



MINISTRY OF EDUCATION  
REPUBLIC OF AZERBAIJAN

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**BURNOUT SYNDROME AND INTERCEPTING WAYS OF IT**

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**Baku - 2019**



**Acknowledgments:**

First, I would like to give thanks to my thesis supervisor, PhD Khagani S. Bashirov, for his scientific support, consultations and a lot of patience. It has been a long way to the final outcome. Secondly, I would like to thanks to Azerbaijan State Economic University “SABAH” Center’s dean Assoc. Prof Aida A. Quliyeva and other important people related SABAH that to provide such a great opportunity to study there. Last but not least I would like to thank my family and friends for their encouragement.

# **BURNOUT SYNDROME AND INTERCEPTING WAYS OF IT**

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**Bachelor Thesis: 050407 Management**

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Azerbaijan, Baku. 2019.

## **ABSTRACT**

The main aim of the paper is to provide a comprehensive research about the burnout syndrome into the companies in order to ensure the influence of syndrome to the employees. The first main part of the diploma paper includes the literature review, evaluation of the different approaches of scientists and the negative effects to the labour behaviours. The other main parts are both the individual and organizational causes of the burnout syndrome, and determine its prevention or alleviation ways which are both the individuals and organizations can solve the problem. The results of the study show some empirical researches, its reviews and statistic analyses of burnout measures into different countries in order to show the negative effectiveness of the burnout syndrome.

**Keywords:** Burnout syndrome, Emotional exhaustion, Labour risk, Maslach Burnout Inventory (MBI)

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## **1. Introduction**

In the quick paced and stress-filled 21st century, Burnout, a term heard with expanding recurrence nowadays, is becoming a prominent fact of life. Burnout is experienced by people in all walks of life, and many end up losing their jobs, their health, and sometimes their families. Some are even committing suicide as a way to escape. Some even commit suicide as a way of escape which makes the topic necessary for research. Since nearly everyone will encounter burnout to a specific degree in some phase of life, one may ask what precisely burnout is, the thing that the notice signs are, the way of managing it and what should be possible so as to prevent it. The meaning of the Burnout syndrome is “a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job”.<sup>1</sup> In another word, the burnout syndrome is a final process of the emotional, psychological and physical exhaustion that causes mental and physical injuries of the people. In this bachelor thesis, I will focus on several topics about the burnout syndrome.

The exact problem objective of the research is firstly the individually and organizationally causes of the burnout syndrome. In another word, what kind of activities or situations are concluded with burnout syndrome by the actions of employees and the governance? In this study the individual cause objectives of the burnout syndrome mentioned as a demographic and personal characteristic, employees' educational, marital status and emotional characteristics such as egoism, self-efficacy and empathy. On the other point of view, the organizational cause

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<sup>1</sup> C.Maslach , Michael P.Leither – “Understanding the burnout experience : recent research and its implications for psychiatry” , 2016 , page 103.

objectives of the burnout syndrome studied as work overload, lack of control, insufficient reward, breakdown in community, absence of fairness, conflicting values. Furthermore, there will be some reviews of the psychologist and scientist that mentioned that which are the main cause of the burnout syndrome, whether is individually activities' result or organizational policies' result.

Nowadays, the burnout syndrome researches are directly changed from cause to the solution side. In other word, The individual and organizational causes of the study was investigated over the 40 years by researchers but now the elimination and alleviation ways are more investigated because the causes are already known. In recent years, work environmental changes and technology influence the individuals negatively as the symptoms like burnout, stress and depression That is why the second exactly problem objective of the research is the prevention or alleviation ways of the syndrome from the both the individually and organizationally perspectives.

The final result of the research includes some empirical researches' review and statistic analyses of burnout measures into the different countries which are more clearly show how the burnout syndrome cause the economic and social accidents and why it should be eliminated and investigated deeply.

## **2. BURNOUT SYNDROME, ITS CAUSES AND RESULTS**

### **2.1. Conception of burnout syndrome and literature review**

The complexity of the social structure, the changes in the roles of individuals in society, the deterioration in the relationships among individuals, the sense of loneliness, the efforts to prove themselves constantly, the high expectations, the ruthless competition environment, many living conditions, such as the environment, affect the psychological balance of the individual negatively (Bucak and Yılmaz, 2009: 200). As a result of all these negativities, the situation which is expressed as a burnout syndrome in the employees appeared 1970s and was investigated by many psychologist and economist till the present-day.

Distinctive researchers have conceptualized the idea of burnout in various ways. This condition allows to come up with variety of burnout models and improvement forms. These models and improvement forms are analysed in this section.

#### **Herbert Freudenberger's approach**

The burnout syndrome was first expressed in two academic articles which is published in 1974. One of their author is a German-born U.S. psychologist and psychotherapist Herbert Freudenberger, who is known as the first researcher and academist to publish in a psychology-related journal a paper that used the term *burnout* and the term was famous after the extended publications of him. (Freudenberger, 1975, 1977a, 1977b; Freudenberger & Richelson, 1980). That is why, he is universally known as the initiator of the concept with the book which is called “Burn-out: the high cost of high achievement”.

Freudenberger describes the state of being burned out as “becoming exhausted by making excessive demands on energy, strength, or resources” in the workplace (Freudenberger, “Staff burnout” 1974, p. 159).

He had opened a store-front clinic in East Village, New York, and recruited a few professionals to volunteer in the clinic, but the bulk of the personnel came "from the street", needing lots of training. Freudenberger worked intensely to fulfill all his engagements. He became more and more involved with the clients at the clinic and also had to take care of his private practice to support himself and his family.

In his own story, when Freudenberger was to take a vacation at Christmas with his family, he collapsed, stayed at home and slept, ruining the family vacation. When he woke up, it was literally wake-up time. He began to analyse himself, realizing that he was burned out. Also, in observations of his personnel, it was clear that they presented reactions similar to his own. This led him to his first descriptions of burnout as a phenomenon among people working in free-clinic setting.

However, the important thing that Herbert Freudenberger did not discover actual meaning of the term. Instead, he deserves credit for the description of systematic approach and analyse the mental condition of his colleagues. After then his colleagues described as being “burned out.” In other words, the term was used to define a special experience in the psychological and clinical side before the approach of company.

In my opinion, author provided an initial description of the burnout concept, gave its name and convince the people that it was not over the behave of irregular people but was already common in our surrounding.

### **Christiana Maslach’s approach**

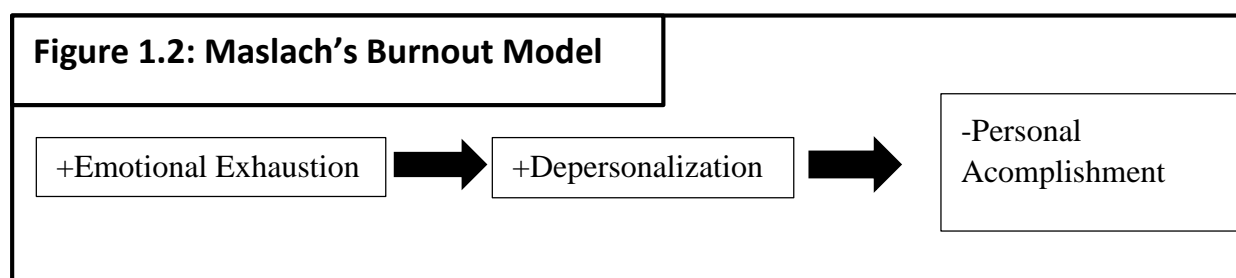


Concurrently, during the explanation of burnout by Freudenberg, it was later developed by Maslach and Jackson to identify a situation characterized by fatigue, frustration and withdrawal among volunteers. According to Maslach and Jackson, burnout is a physical and mental syndrome that contains physical exhaustion, long-term tiredness, helplessness and hopelessness into the work life of the patient and negative behavior to the life and other people (Ergun Özler ve Dirican, 2014: 294). Although the first expressed “burnout” comes from the name of Freudenberg, the term and comprehensive research, even the measurement of the burnout syndrome commenced with the name of Maslach and her colleagues.

She started her investigation of burnout through perceptions and meetings with human administration work force. In any case, as opposed to the clinician Freudenberg, she was basically intrigued by research. Her way to deal with burnout comprises the second endeavour here.

Maslach got to know that the similar sorts of emotions and responses also were frequent among destitution legal counsellors, and that they used to call it burnout. This, just as Freudenberg’s work, drove Maslach and her collaborators Susan Jackson to adopt the term. (Maslach. 1993; Maslach and Jackson, 1984). From the results of the explorative studies, Maslach and Jackson developed a measurement of burnout, called " **the Maslach Burnout Inventory**", MBI ( Maslach & Jackson, 1981b).

They were realized exploratory factor examinations on information from various human administration samples and discovered three dimensions, named emotional exhaustion, depersonalization and personal accomplishment, which were deciphered as reflecting a burnout syndrome. (Figure 1.2.)



Maslach Burnout Inventory has three burnout components refer to the following phenomena:

1. “Emotional exhaustion” refers to feelings of being emotionally drained by the contact with other people ;
2. “Depersonalization” refers to callous responses towards these people;
3. Reduced “personal accomplishment” refers to a decline in the feelings of successful achievement in the work with people (Maslach & Jackson, 1984 ).

### **1. Emotional Exhaustion**

Maslach mentioned that emotional exhaustion is the first and central element of burnout. Sometimes people who were think that they are burned out they actually exhausted. In this dimension of occupational exhaustion, there is observing feelings such as individual’s fatigue, lack of energy symptoms and emotionally self-destructive.

This dimension was accepted the most critical and decisive depletion in literature. “Because of this intensity patient feels his emotional resources are exhausted” (Togia 2005: 130).

In my opinion, Maslach wants to mention that the person who emotionally exhausted feel that he/she does not serve efficient and responsible work to people as much as before.

### **2. Depersonalization**

Depersonalization represents the interpersonal dimension of exhaustion syndrome (Maslach & Jackson 1981: 99). The individual displays cynicism and emotion towards the clients and representatives at the work environment. They

are also acting deliberately moves with a limitation of relationship moves to from people psychologically.

Maslach shows that depersonalization is expressed as a reaction to emotional exhaustion. Because we know that the first act of human being is to protect him/herself from the problem and depersonalization is the act what they first do.

In my opinion, depersonalization can be named as “desensitization” too. Because people who are into the burnout syndrome lost their sensitivity to their colleague, consumer even members of the family. Desensitization is expressed as a reaction to emotional exhaustion.

### **3. Personal Accomplishment**

Finally, the third element of the burnout syndrome is feeling that reduction of personal accomplishment. The individual has a negative self-evaluation tendency associated with his / her work observed (Maslach & Jackson 1981: 99). The individual feel as ineffectiveness and inadequacy related to her/him business performance (Togia 2005: 130; Maslach 2003: 190).

From the point of my view, the patients in this stage feel inadequate in the work environment and feels generally negative about their evaluations. The individuals consider that their work could not add value to the work environment, they could not accomplish the given task, wasted time for work and attempts are useless.

### **Cary Cherniss’s approach**

Cherniss’s model was revealed in 1980. According to Cherniss model, stress is the basis of burnout syndrome. The author explains that the burnout syndrome commenced with the reaction of individuals from the work-related stress and finalize the act of psychological intercepting ways from the work environment (Yıldırım,

1996: 4). If we look at the situation as a process, the first step of the individual who faced demands exceeding resources in his/her work is to eliminate the source of stress. On the second phase of process will be started when the individual does not exclude the stress from work. The second attempt commence with exercise, meditation which are the ways of to move away job stress and relax. Finally, if it is not enough to avoid the problem, the individual will endeavour to reduce the emotional burden with the acts as a reduction of psychological relationship with work (Sürgevil, 2006: 26). Cherniss meant that burnout process commenced with adaptation problem to the work environment, receives frequent reports, decreases his / her effort in the work, loses interest towards the people he serves, anger towards his colleagues and indirectly increases the rate of error in his work at the final stage of procedure.

In my own description, the main difference between Cherniss and two other professors' theory is he gave the causes of burnout syndrome but also endeavour to achieve alleviation ways of it.

### **Edelwich and Brodsky's approach**

According to the model developed by Edelwich and Brodsky in 1980 burnout syndrome arose from various sources and they are categorised as; business conditions, customer density, low salary, long working hours, bureaucratic and political distinctions, and the difference between the high goals of the company and the real achievements of employees. According to Edelwich model, burnout happens as four progressive stages. They are Idealistic Enthusiasm, Stagnation, Frustration, Apathy. This stages provides a better understanding of burnout from a different perspective. In fact, they want to emphasize that burnout syndrome is not a discrete process, it is continuedly processing that individual moves from one stage to another.

## **1. Idealistic Enthusiasm**

Authors want to express that all of the processes begin from the high expectations, high energy and unrealistic opinions about work. In this phase, individuals endeavour all his energy for working life as serving others and for the employee, the most valuable thing is the work. Although some psychological and physical problems appeared in her/his life such as an adaptation issue of sleep, heavy work environment and other aspects life, troubles with the adjustment of time between personal life and work, individuals thought that the responses of the employer are not gratifying themselves. Enthusiasm takes the form of an overinvestment of oneself in the job ( Edelwich and Brodsky 1980. Burn-out: stages of disillusionment in the helping professions. p.61). In this case, individuals are going to the second phase of the process which is called stagnation.

## **2. Stagnation**

Stagnation: one is still doing the job, but the job can no longer make up for the fact that one's personal needs are not being met – the need to earn a decent living, to be respected on and off the job, to have satisfying family and social relationships and some leisure time in which to enjoy them. If those needs remain unmet, one will not be able to keep on doing the job for very long. Stagnation is the obverse of enthusiasm. It is a “ revolution of unfulfilled expectations.”

## **3. Frustration**

In this phrase, the individual feels that he is prevented from achieving his goals. He/she starts to question whether he/she can continue his profession or not. All that procedure both the nonsatisfaction causes as clients, colleagues and unable to fulfil their wishes consequence with frustration. (Edelwich and Brodsky, 1980).

#### 4. Apathy

The phase of apathy can be expressed as a natural defence mechanism developed against frustration. The person who comes to this stage maintains his profession in order not to be unemployed and believes that he is late to make changes about his profession, he does not want to take risks because it is important to know that he/she is secure. These individuals, who draw a cold and solid image that is unrelated to the impression from the outside, may also experience conflict in their private life in the future and prefer to be alone. (Sürgevil Dalkılıç, 2014: 42).

From the point of me, Edelwich and Brodsky shows the development procedure of burnout syndrome but they are also examined the comprehensive causes of burnout syndrome such as long working hours, customer density, low salary, business conditions, sexism , bad personal image, disappointment with peers etc. in their book which is called “Burn-out: stages of disillusionment in the helping professions” and that research was beneficial for the new generation writers to find out the ways to cope with burnout.

#### **Pines and Aranson’s approach**

According to Pines and Aranson; the emotional environment in which the individual is in a work environment pushes him to burnout. The most common measurement used after the MBI was the Pines Burnout Measure scale. “Pines and her colleagues defined burnout as a state of physical, emotional and mental exhaustion caused by long term exposure to emotionally demanding situations” (Pines, A. M., & Aronson, E. 1988).

Pines considered that the **physical exhaustion** is characterized by low energy, chronic fatigue and weakness. The second component is **emotional exhaustion** which include initially feelings of helplessness, hopelessness and entrapment. The

third and last component of Pines's burnout measure is called **mental exhaustion** and characterized by the development of negative attitudes towards one's self, work and life itself.

I also determine that the difference between the Pines's approach and the other mentioned scholars is she declares for the first time that burnout syndrome can be seen in more general approaches than other models. Another thing is the syndrome can be seen in all occupational workers not only social workers and she claimed that the full-time self-employed individuals have the highest possibility to be burned out than organizationally employed because of the work environment and different behaviors to each of the employees. Although many companies used the Pines's burnout scale to determine the outcomes, general use of the measurement in burnout syndrome still chosen mainly by the Maslach Burnout Inventor. Because it is still the best and comprehensive way to measure the syndrome in recent years after the novelties that added by Maslach.

### **Perlman and Hartman approach**

The burnout model, which was developed by Perlman and Hartman in 1982, emphasizes a cognitive and perceptual point that explains individual variables and the individual's environment. According to this burnout model, three dimensions of burnout reflect three main symptoms of stress. These are the *physiological dimension* (physical burnout) which is highlighted for physical symptoms, *emotional dimension* (emotional exhaustion) which is emphasized for feelings and attitudes, and *behavioural dimension* (reduction of job efficiency and depersonalization) form, which is emphasized for symptomatic behaviours (Güven and Sezici, 2016: 114).

Perlman and the Hartman Model are cognitive/perceptive oriented. In this model, burnout occurs as a result of the response to stress. In this model, which

describes the organizational and personal variables related to burnout, three dimensions of burnout are indicative of three major stresses. These are indicated as follows; physiological symptoms focusing on physical signs and fatigue, focusing on emotions and attitudes, symptoms that are focused on behaviours such as affective symptoms, decrease in work efficiency and depersonalization (Süregevil, 2006, pp. 29-30).

This very comprehensive model covers the variables included in the majority of studies on burnout. According to Perlman and the Hartman Model, one's work and social environment and personality traits are effective in leaving out burnout (Süregevil, 2006, p. 30). There are four stages in the model. These are (Baysal, 1995, p. 26):

- The degree to which the situation is taken to stress,
- Perceived stress level,
- Response to stress,
- The result of the response to stress.

According to the model, the stress level is determined by the level of discordance between the person and the variables of the organization. The fact that the person's knowledge and skills do not meet the expectations of the organization and that the person is incompatible with the work environment creates stress. There are two major situations that cause stress (Sürgevil Dalkılıç, 2014: 45). First; the ability of the individual to be incomplete in the face of real or perceived organization expectations. Latter; the individual's job, needs and expectations can not respond. In other words, the severity of stress at this stage shows the level of discordance between individual and organizational variables (Perlman and Hartman, 1981: 12).

In the second stage with perceived stress level; Stress-forming situations



occur as a result of people's perceptions. There may be many conditions that cause stress, but they do not cause the individual to perceive himself / herself under stress (Sürgevil Dalkılıç, 2014: 45). The transition from the first stage to the second stage depends not only on the stress situation in question, but also on the variables of the organization and the personality of the individual (Perlman and Hartman, 1981: 12).

The third main reaction categories that arise in response to stress are the third stage. Physiological, affective and behavioural three categories of these reactions, which or which will occur as a result of organizational and individual variables are determined.

The result of the reaction to stress is the fourth stage. Here, the change in job satisfaction can affect job quality. In addition, some problems can occur in the physiological and psychological health of the person. The person may be dismissed or separated on his own will (Süregevil, 2006, p. 31).

### **Meier approach**

According to Meier (1983); the positive fortification expectations of the person are very low; the expectation of punishment is very high; it is a developing situation due to the fact that there is little expectation to control the existing reinforcement and there is little expectation of individual competence in conducting the behaviours required to control the reinforcement (Süregevil, 2006, p. 49-50). Meier states that there are four dimensions in the model. These dimensions can be listed as follows (Kervancı, 2013, p. 15):

- Reinforcement Expectations
- Outcome Expectations
- Efficacy Expectation
- Contextual Processing

## **1. Reinforcement Expectations**

Expectations are learned and protected by an individual's gain in business life according to internal and external contexts. Expectations interact with each other the system. For example, an individual may develop little expectation of his / her personal competence, and ultimately feed negative thoughts towards work. The information gained on success is negatively affected and as a result, job dissatisfaction occurs. The dissatisfaction allows the individual to move towards burnout.

If the reinforcement expectations, which are related to whether the working life can realize the open and personal goals of the individual, it is not satisfied with the work done and this leads to the burnout (Özgür, 2007: 40). Because of the perceptions that are different for each individual, the results of the working life will also differ for each individual. For example, while a teacher is happier as he often gets a return from the classroom when teaching a lesson, another teacher prefers to be heard quietly while lecturing. In both teachers, otherwise, dissatisfaction will create the fundament for burnout (Skeja, 2012: 16; Sürgevil Dalkılıç, 2014: 50)

## **2. Outcome Expectations**

The expectations of outcome are defined as descriptions about which behaviours will lead to certain outcomes (Bandura,1977). It consists of descriptions of the behaviours that lead to certain results. In other words, the desired results are to be done in order to obtain the necessary and compulsory behaviours have to be executed. (Skeja, 2012: 17; Sürgevil Dalkılıç, 2014: 50).

## **3. Efficacy Expectation**

While the expectations of outcome refer to knowledge of behaviours that produce desired outcomes, self-efficacy refers to expectations of personal

competence in executing that productive behaviour (Bandura,1977). This case explains the individual's ability to perform the required behaviours in order to achieve the desired results. Individuals who want to do their work successfully but cannot see their capacity in self-sufficiency may experience burnout syndrome (Sürgevil Dalkılıç, 2014: 51). In other word, employee who does not believe him/herself competencies has a high possibility to face the burnout syndrome.

#### **4. Contextual Processing**

The concept of contextual information processing refers to the processes of interpreting information or behaviours in contexts such as social groups, learning styles, organizational structures and individual beliefs (Özgür, 2007: 41). This concept constitutes the most important dimension of Meirer's burnout model, as it also calculates the change in individuals' learning and expectations (Skeja, 2012: 17; Sürgevil Dalkılıç, 2014: 51). The contextual processing refers to human information processing within contexts. Examples of contexts that could influence that processing include social groups, organizational structure, learning style, and personal belief. ( Scott Thomas Meier, 1983).

#### **Suran and Sheridan's approach**

The first step in this model of burnout, which attempts to elaborate the four steps in the developmental sense in early and middle adulthood; the second step; qualification acquisition, third step; productivity, stagnation and the fourth step is re-creation, frustration. Each step involves the way of life in the formation of extinction. According to this model, exhaustion is manifested by the dissatisfaction of conflicts which are seen in every step (Güven & Sezici, 2016: 115).

**First Step: Identity, Role Conflict:** Professional development of issues related to development appears in the last year of high school and in the first years

of university (Sürgevil Dalkılıç, 2014: 53). This period of time when individual and professional identities begin to take shape is an important period for the subject of emotional development (Suran and Sheridan, 1985: 743). The degree of conflicts between ego identity and role complexity is important in the formation of individual goals with the professional choice. The reason why an individual finds himself/herself in the role complex is that he has not been able to complete his profession significantly in the past. Thus, the seeds for burnout began to be thrown (Çetin Akbulut, 2010: 10)

**Second Step: Qualification Gain:** It is a period of inexperience in which the individual can develop their existing abilities and take their own freedom (Suran and Sheridan, 1985: 743). This period covers the beginning of the mid-twenties and thirties age. The individual gives him/herself some questions about how good he is doing in this process and compares him/herself with the other professionals at the same level. In case the comparison is positive, the individual feels more important in his / her chosen job (Sürgevil Dalkılıç, 2014: 55)

**Step Three: Productivity - Stagnation:** This is the stage where evaluations are made about the working environment. The current situation is the individual has gained the qualification and has become a profession freely (Suran and Sheridan, 1985: 744). This is the step that the professional focuses and manufactures, covering a professional process that reveals itself in the thirties and continues until the end of the thirties. The individual can take his life more firmly and feel the ability to provide his talents, be able to use his existing energy to be efficient in his work and to lead him on a creative life-long development (Sürgevil Dalkılıç, 2014: 59). In the absence of an environment in which the talents will manifest, their previous successes will be meaningless for themselves. As a result of all these, one will find itself inevitably into the burnout syndrome (Günay, 2016: 58).

**The Fourth Step: Reconstruction – Frustration:** While the process in the third step continues, the individual is now looking to question the first choice that brings him/her to the situation (Çetin Akbulut, 2010: 12). It is the stage where the individual begins to evaluate the decisions that lead him to his current position in his career (Suran and Sheridan, 1985: 744). Being addicted to bad habits, endangering his career, and quitting the job, he can turn into an opposite personality of his past personality. As a result of this, after years of boredom and most likely exhaustion occurs for the individual. Feelings of stress, fatigue and tension are becoming inevitable for the individual. Reconstruction is the discovery of a new cause for the individual in the individual and professional life of the individual (Günay, 2016: 58).

## **2.2. THE CAUSES AND NEGATIVE RESULTS OF BURNOUT SYNDROME ON INDIVIDUALS**

Sometimes individuals are exposed to in relation to their social and physical environment in a multidimensional structure. Because the individual's life is multidimensional. In that point of view, when we look at the factors which affect the burnout, many researchers on human relationship and psychologist in that area describes individual factors as follows: Demographic characteristics (Gender, Age), Personal characteristics, Education, Martial status, Egoism and self-efficacy and Empathy. Extensive information was provided below.

### **Demographic Characteristics**

According to studies, women are more emotional than men extinction syndrome live (Maslach and Jackson 1981: 111, Dikmetas, Top and Ergin 2011: 4; Purvanova and Mures 2010: 169). Maslach and Jacson (1981) observed that the depersonalization and reduction of personal accomplishment was on men rather than

the women and Ergin also obtained the same result in the study on doctors and nurses in 1992 (Ergin 1992). In a study carried out by the bank managers stated that gender is a variable affecting the depletion syndrome and revealed that emotional exhaustion is more in female managers than in male managers.

Of all the statistic factors that have been examined, age is the one the most related factor with burnout syndrome. Among more youthful workers, the dimension of burnout is accounted for to be higher than it is among those more than 30 or 40 years of age. The level of depletion in young people and those working in advanced age was incompatible. Young employees who are into the first years of their profession have high expectations about the work and their feel about burnout faster than the adults. From the point of low personal accomplishment, the results of the employees who were over thirty years old were higher than younger. (Ergin,1995:42-43; Çimen,2000:11; Maslach and others .2001:409).

### **Personal characteristics**

In an attempt to discover which types of people may be at higher risk for burnout, some personality traits have been analysed. Employees with low hardiness levels have greater burnout results, especially on the exhaustion dimension. One of the personal characteristic is *idealistic expectations*. The staff member of the organization has exaggerated expectations about what kind of the company and staff he/she will work but, when the individual faced with the real activity of the organization, he/she will understand and face with "reality shock." For instance, in explained kind of the employees could expect feedback for the work which he/she well done , the opportunity to be the "real" participant of the job-related decisions, elaborate understanding and friendly managers and co-workers , a clear understanding of what is required from him/her, convenient resources as time and

money to implement the work as much as possible. Authors called that situation as idealistic expectations, in my opinion, it was utopic or elusive expectations too. Although, there are some companies which include that kind of environment, most of them are likely a “utopia”.

On the other point of view, researchers divided the people into two control types. (Otero-López, Mariño & Bolaño, 2008). First is called an *external locus of control* which is attributing situations and accomplishments to influential anyone at the work or luck. On the other hand, the second type is an *internal locus of control* which is attributing to the competence and hard work of the individual<sup>2</sup>.

## **Education**

Another factor of burnout syndrome is education. According to studies, there is a dilemma between the 20s and 21s century research. First and the initiators of the burnout syndrome claimed that there is an inversely proportional relationship between education and burnout. In other words, Burnout depends on the educational level of employee. If her/his educational background is high the probability of being burnout would be low. On the other hand, recent researchers find out that there is a directly proportional relationship between the educational level of workers and the burnout syndrome. They consider that the social and environmental scale was changed and the expectation of the employees also changed and this indirectly cause the symptoms of burnout. This result can be explained by the increase in the probability of encountering stressful situation and responsibilities as education increases (Çimen,2000:12; Maslach and others,2001:410).

## **Marital status**

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<sup>2</sup> C.Maslach , M.Leither, W.Schaufeli - Job Burnout - Annu. Rev. Psychol. 2001. 52:397–422.

According to research, having a family prevents burnout. Having a family instils a sense of determination and power. This situation has a positive effect on professional and private life, and people return not only to themselves but also to the people around them. The love and tranquillity of being a family help the person to fight stress and prevent her depletion. At the same time, married and having children means social support. Social support is a structure that reduces and treats burnout syndrome.

### **Egoism and self-efficacy**

Generally, egoism evaluated the negative behaviour of the individuals in our surrounding. The self-image means the individual's view of himself and his perspective. People who are in love with her/himself or believe what they can do and stood at the results of their acts are positive and self-efficacy individuals. In that situation, they are more productive and love their work and do things with harmony;

On the other hand, an individual who has a negative self-image and does not love or peace with him/herself unhappy, anxious, face with many areas of life with conflicts and has some kind of possibilities to exhibit behaviours as self-injury. The Authors of development psychology emphasize frequently that without self-confidence, the capacity and belief of the individual never achieve success in a job and life. The concept of self-efficacy was developed by Albert Bandura. It is expressed as “the belief that the individual has the capacity to organize and execute organized activity to show a certain performance”<sup>3</sup>. It is also stated that self-efficacy is not related to the individual's abilities, it is completely about the feeling that what kind of acts he/she can do with the competencies he/she has. If the self-efficacy level of the individual is low, he falls into a pessimistic and ambivalent situation. If this

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<sup>3</sup> A. Bandura, 2010 Self-Efficacy <https://doi.org/10.1002/9780470479216.corpsy0836>



level is high, the individuals will be optimistic, cheerful and determined their activities to achieve more easily and get results.

## **Empathy**

Empathy is a term that is frequently emphasized in both the business world and education, especially in the last quarter century. The definition of empathy as a word is as follows: "A person puts himself/herself in front of him/her and looks at things from his point of view"<sup>4</sup>. In this relationship, if an individual is able to empathize, he/she can produce an easy solution to the problems that will cause conflicts within the organization and can overcome the problem with a broad perspective by understanding the reasons broadly. If the person does not have any empathy compatiency, he/she can not see the gaps into him/herself and indirectly cause the syndromes of burnout such as exhaustion, mental fatigue, depersonalization and other acts to the co-workers and costumers.

The result of that kind of activities from employee side will irreversibly be the psychological and physical injury, from the company side will be inadequate work environment which indirectly concludes with negative developments on company's image and resources. Here comes a question, are all causes and main causes of burnout syndrome come from individual factors? The answer is no and I want to give comprehensive information about it in the next paragraph.

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<sup>4</sup> Ü. Dökmen, İletişim Çatışmaları ve Empati, İstanbul, 2005, s.135

## **2.3. THE CAUSES AND NEGATIVE RESULTS OF BURNOUT SYNDROME ON CORPORATION**

In the years when the concept of burnout syndrome was defined for the first time, it is accepted that the causes of syndrome arising from individual characteristics rather than the organization. From this point of view, the problem is into the individual and the solution is to eliminate the individual's problems or to rid of the individual. However, in the following years, it is revealed that burnout is not only an individual-oriented problem but also the organizational (environmental) factors have a significant effect on syndrome and the main solution or elimination ways comes from the organizational actions.

Organizational (environmental) factors, which are considered to be effective on burnout syndrome, analysed by Maslach and Leiter in 1997 and defined under the headings of the work overload, lack of control, insufficient reward, breakdown in community, absence of fairness, and conflicting values <sup>5</sup>.

### **Work Overload**

Workload is a key dimension of organizational life. From the point of view of the company, the meaning of workload is efficiency. On the other hand, from the point of the individuals, the meaning of the workload are time and energy. It is a fundamental challenge to find a compromise between the two viewpoints to sustain a mature relationship with job. Major organizational transitions associated with downsizing and restructuring target workload first and foremost. In their scramble for increased productivity, organizations push people beyond what they can sustain.

### **Lack of Control**

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<sup>5</sup> C.Maslach, Michael P.Leiter – The Truth About Burnout 1997 , page 38.  
<https://archive.org/details/truthaboutburnou00masl/page/n7>

The capacity to set priorities for day-to-day work, select approaches to doing work, and make decisions about the use of resources is central to being a professional. Policies that interfere with this capacity reduce individual autonomy and involvement with work. When individuals have no control over their job's essential aspects, it discourages them from addressing the issues they define. The issue is not whether they are able or willing to take action but rather whether the organization will tolerate creative problem solving outside of its centralized control structures. Without the capacity to make relevant decisions, people can waste time doing things that do not get the job done. They cannot balance the interests of the company without the control function. They lose interest if they do not feel that they are making things happen.

### **Insufficient Reward**

The current crisis in the work environment reduces the capacity of organizations to reward people in meaningful ways. People hope that their jobs will bring them the material rewards of money, prestige, and security, but lately jobs have been bringing less of all three even as people are working more. An even greater contributor to the experience of burnout is the loss of the intrinsic reward of doing enjoyable work – and build expertise – with respected colleagues. The combined loss of extrinsic and intrinsic rewards diminishes the potential for work to be engaging.

### **Breakdown in Community**

The fourth impact of the current crisis is the breakdown of community at work. Community is undermined through the loss of job security and an excessive focus on short-term profit that excludes consideration of people. On one level, this atmosphere fragments the personal relationships that are the fundamental

components of community in an organization. On a second level, it undermines the teamwork that is seen to be increasingly central to the manufacturing, information processing, and service sectors of the economy. The loss of community is evident in greater conflict among people, less mutual support and respect, and a growing sense of isolation. A sense of belonging disappears when people work separately instead of together.

### **Absence of Fairness**

A workplace is perceived to be fair when three key elements are present : trust, openness, and respect. When an organization achieves community, people trust one another to fulfill their roles in shared projects, to communicate openly about their intentions, and to show mutual respect. When an organization acts fairly, it values every person who contributes to its success, it indicates that every individual is important. All three elements of fairness are essential to maintaining a person's engagement with work. In contrast, their absence contributes directly to burnout.

In the current crisis, organizations are hard-pressed to maintain communities of trust, openness, and mutual respect. As They scramble for survival, they take actions that indicate relatively little concern for their employees' welfare. They devote their resources to short-term financial performance rather than to less clear-cut goal of building organizational community. Employees do not trust management to make decisions that are in the best interests of the clients, the employees, or the organization itself. Management does not take staff members are perceived as being primarily concerned with protecting their occupational role or their professional prerogatives, and only secondarily concerned with the welfare of clients. Discussion between management and staff can become bogged down in mutual distrust.

## **Conflicting Values**

Values influence everything about your relationship with work. The current crisis in the job environment is in many ways a major value conflict. A short-term survival-and-profit value system is going against values that the most dedicated employees hold about their work. What people find especially aggravating is that often organizations emphasize a dedication to excellent service or production while they actions that damage the quality of work. In fact, management is not attempting to undermine quality, it is just attending to other things. Excellent quality requires total attention.

The process of the burnout syndrome appearance, organizations and psychologists influenced the syndrome to find the most effective ways to avoid which I will emphasize it into the next chapter.

### **3. THE ELIMINATION OR ALLEVIATION WAYS OF BURNOUT SYNDROME**

The literature review and many scientific approaches on the burnout syndrome show that the syndrome affects the several parts of the individuals' life like work, personal, social life etc. There are a lot of analyses and researches about the individual and organizational cause factors which I mentioned in the first chapter. That is why inevitably there are elimination and alleviation ways of burnout syndrome to make the work environment more sufficient and I pay attention that the researches are categorized them generally two parts. The first is including the steps which the individuals can use the methods as a self-directedly. The second provides the information that what the organization can do when the burnout syndrome arose.

#### **3.1. The self-directed approaches for individuals**

Generally, the elimination ways of burnout syndrome depend on the individuals' behaviour, their choices and social and work life activities can be various person-by-person. But psychologist and researchers come together in some cases. According to my comprehensive research, there are several methods to avoid the burnout syndrome. Here are some specific methods that Gerald Loren Fishkin, Christian Maslach, Michael P. Leiter, James Scala and other scientists recommended to the individuals to do:

##### **Self-Disclosure, Communication and Purification**

One symptom of a true anxiety reaction is the blockage of the ability to engage in healthy problem-solving. To overcome our anxiety, we must find a way to release pent-up emotions – then we will be free to explore innovative solutions.

During these stressful periods, we need a trusted friend and a willingness to disclose our innermost feelings. We have to learn to articulate our innermost

thoughts about our needs, frustrations and values. Doing so provides a safety valve for our intellectual and emotional systems to decompress.

### **A Time-out to Gain a Perspective on Life**

Being on the front lines of the stress battle for too long inevitably wears us down. The unrelenting adrenal pressure and psychic pain becomes just too much bear. That is why, sometimes step back to the situation and thinking about the overview can help the individuals.

### **Cognitive Restructuring**

We can learn to reframe situations in our minds so that they are less likely to induce a state of anxiety or depression. This can be highly useful, for example, in coping with anticipatory anxiety about future events. The goal of cognitive restructuring is to reduce or eliminate our negative automatic thoughts that trigger emotional reactions, replacing them with more positive modes of thinking and problem solving. By consciously imposing a period of time between stimulus and response – a period during which the stressor and its potential consequences can be rationally evaluated. Anticipating a future event is perfectly normal, and it's true that problems might develop when the event finally occurs. However, rational thought processes are the first line of defense against this type of anxiety or depression.

### **Tension Reduction Methods**

Tension reduction methods are useful for lowering our state of emotional arousal and helping us to restore a sense of psychological, emotional and social balance. Ultimately, the objective is to facilitate improved coping skills and instill a sense of well-being. These strategies, which represent a more aggressive approach to fighting the negative effects of anxiety.

## **Exercise and Nutrition**

Regular exercise and proper nutrition are key components of most approaches to reducing burnout. While it takes a concentrated effort to reprogram our dietary habits, the benefits will be felt almost immediately. Lowering, and even eliminating, the dietary intake of processed sugar has been shown to reduce the effects of anxiety and depression in both adults and children.

A rigorous and well-designed physical workout program can lead to a heightened sense of well-being and internal calm. These positive feelings can be attributed to the release of endorphins ( the body's neurochemical equivalent of morphine ) in the brain. Exercise also has a profound effect in treating compulsive disorders, particularly binge eating and depression. Physical activity offers a substitute behavior with far more beneficial results.

When weight loss is an associated goal of a stress reduction program, neither diet nor exercise alone is sufficient to bring about healthy weight loss. Both diet and exercise regimens must be faithfully followed if they are to be effective. This can be related to the body's "set-point" or maintenance level. Individuals trying to lose weight through dietary restriction alone often complain that, at a certain stage, their weight loss reaches a plateau beyond which they cannot progress. This is because the person's metabolism slows down to a certain level to compensate for the reduction in caloric intake (set-point). The most effective means of "tricking" the body's set-point is through a program of regular exercise to speed up the body's metabolism while also giving the heart a healthy workout.

## **Relaxation Techniques**

Certain relaxation techniques are quite effective in counteracting the physical effects of anxiety. These methods work by being "antagonistic" to the stimulation of the adrenal response, based on the principle that it is impossible to be both anxious



and relax at the same time (that is, anxiety and relaxation are antagonistic to one another). By learning to employ appropriate relaxation methods, we basically substitute a relaxation response to a certain stimuli for an anxiety response. Here are some of the most commonly employed and useful relaxation methods:

### **Progressive Relaxation**

In progressive relaxation, each part of the body is progressively and systematically tightened and relaxed, usually from the feet upward. This is done while lying down and breathing from the diaphragm. The breathing and muscle relaxation should be in a matched rhythm, with the goal of achieving reduced tension and a state of deep body relaxation. If properly done, it is possible to remain fully alert and focused on the problem-solving task at hand while practicing progressive relaxation.

### **Breathing Exercises**

Breathing exercises are effective in compensating for the shallow breathing that often accompanies anxiety. The rapid, shallow breathing that frequently occurs during acute anxiety attacks impedes the healthy exchange of oxygen and carbon dioxide, and can result in hyperventilation. The effective use of breathing exercises, which are often employed by singers, actors and athletes, requires training in using the diaphragm to breathe at an evenly timed rate. The exercises should be practiced daily, so that when anxiety or stress-provoking stimuli are encountered, they can be immediately employed to restore a healthy respiratory balance.

Furthermore, the maximum benefits are gained by lying in a supine position and relaxing the chest muscles and abdominal areas while breathing in and out. This technique is especially helpful during panic attacks and acute anxiety reactions.

## **Meditation**

Meditation, which has been found to be quite effective in alleviating the effects of anxiety, can take many forms; the most appropriate method depends on individual needs. However, in general, meditation is a technique for centering total mental effort on one quite and peaceful aspect of consciousness. During the meditation process, all energies are focused on a level of thought free from value judgments or awareness of self. Meditation, once mastered, can be accomplished in almost any setting, including the workplace.

## **Other Advices**

- 1. *Express feelings and emotions.*** Putting stress into words through communication with colleagues can prevent the isolation that is often felt during the late stages of burnout. The exchange of ideas acts as a buffer because sharing and communicating has a unique way of relieving stress and putting things in perspective.
- 2. *Schedule downtime.*** Everyone needs breaks away from work. Instead of using lunch or breaks to catch up on unfinished or extra work, spend downtime doing something completely unrelated to work. Time off is absolutely essential in refreshing attitudes and job outlook.
- 3. *Never schedule more than one stressful activity at the same time.*** This may take some thought and planning beforehand, but putting up with only one stressful situation at any given time will prevent work pileup, make you feel like you are accomplishing more and relieve the stress of feeling overworked.
- 4. *Break projects down into smaller parts.*** Some of us have a tendency to become overwhelmed by project soon after we start it. By cutting a big project down to its individual components, it never looks as difficult or

overwhelming. We can then tackle it piece by piece and never even realize how big it is until it's finally done.

5. ***Learn to say no.*** Never feel obligated to take on extra assignments or do special projects which are not required but nevertheless cause feelings of anger and hostility. Saying yes all the time can make us feel helpless to control our own workload, while being able to say no gives us a feeling of control and satisfaction. Keep in mind, this is not the same as not wanting to get involved and be committed. Giving ourselves the choice of what we want to be involved in or committed to is the kind of control we need to become stress-free.
6. ***Improve work skills.*** We need to become more aware of new changes and keep abreast of current technologies and ideas. Taking classes, going to seminars and participating in extra job training will keep us up-to-date and prevent feelings of inadequacy and more withdraw and isolated from our jobs' requirements and our co-workers. Eventually, our inability to work effectively with technology and with others can cause serious emotional problem.

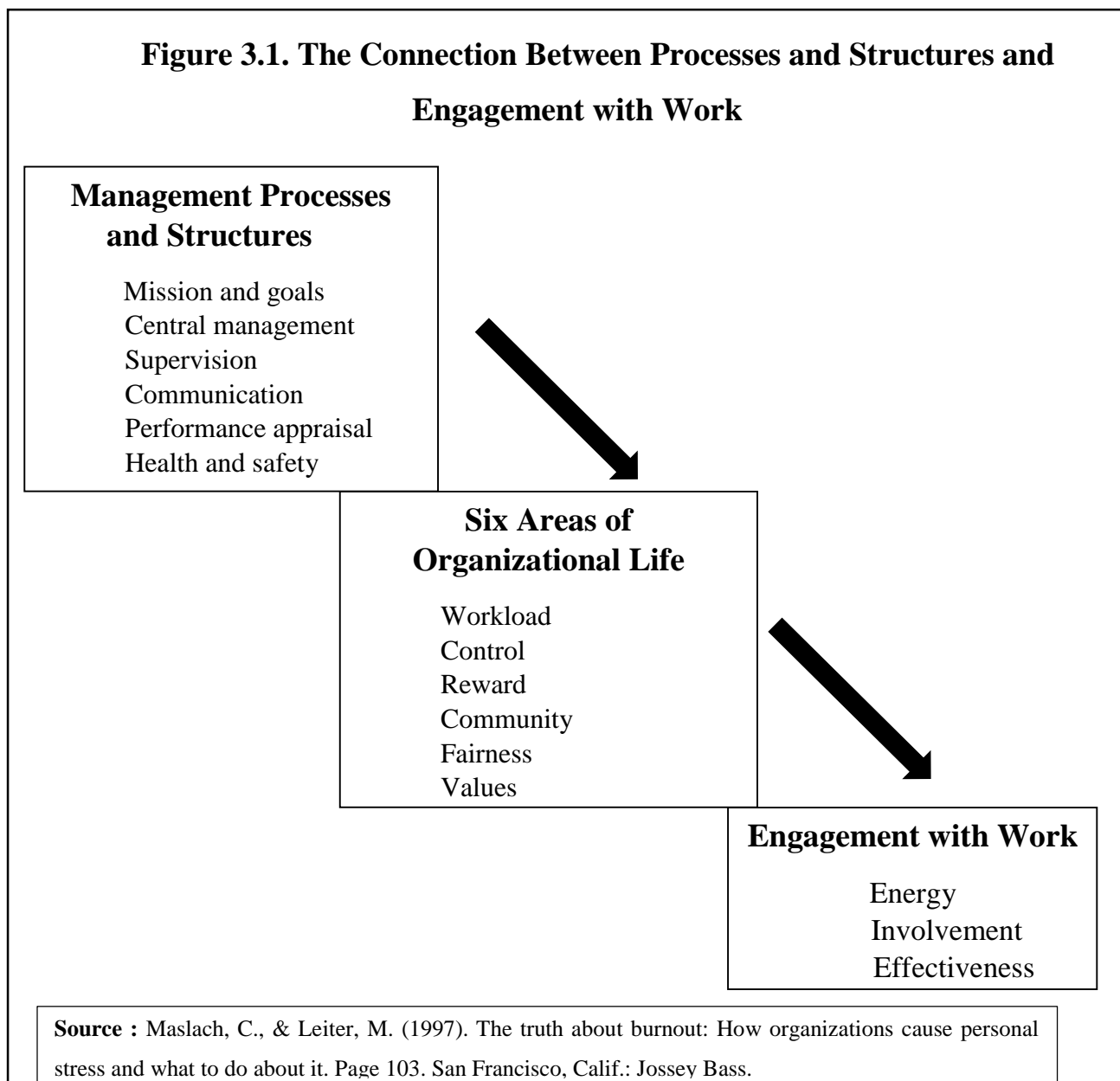
The elimination ways of the burnout syndrome could be extending and are not concluded with these.

### **3.2. The organizational interception ways for appeared burnout syndrome**

The organizational approach tackles the job-person mismatch from the perspective of the workplace rather than from that of the worker. Thus, it analyzes areas of organizational life. The six areas in question – workload, control, rewards, community, fairness and values – are shaped by organizational practices and structures, and therefore they are the targets of an organizational intervention. For example, management cannot directly change an employee's sense of fairness or endow that individual with a sense of control. But management can develop

practices – such as supervision skills or safety procedures – that affect the employee’s sense of fairness or control. Figure 3.1 illustrates how management process and structures affect the six areas of organizational life and how they in turn affect engagement with work.

Thus, the goal of an organizational strategy is to build management structures and processes that promote engagement and prevent burnout. To do this, up-to-date information is needed on the state of the organization as far as those six areas are concerned, on the management practices or structures that shape the six areas, and on the state of the employees on the burnout-engagement continuum.



An effective organizational strategy to prevent burnout and build engagement begins with a staff survey on key aspects of organizational life. Just as a financial audit is a standard operating procedure to assess how an organization deals with its fiscal responsibilities, a staff audit assesses how an organization deals with its responsibilities to its employees. In other words, it reveals the extent to which the workplace is promoting their productivity and engagement.

An essential criterion for doing a staff survey is an accurate, timely, and meaningful flow of information about what is going on. With such information, the organization can use its limited resources to address the key issues more effectively.

Without it, management may initiate programs that intend to help employees but completely miss the mark. The programs may be appropriate in some areas of the organization but unnecessary or even counterproductive for other work groups. In tight economic times, organizations cannot afford to waste time and energy in this way.

Thus, there are two major phases to the organizational strategy: finding out what is going on with the organization's workforce, and then using this information to improve the organizational culture. The first phase involves surveying people and then interpreting the results. Specifically, the first phase seeks to assess the following:

- The levels of burnout and engagement among staff
- The extent of job-person mismatch in the six areas of organizational life
- The relationship between the management structures and processes and the six areas

The second phase of the strategy concerns how the survey will affect the organization. The goals of this phase are to establish on-going processes:

- To improve communication throughout the organization, both among the staff and between the staff and management.
- To implement organizational changes that promote engagement with work and prevent burnout

Effective management of the entire strategy is critical to the success of any subsequent change. Also critical is active participation of all the employees and management in all aspects of the process which starts with management, becomes an organizational project, connects to people, the outcome affects related mismatches and the outcome is a process. I want to give comprehensive explanation of Christina Maslach and Michael Leiter's approach in that paragraph.

### **Step 1: It Starts with Management**

It may seem remarkable that during the current work environment there are enlightened executives who are seriously committed to promoting engagement and preventing burnout in their institutions. These powerful executives and administrators are not protected from the pressures of improved competition in the private sector or decreased funding into the public sector; they are completely aware of those demands, but they see increasing engagement as a way of addressing them. These people are convinced that to achieve their responsibility as CEO or vice president or supervisor. They must do the activities which are develop the work life of the employees in their organizations. They are committed to creating a sense of community between their employees, not just utilising their skills and energy. In addition to being concerned with a well-functioning institution, these administrators are clearly concentrated on diminishing the organizational costs. Their sense of responsibility is both social and fiscal.

A fundamental distinction among these administrators and their more familiar equivalents – those with more likely short-term perspectives and benefits on their

employees – is their vision for the company. Managers who are committed to engagement look toward the prospect. Their representatives are often highly proficient people whose work requires lifelong learning. The job of the company requires initiative and judgment from front-line personnel. It is too complicated to be succeeded with standardized procedures: it's people who do creative problem-solving.

This combination of factors leads some CEOs – but not all, by any means – to conclude that an environment that makes engagement is necessary for the organization's long-term benefit. These supervisors are willing to make a serious commitment to initiatives that will bring about engagement when they are convinced that the initiatives will make a difference. Because they have the capability to set the organizational schedule, they can make this effort a priority for everyone. They can commit funds and other resources to the process, and they can bring in consultants to make it work more effectively. Moreover, their status provides them a broad vision of the organization as a combination (rather than the view of just its constituent elements), so that they can evaluate the possible influence of changes in organizational policies.

## **Step 2: It Becomes an Organizational Project**

An organizational intervention to build engagement and prevent burnout is, of necessity, an inclusive project. It is not something done to people, but something done with people. In order for the intervention to be ultimately successful, the larger organization has to buy into it. There has to be a shared vision of the purpose of the project and its ultimate value to the organization. All levels and units must be committed to being a part of the project from beginning to end. This means that various people must be given meaningful role to play in the process and that important leaders and stakeholder groups besides central management must endorse

it. And finally, there has to be a shared agreement that the outcome of the project will really have an effect on organizational policy. Communication is essential for the success of any organizational project. The organization needs to consider the staff members' perspectives on the six areas of organizational life and the relevant management processes and structures. To gain their perspective, the organization needs more than an upward flow of information. A successful process shares information among the work units across the organization as well as up and down the hierarchical ladder. This task exceeds in scope and nature the standard communication processes of large organizations. Much of the standard information flow about people in these setting is either highly abstract and general or too specific and anecdotal.

People who are intent on building a better work environment need information that will help them make sense of the complex relationships employees have with their work. That information must encompass many individuals to cover the territory, but it must also be kept simple to be understandable. Administrators leading a change initiative need to understand what drives the relationships between employees and their jobs if they are to identify the strengths on which the organization can build. They need to know the hot issues for staff in order to take definitive action on critical problems. They need to know the points on which a change into management policy will bring some improvements about in organizational life. And staff members need an opportunity to express their viewpoints to management and to one another in order to understand that they matter to the organization – and are active, important contributors. For these reasons, the organizational project requires a staff survey that is well designed and thoroughly executed.



### **Step 3: It Connects to People**

Although the project is an organizational one, it needs to have a direct relationship with people throughout the organization. Whatever their job title or organizational unit, all employees need to see how the project is relevant to what they do at work. This connection will be most clearly established if they become involved, active participants in the process. And if they have input into the organization's understanding of itself, they will be much more willing to share in the implementation of the intervention. To be the most effective, the intervention has to be translated from general organizational policy into terms that are relevant for various work groups and individuals.

An organizational intervention may focus on a single area of organizational life or encompass a cluster of them. In either case, the underlying principle is to identify strategies for improving the fit between workers and the workplace. If job-person mismatches can be reduced so that people establish harmonious relationships with their work in the six areas, then the jobs they do will be enriched by greater energy, involvement, and effectiveness.

### **Step 4: The Outcome Affects Related Mismatches**

The organizational project can target one or more mismatches for an intervention effort. Regardless of its intended outcome, the process itself is likely to affect particular areas, especially community, fairness, and values. If the process is one in which there is greater communication and collaboration between individuals and work groups (and particularly those that do not have regular contact with each other), it will increase people's mutual knowledge and understanding of one another and thus enhance their sense of community. If the process is one in which people are given a voice, issues are recognized, and conflicts resolved, then there will be a greater feeling of fairness in the workplace. And if the process focuses on

organizational values and how they relate to the work people do to carry out the organizational mission, the resulting clarification of values will reduce value conflicts and their detrimental effects.

### **Step 5: The Outcome Is a Process**

When its procedures and structures are responsive to people, an organization can foster a harmonious relationship between people and their job environment. By promoting engagement and preventing burnout, such interventions enhance the organization's capacity to pursue its mission. The result is a more harmonious organizational community - but this in itself is not a "happy ending". Rather, it is an ongoing process by which the organization can continue to adapt to ever-changing circumstances in a way that promotes engagement with work. In other words, the process of solving problems in accordance with shared organizational values is not a temporary fix. The investment in this organizational process is not only for immediate but also for long-term benefits.

### **3. Results and Conclusion**

After the comprehensive research about general view, causes and solutions of burnout syndrome at a result of them I will use and discuss the analyses of current studies among the empirical researchers.

When I was looking for the studies of burnout syndrome, I found that the one study about Canada and Pakistan's full-time self-employed and organizationally employed people that examined according to Maslach Burnout Inventory (MBI)(Jamal, 2007). As we know the first chapter, this measurement has 22 questions which the questions are separated differently and related the three dimensions. In this case study, almost the 16 rate of full-time workforce in Canada and other industrialized workers are self-employed (Wiatrowski, 1994; Parslow ,2014 ; Cohen, 1996 as cited in Jamal, 2007). The outcomes of the research, derived from full-time representatives in North America and Pakistan, determined that self-employed individual people experienced higher overall burnout, emotional exhaustion, and lack of accomplishment than those employed in the organization. The self-employed individuals put a number of 30% more time at work in Canada and an average of 40% more time at work in Pakistan as a comparison of the employees who are organizationally recruited (Jamal & Badawi, 1995 as cited in Jamal, 2007). Eden (1975as cited in Jamal, 2007) also find that the employees who are self-employed spent approximately 20 per cent higher result of time at work per week than the people who are organizationally hired in a sample of nationally information collected on U.S. work conditions.

As a result of this study, we can easily see that the self-employed individual people experienced a high overall from the three dimensions of Maslach and this is one of the empirical research which confirm the Pines and Aranson's research which I mentioned the first chapter.

Another study shows the white-collar and blue-collar jobs burnout level. This research does not investigate the divergences between employees and self-employed workers but examined two working subgroups: the Finnish corporation's white-collar and blue-collar workers (Toppinen-Tanner, Kalimo and Mutanen, 2002 as cited in Toppinen-Tanner et al.). There are different occupation because some jobs involve more resources than others, while some jobs that involve more requirements and psychological issues than others. White-collar jobs involve more independence and more complicated activities than blue-collar jobs (Toppinen-Tanner et al., 2001). It was discovered in the research that there were no several variations in the burnout procedure between both self-employed and organizationally employed occupational groups. In both groups (Toppinen-Tanner, Kalimo and Mutanen, as cited in Toppinen-Tanner et al.) the work-related previous actions of burnout (job stressors) was also very similar. The result of the study shows that the given predictions about job occupation by researchers were true and final statement is there is no difference between self-employed people and organizationally hired people, but also, the overall of the study said that each work has its individual points which can affect the both white-collar jobs and blue-collar jobs. For example, as I mentioned the second chapter, some of the individual solutions are related with white-collar workers such as the relaxation techniques, breathing exercises, meditation etc. which are more likely help the people who are working the department of customer service, marketing, finance etc. because these kind of solutions are more comfortable and effective on white-collar jobs or office work. On the other hand, exercise, nutrition, the activities for directly body's health approaches or solutions can be more effective on the blue-collar jobs but of course it can be changeable too.

There are various and different factors in various studies that are considered to be powerful on burnout. Another research I found is analysed the 135 employees' staff burnout into the oil and gas company which is called "Aghajari Oil and Gas Company" ( Ramazan Zeidani Roodbar, Morad Jamshidian 2016).

According to the number of 20 variables from different data analysis are gathered and examined in this research. Findings show that the burnout syndrome for Aghajari Oil and Gas Company staff only 3 factors of work experience, education and work expectations are powerful between these 20 factors. This study and questionnaire may have different outcomes in the other organization. Authors also mentioned that this research helps not only to the staff working recognition and spiritual but also the recognizing the effective factors on burnout syndrome. As a result of this research, it is recommended to the organizations that in order to alleviate the burnout of employees who are the major production capital, organizations need to be guided in the position of motivating employees that have more working experience to taught their experiences to young employees rather than burnout and cause more boom in production and decrease burnout among employees. In order to achieve the success, some activities should be taken to meet the needs and expectations of personnel in the organization as far as possible.

According to several empirical researches of the burnout syndrome into the companies the results sometimes were different because of the work environment (service, industry or office works etc.) and sometimes were exactly the same such as the age, gender factors as the researchers mentioned in their scientific research.

From the general view of the countries burnout results :

**Romania.** According to the report of the European Commission<sup>6</sup>, 70% of the

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<sup>6</sup> Source: CE, *Competent Consulting* at:<http://www.zf.ro/profesii/cine-sunt-cei-mai-stresati-angajati-dincompanii-3056650/>

employees of Romania are dealing with a high level of occupational stress and they are working over 48 hours per week. 39 per cent of Romanians were affected by burnout syndrome at the emotional side. The most affected categories are general managers, sales managers and financial managers.

**Germany.** A generous part of the German workforce is burnout or close it, and this is costing Germany billions of euros in lost productivity each year. As per an ongoing Gallup review, among the German employees 31% felt focused on yesterday, 24% felt worn out or wore out yesterday, 22% revealed that they have carried on inadequately with their family or companions on at least three days in the previous 30 days because of stress and 12% mentioned that they have had mental or passionate trouble, for example, burnout, stress or nervousness issue in the last 12 months.

These outcomes propose that more than 4.1 million German workers have encountered mental or enthusiastic misery. "Gallup estimates that every workday lost to illness, on average, costs a German company 254.40 euros -- resulting in an estimated cost of more than 9 billion euros in lost productivity annually to German employers." <sup>7</sup>

**Austria.** In Austria, 1.5 million Austrian suffer from burnout and one million employees shave the risk getting burnout. According to statistics of the social insurance agencies, psychological conditioned diseases increased about 60 %.<sup>8</sup>

**United Kingdom.** In Britain, the government of the United Kingdom evaluated the employees every five years to see the progress into the quality of work and work environment. According to that evaluation, the latest results show that "Britons are working harder than at any time in the past 25 years, to tighter deadlines and with

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<sup>7</sup> <https://news.gallup.com/businessjournal/190049/high-cost-worker-burnout-germany.aspx>

<sup>8</sup> Manfred Walzl, Neurologe an der Landesnervenklinik Sigmund Freud (LSF)

less autonomy." The comprehensive medical investigations confirm a relationship between high strained jobs, which combine high stress with a lack of control, and cardiovascular illness, musculoskeletal issues and depression. "Worryingly for the nation's health, the survey suggests 20 per cent of women and 15 per cent of men were in high strain jobs last year, the highest percentage on record."<sup>9</sup>

In conclusion, Although the burnout syndrome was investigated over the 40 years by many scientific researchers, psychologists and psychotherapists it is still the new syndrome which should be investigated by current studies immediately. As you can see the countries' burnout variables above, even it was one decade ago, both industry and service areas have the reduction of company benefits because of indirectly related causes of staff burnout and it is still continue because of the work environment. It is not exaggeration that, human resource management and approaches was dramatically changed into the last decades. The approaches to the employees' emotional stability, the expectations, workload and other related causes were analysed to create more efficient system for both companies and employees' beneficial side. Our rapidly changing world and surroundings indirectly influence the employee's work environment and their behaviors too. That is why, this study shows the main points of the syndrome such as its causes, solutions and the result of the burnout syndrome and has to be investigated into the future immediately.

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<sup>9</sup> <https://www.ft.com/content/f959a19c-d095-11e8-a9f2-7574db66bcd5>

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