** In this article Nichola Hay argues for the benefits of apprenticeships. “The value of skills is more critical than ever. Businesses are increasingly recognising the skills they need in order to thrive, prompting a shift in how skills are viewed within organisations. Instead of focusing solely on job roles, companies are beginning to prioritise key competencies and abilities.” She claims that organizations are moving towards being skills-based, placing a greater emphasis on skills, rather than predefined roles. “This shift enables organisations to respond quickly to market changes, deploy talent more efficiently, and create clearer career growth pathways for employees. By prioritising skills, businesses can improve resource utilisation, enhance internal mobility, and build resilience against emerging challenges.” As organizations move towards this skills-based approach apprenticeships “offer a natural and effective framework for acquiring new talent and enhancing existing workforce capabilities.

By integrating apprenticeships into their talent strategies, businesses can maximise their investment in skills development while contributing to broader economic transformation. This structured approach aligns with national and global initiatives, ensuring organisations remain agile, competitive, and prepared for the future of work.

You can read the whole of this article at

<https://www.personneltoday.com/hr/national-apprenticeship-week-transforming-the-role-of-skills/>

# People Management

## Leadership and creativity

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** Despite being beset with drink, drugs, and divorce Fleetwood Mac still managed to pull themselves together sufficiently to make [*Rumours*](https://en.wikipedia.org/wiki/Rumours_%28album%29),one of the greatest albums in the history of popular music. In most offices the backdrop is less dramatic, the end product less exciting, but in this study a team of researchers, led by Tingting Chen, from Lingnan University in Hong Kong, explored the links between leadership and creativity. They found that “transformational leadership has a stronger positive effect on cognitive flexibility in the early stage of a project, while directive-achieving leadership has a stronger positive effect on cognitive persistence in the later stage. Cognitive flexibility and cognitive persistence, in turn, are associated with individual creativity.”

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70006>

## Servant leadership – when Jeeves trumps Trump

**Source:** Journal of Organizational Behaviour

**In a nutshell:** Servant leadership emphasizes serving others before oneself and “emerging evidence indicates that … [it] results in a variety of positive outcomes, including favourable job attitudes and enhanced job performance.” In this study Kyoung Yong Kim, from Villanova University and Robert C. Liden, from the University of Illinois (both in the US) studied the effect of servant leadership in 102 organizations. They found that “CEO servant leadership is associated with workforce obligation, subsequently leading to enhanced organizational profitability, particularly when workforce exchange ideology is high.”

You can read the abstract of this article at

<https://doi.org/10.1002/job.2866>

## Workaholism and speaking up

**Source:** Journal of Organizational Behaviour

**In a nutshell:** Some people work hard to earn lots of money and have plenty of material things, whereas other people work hard enticed by the equally glittering – if rather less realisable – proposition of, well, just not having any more work to do for a bit. In this study Michael Knoll, from Leipzig University in Germany, led a team of researchers investigating the links between workaholism and “employee voice,” – speaking up about wrongdoing or things going wrong at work. The researchers found that workaholism – but not workload – was associated with moral disengagement and, indirectly, with more silence and less intention to use “moral voice.” Another study, by the same researchers, found that a “perceived climate of self-interest moderates the relationship between workaholism and moral disengagement.”

You can read the abstract of this article at

<https://doi.org/10.1002/job.2867>

## Quiet quitting in Greece

**Source:** Human Resource Management

**In a nutshell:** In this study a team of researchers, led by Andri Georgiadou, from Nottingham University, investigated quiet quitting – dialling it in rather than leaving one’s job completely – in Greece. Interviews with Greek HR managers found that “quiet quitting manifests as a dynamic process, initiated by psychological contract breaches and perpetuated through cycles of emotional exhaustion and identity rationalization.”

You can read the abstract of this article at

<https://doi.org/10.1002/hrm.22292>

## Engagement, ethics, and emotional resources

**Source:** The International Journal of Human Resource Management

**In a nutshell:** In this study Gurjeet Kaur Sahi, from the University of Jammu in India, led a team of researchers investigating the links between ethical climate, employees’ emotional resources, and their work engagement. The researchers studied 450 workers from private-sector banks in India. They found that ethical climate was positively correlated with employees’ work engagement. Emotional intelligence had a positive effect on employee engagement, whereas emotional exhaustion reduced it. In organizations with a strong ethical climate emotionally intelligent workers were not more engaged; however, emotionally-exhausted ones were.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2025.2464667>

## Seeing yourself as a leader – does it make a difference?

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** In any group of more than one adult (and sometimes in ones involving children) I invariably gravitate to the role of underling; mysteriously lacking whatever quality it is that unites Pol Pot, Nelson Mandela and Ed Davey. Seeing oneself as a leader might be regarded as the first step to becoming one; something investigated in this study by a team of researchers led by Richard H. Morgan, from Durham University. They carried out three studies which found that “a salient future leader self,” led to the development of a “leader identity,” and “affective motivation to lead,” which, in turn, led to “proactive leadership behaviour.”

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70014>

## The benefits of paradoxical leadership

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** Paradoxical leadership involves balancing seemingly contradictory leadership approaches, such as being both decisive and flexible or maintaining both distance and closeness with subordinates, to navigate complex situations effectively. Or, to put it in words more familiar from one of our recent leaders – having your cake and eating it. In this study Nurul Liyana Mohd Kamil, from Malaya University in Kuala Lumpur, led a team of researchers investigating the ins and outs of paradoxical leadership. Two studies found that paradoxical leadership enhanced innovation by balancing directive and empowering behaviour. “Employees demonstrate higher innovation levels when they feel empowered and supported by their leaders. Empowering leaders with paradoxical skills and nurturing strong LMX relationships can spark innovation, boost employee creativity, and fuel a competitive advantage.”

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70013>

## When helping people can be counterproductive

**Source:** Journal of Organizational Behaviour

**In a nutshell:** In this study a team of researchers, led by Feng Qiu, from the University of Massachusetts, looked at the baleful effects of helping people. They found that employees were “less likely to report a wrongdoer internally when they have received help from that person in the past due to feelings of obligation.” Whether the researchers wanted people to help each other less, or report each other more is a moot point; maybe we should all just make our own tea to avoid any conflicts of interest.

You can read the abstract of this article at

<https://doi.org/10.1002/job.2872>

## Does transformational leadership take it out of you?

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** When frogs get turned into princes in fairy stories everyone’s attention is always on the erstwhile amphibian rather than the clever so-and-so who has engineered this miraculous transformation in the first place. Do they need to have a good lie down, for example, after a spot of sorcery? In this study a team of researchers, led by Yan Qiao, from Xi’an Jiaotong University in China, investigated what happened when people practise transformational leadership. The researchers studied 243 leaders, and 1,807 followers and found that transformational leadership behaviours were an agentic experience that “develops leader self-efficacy for emotional regulation over time. In turn, the enhanced self-efficacy for emotional regulation promotes increases in leader work-engagement.”

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70016>

## Which works better, fun or competition?

**Source:** Journal of Organizational Behaviour

**In a nutshell:** I’m not sure what this says about me, but as a child I found it endlessly frustrating when people kicked a football around for the sheer fun of it. I wanted a properly-structured competition with clear winners and losers even if I spent at least half the time in the latter category\*. In this study a team of researchers, led by Jan E. Walsken from WHU—Otto Beisheim School of Management, Düsseldorf, investigated play at work; specifically whether a ludic (playing for fun) or agonistic (having a competition) approached worked better in terms of encouraging people to play productively in the future. The researchers found that training in playing for fun did not lead to more playing for fun four weeks later, whereas training for playing in competition did lead to more competitive playing later, and higher autonomous motivation. Those people trained to play for fun engaged equally in work-embedded and diversionary as well as independent and social play, whereas those trained to play competitively predominantly engaged in work-embedded and independent play.

You can read the abstract of this article at

<https://doi.org/10.1002/job.2871>

\*It’s perhaps lucky for all concerned that I didn’t have access to a hi-vis jacket and clipboard at this stage of my life.

# Recruitment and Retention

## Too sick to work, or sick of work?

**Source:** Personnel Today

**In a nutshell:** The Department for Work and Pensions have been looking into this issue by surveying “3,401 health and disability benefit customers.” They found that 27% of them thought they might be able to work in the future, if their health improved. “DWP customers with mental health conditions were more likely to feel this way: 44% of those whose main health condition was a mental health condition felt they might be able to work again if their health improved, while 49% felt they would never be able to work or work again. However, of this latter group, most (62%) were over the age of 50 and 66% felt their health was likely to worsen in the future.” At present there are 270,000 people between the ages of 16 and 34 “who do not work because of long-term sickness and have a mental health condition,” a rise of 60,000 in the past year. As of January, 9.3 million people aged 16 to 64 in the UK were economically inactive – a rise of 713,000 since the Covid pandemic.  41% of the sample were on a waiting list for NHS treatment, and 50% who were out of work felt their ability to work was dependent on receiving treatment.

You can read the whole of this article at

<https://www.personneltoday.com/hr/liz-kendall-some-on-benefits-are-taking-the-mickey/>

## Are we in a hirers’ market for jobs now?

**Source:** Personnel Today

**In a nutshell:** KPMG and the Recruitment and Employment Confederation have been examining the job market and found that January 2025 saw another fall in permanent hiring, extending the period of contraction to 28 months. “While salary growth for permanent staff softened in January, it remained relatively slow compared with inflation rates that have persisted since March 2021.” In January vacancies fell at the highest rate since August 2020. “Permanent job vacancies were hit particularly hard, with the rate of decline increasing for the fifth consecutive month, reaching a peak not seen in nearly four and a half years. Temporary staff demand also fell, marking the sharpest contraction since June 2020.” The steepest drops were in executive and professional roles, followed by secretarial and clerical positions. “The Midlands saw the most significant increase in permanent staff availability, while the North and South of England experienced slower growth rates.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/growth-doubts-continue-to-cloud-recruitment-in-uk/>

## Is it fast forward back to 1974?

**Source:** Brightmine have recorded pay rises for January as being at their lowest level for four years at 3%, whereas the Office for National Statistics found that annual average earnings increased by 5.9% in the quarter ending in December 2024, a rise of 0.3% from the previous three-month period and the quickest increase since April 2024

You can read the whole of this article at

<https://www.personneltoday.com/hr/pay-awards-inflation-january-2025/>

## I was looking for a job, and then I found a job

**Source:** Journal of Organizational Behaviour

**In a nutshell:** Without any visible evidence of [strange handshakes](https://www.bbc.co.uk/news/uk-scotland-43385303) or Sicilian connections certain people seem to move effortlessly up the greasy pole of preferment, seldom troubled by minor inconveniences such as application forms and job interviews. In this study Caitlin M. Porter, from the University of Memphis, led a team of researchers reviewing the evidence on this topic. The researchers found that “informal job search effectiveness is dependent upon job seeker characteristics that impart status within the labour market and/or society.” In other words, the informal route works, but only if you’re the right kind of person.

You can read the abstract of this article at

<https://doi.org/10.1002/job.2864>

## CIPD survey shows sharp fall in confidence

**Source:** Personnel Today

**In a nutshell:** The new Government has been a little gloomy about the economy lately; the political equivalent of a lifeguard standing on somebody’s shoulders at [Point Nemo](https://en.wikipedia.org/wiki/Pole_of_inaccessibility#Oceanic_pole_of_inaccessibility) and drawing their attention to the sharks. The Chartered Institute of Personnel and Development (CIPD) has been surveying 2,000 UK employers and has found a significant fall in hiring confidence, and a sharp increase in redundancy intentions. Almost a third of businesses planned to reduce their headcount through redundancies, or by recruiting fewer people, and a quarter said they were cancelling or scaling-down plans for investing in, or expanding, their business. However, the net employment balance – the difference between organizations saying they would be recruiting and those saying they would be making people redundant – was still positive at +13%.

You can read the whole of this article at

<https://www.personneltoday.com/hr/cipd-survey-sharp-fall-in-confidence-among-businesses/>

## Do people really leave bosses?

**Source:** Journal of Vocational Behaviour

**In a nutshell:** “People don’t leave jobs, they leave bosses,” is one of those sayings that risks – if it hasn’t done so already – sliding into cliché. Like all cliches it bears looking at now and again though, and in this study a team of researchers, led by Sabine Hommelhoff, from Friedrich-Alexander University Erlangen-Nürnberg did just that. The researchers combined a systematic literature review, an online survey, and an analysis of exit interviews and found that, overall, push factors *were* more important than pull factors when it came to changing jobs. “Stress (due to work overload) emerged as the most important avoidance-related reason, followed by boss issues. Yet, these two reasons were rarely employees' sole turnover reasons.” Push factors often combined with pull ones and pull factors, such as the opportunity for advancement elsewhere were “sometimes equally or even more important.” Pull factors were more salient in exit interviews, whereas push factors figured more prominently in online surveys. The researcher concluded that “the boss adage is too much of a simplification of the complex reality of approach-and-avoidance-related turnover reasons.”

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2025.104099>

## LMX and turnover

**Source:** Journal of Health Organization and Management

**In a nutshell:** What’s the difference between LMX and BMX? One features lots of mishaps, plenty of ups and downs, and leaves you feeling exhausted, whilst the other is a cycling race over obstacles. Leader-member exchange (LMX) – how you feel about your boss, in other words – is known to be an important factor in the workplace and in this study a team of researchers, led by Meltem Saygili, from Kirikkale University in Turkey, investigated its links to turnover intention. The researchers found that two aspects of LMX were particularly influential: affect (the emotions you feel towards/about your boss) and professional respect. The researchers also found that the more hours a week people worked the more likely they were to think about leaving.

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-09-2024-0394>

## Has the People Promise come up with the goods?

**Source:** Personnel Today

**In a nutshell:** It’s nice to report some good news when it comes to the NHS’s ability to keep hold of its staff. The percentage of employees leaving the service fell to 10.1% in the year to September 2024, compared to 12.5% in the year to September 2022. This is the lowest rate since the Pandemic, and the second-lowest rate since 2010. The decline is attributed to the NHS’s People Promise staff-retention scheme, which started in April 2022. The scheme initially supported 23 NHS organisations and now includes an extra 116, encompassing mental health and community trusts, primary care, and ambulance services. “Effective e-rostering, flexible working and retirement support, and local staff listening sessions had the most significant impact on reducing leaver rates.” The number of leavers at organisations that took part in the pilot dropped by an average of 11.8%, with those applying more interventions experiencing the biggest improvements to their retention rates.

You can read the whole of this article at

<https://www.personneltoday.com/hr/retention-schemes-cutting-number-of-workers-leaving-nhs/>

# Wellbeing

## AI and Occupational Health

**Source:** Personnel Today

**In a nutshell:** When machinery made working-class people redundant in the 19th century, they organized themselves into [groups](https://en.wikipedia.org/wiki/Luddite) and went around smashing it up. Faced with AI in the 21st office workers will probably still be waiting for Steve to finish his section of the riot Gant chart and trying to find the servers on Google maps when they get their ChatGPT-generated P45s. In this article The Association of Occupational Health and Wellbeing Professionals AI in Occupational Health Working Group discusses some of the ways in which AI is affecting occupational health. Enthusiasm about AI’s ability to improve access to occupational health and take out some of the drudgery allowing practitioners to focus more on clients was balanced by worries about job losses, ethical considerations and data safety. A survey of 86 occupational-health professionals found that they were using it in the following ways:

* Research, writing and editing
* Rewriting emails and reports for conciseness
* Drafting and clarifying reports
* Writing clinical notes
* Checking language and tone in communications, mainly emails
* Minute-taking during virtual meetings
* Writing policies, procedures and questionnaires
* Research and summarise online educational material and regulatory documents
* Researching rehabilitation plans
* Summarising medical conditions
* Writing employee leaflets
* Training material and media
* Data collection and analysis with predictions
* Regulation and compliance with auditing, risk assessment, policy and procedure development

Potential future benefits included:

* Widening access to occupational health
* Improving standardization, consistency, and quality
* Identifying missing information and analysing data

However, the survey found significant gaps in governance, policy, and procedures; ethical considerations; and doubts about reliability, as well as limited access to AI tools, insufficient training, and high implementation costs.

You can read the whole of this article at

<https://www.personneltoday.com/hr/ai-in-occupational-health-the-change-has-barely-started/>

## Does work make you anxious?

**Source:** Personnel Today

**In a nutshell:** Sigmund Freud was of the opinion that people needed work and love for happiness, but then he didn’t have to spend his afternoons ploughing through a spreadsheet of ejournal statistics, or swilling out bedpans on Ward 15. Training provider Corndel have been looking into this surveying 250 HR decision makers and 1,000 employees. It found that 64% of those aged between 18 and 34 experienced anxiety at least once a week, twice the level of those aged 55 and over. People attributed stress to heavy workloads and time pressures (54%); balancing work and their personal lives (36%); and not enough support or resources to do their job effectively (26%). Only 43% of employees said they had had resilience training in the last year, with 34% describing it as minimal. “Despite 84% identifying mental health support as critical to their satisfaction and performance, 55% said they had not received any training.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/half-of-uk-employees-suffer-anxiety-at-work/>

## Can you learn to be happy with homeworking?

**Source:** Journal of Happiness Studies

**In a nutshell:** In this study a team of researchers – led by Sarah Elena Althammer, from Heidelberg University – investigated the effectiveness of a “web-based intervention based on self-regulation models” at helping workers meet some of the challenges of homeworking. The course lasted six weeks and taught participants how to use self-regulation strategies to detach from work; how to segment their work and their private life; and how to organize their workday. 358 people took part in the study. 147 took the course and the rest were placed on a waiting list for it as a control group. The researchers found that the course improved workers’ “positive affect,” and work engagement, and reduced stress-and-strain-based work-family conflict. The effects of the course were still there after four weeks, and again at six months, apart from when it came to work engagement.

You can read the abstract of this article at

<https://doi.org/10.1007/s10902-024-00825-9>

## Workplace bullying in the operating theatre

**Source:** Journal of Health Organization and Management

**In a nutshell:** In this study Paul Gretton-Watson, from La Trobe University in Melbourne, led a team of researchers interviewing 31 surgeons about bullying. They found that “key drivers of workplace bullying include entrenched hierarchical power structures, gender dynamics and early socialization in competitive environments. The “bad apple” phenomenon, where personality traits such as narcissism and low emotional intelligence exacerbate bullying, contrasts with individuals demonstrating empathy and interpersonal awareness, who mitigate such behaviours. Effective leadership, generational shifts and team stability through procedural inclusion are key mitigators that promote psychological safety and collaboration.”

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-11-2024-0477>

## When workplace bullying makes you – and your partner – lose sleep

**Source:** Journal of Interpersonal Violence

**In a nutshell:** Also investigating workplace bullying were a team of researchers, led by Alfredo Rodriguez-Muñoz, from Norwich Business School. They carried out two studies and found that bullying led to rumination (going over events again and again in your head), which, in turn, led to insomnia. The researchers also found that there was a contagion effect in which one partner’s insomnia could lead to sleep problems in the other partner.

You can read the abstract of this article at

<https://doi.org/10.1177/08862605251318291>

## Technostress and home working

**Source:** The International Journal of Human Resource Management

**In a nutshell:** In this study a team of researchers, led by Sunanda Nayak of FORE School of Management in New Delhi, investigated technostress and remote working in HR professionals. 218 people from 28 different organizations took part in the study which found that “ICT-enabled remote work induces technostress, negatively affecting mental health, increasing work-life conflict, and reducing HR practitioners’ performance. Perceived organizational support (POS) moderates these effects.”

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2024.2446508>

## Move back to office working gathers pace

**Source:** Personnel Today

**In a nutshell:** VirginMedia O2 have been asking people where they work and have found that nine in 10 are now being asked to come into the office more days each week. The most-common compulsory days are Mondays and Wednesdays (65% and 67% respectively) with just under half of office workers being asked to come in on Fridays. Three-quarters of employers asked their workers to come in in person for three days a week in the last quarter of 2024, compared to two-thirds at the same time the year before. Of those who did work remotely 55% said this gave them more flexibility; 55% that it saved them money; and 35% that it allowed them to focus away from their colleagues.

You can read the whole of this article at

<https://www.personneltoday.com/hr/required-to-be-in-office-more/>

## Are ASHAs brimful of happiness?

**Source:** Journal of Happiness Studies

**In a nutshell:** Mindfulness classes and coaching when you’re trying to squeeze 50 hours of work into a 35-hour week can feel a little like being given a “Brave Girl/Boy,” sticker after a coach pile up on the M25. However “character-strengths based positive psychological interventions have shown improvements in work wellbeing and engagement,” and in this study Ameya P. Bondre, from the Good Shepherd Colony in India, led a team of researchers investigating this approach applied to a group of ASHAs (Accredited Social Health Activists) in India. 61 ASHAs were split into two groups. 31 received regular supervision from their superiors and the rest were given a character-strengths-based coaching intervention. The ones receiving the coaching were happier three months later, but there was no difference between the two groups when it came to burnout and motivation.

You can read the abstract of this article at

<https://doi.org/10.1007/s10902-024-00852-6>

## Early career, early crisis?

**Source:** Personnel Today

**In a nutshell:** From time to time celebs get asked in newspaper columns what advice they would give to their younger selves. I suspect “if you think school’s bad, wait until you start work,” is not the uplifting fare they’re after but new research by the Nuffield Foundation shows that it might not be too far off the mark. They analysed data from the NHS Staff Survey and found that NHS clinical staff in their early careers have become more stressed and unhappy over the past decade, with over half of young workers now made ill through workplace stress. The gulf between the experiences of the NHS’s youngest and oldest workers markedly widened from 2013-2023, with young staff now increasingly unhappy in their jobs. In the past decade, stress levels in staff aged 21-30 have risen by 14 percentage points – with 52% in 2023 saying they were made unwell through work-related stress, compared with 38% in 2013. The number of staff aged 21-30 who are unhappy with their pay has more than doubled, from 10% to 22% and they are also enjoying their work less, with 15% not looking forward to their jobs in 2023, compared to 12% in 2013.

You can read the whole of this article at

<https://www.personneltoday.com/hr/early-careers-nhs-staff-increasingly-unhappy-at-work/>

## Mindfulness and burnout in doctors

**Source:** BMC Medical Education

**In a nutshell:** Mindfulness has all sorts of amazing benefits. Something to remember next time you sit on hold through the whole of Vivaldi’s *Four Seasons* trying to book an appointment with a GP. In this study a team of researchers, led by Fen Huang from Anhui Wenda University of Information Engineering in China, investigated the effect of mindfulness on burnout. Their first study, of 8,462 doctors, found a robust relationship between mindfulness and reduced burnout. Their second study, of 471 doctors, found that mindfulness led to greater perceived organizational support. This, in turn, led to a greater feeling of psychological safety, which was also linked to reduced burnout.

You can read the whole of this article at

<https://bmcmededuc.biomedcentral.com/articles/10.1186/s12909-025-06923-3>