

Burnout Syndrome: Its Mapping and Prevention in Managerial Positions

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Bachelor Thesis
2013



Tomas Bata University in Zlín
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Univerzita Tomáše Bati ve Zlíně
Fakulta humanitních studií
Ústav anglistiky a amerikanistiky
akademický rok: 2012/2013

ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Lada ČECHÁČKOVÁ**
Osobní číslo: **H10171**
Studijní program: **B7310 Filologie**
Studijní obor: **Anglický jazyk pro manažerskou praxi**
Forma studia: **prezenční**

Téma práce: **Syndrom vyhoření: mapování a prevence na manažerských pozicích**

Zásady pro vypracování:

Zpracování rešerše a odborné literatury
Vymezení pojmů a teoretických východisek se zaměřením na zjišťování syndromu vyhoření a prevence
Provedení kvantitativního výzkumu prostřednictvím dotazníků
Vyhodnocení a analýza výsledků a jejich porovnání
Shrnutí výsledků výzkumu, závěry a doporučení pro praxi

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: tištěná/elektronická

Seznam odborné literatury:

Kallwass, Angelika. Syndrom vyhoření v práci a osobním životě. Praha: Portál, s.r.o., 2007.

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Brock, L. Barbara, and Marilyn L. Grady. Avoiding Burnout: A Principal Guide to Keeping the Fire Alive. Thousand Oaks: Corwin Press, 2002.

Vedoucí bakalářské práce:

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Ústav pedagogických věd

Datum zadání bakalářské práce:

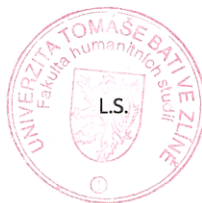
30. listopadu 2012

Termín odevzdání bakalářské práce:

3. května 2013

Ve Zlíně dne 29. ledna 2013


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ABSTRAKT

Bakalářská práce se zabývá syndromem vyhoření a jeho prevencí v manažerských pozicích. V teoretické části vymezuje pojmy, příčiny, příznaky a projevy syndromu vyhoření a jeho prevenci. Cílem praktické části je zmapování míry vyhoření v manažerských pozicích u zkoumaného vzorku manažerů – podnikatelů a manažerů – v zaměstaneckém poměru. Dalším cílem práce je zjištění metod, které manažeři používají, aby syndromu vyhoření předešli.

Klíčová slova: syndrom vyhoření, burnout, manažer, prevence

ABSTRACT

The thesis deals with burnout syndrome and its prevention across managerial positions. In theoretical part it is focused on defining burnout, causes, symptoms and process of burnout and its prevention. The aim of theoretical part is to map the degree of burnout in managerial positions for sample of managers – entrepreneurs and manager in employment relationship. The next aim of the thesis is to find out methods managers use for prevention.

Keywords: burnout syndrome, burnout, manager, prevention

ACKNOWLEDGEMENTS

To PhDr. Jan Šmahaj for his expert advices and positive approach when facing difficulties while writing.

To my friends for upholding me.

To my mother for her support during my whole university studies.

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INTRODUCTION

Let me start this introduction with a short story. In the ancient times there was a king named Sisyphus who thought he could fool gods at Olymp but obviously, he did not. As a punishment, in the underworld, he had to roll a rock uphill, and always, before he reached the top, the rock slipped and went down. Again and again Sisyphus repeated this vain work and his suffering was never over. Since that time the misery, which had no end has been called *Sisyphus work*.

As we can see from this story mentioned above, the problem of total exhaustion is not a new issue, even though it has been discussed in recent few decades. Each of us is exposed to enormous amount of stress, which after a long period of time may become chronic stress that might lead to burnout. It does not matter if you are a workaholic or manager or nurse.

Managers are people who meet people every day. In their jobs they usually have to work under pressure, make fast decisions or carry responsibilities in companies – and that is why they have to face a lot of stress. Therefore I think managers are a group of people who are at risk of burnout. Is the stress of managers that big that it could become burnout easily? If so, which are the ways how to prevent it?

I chose this topic because it is quite close to me. I have been surrounded by managers since my childhood thanks to family company, and I have experienced their negative changes with coming requirements over the time. I used to ask myself a question – why? What is the cause, that they are exhausted and do not seem to be happy?

I will answer this question in the following pages of this paper. This thesis is divided into two parts. In the first, the theoretical part, I would like to offer a theoretical background for the issue of burnout – the aim is to define it, to differentiate it from other problems, to find the causes of it, and the most important – find the ways how it could be prevented. In the second, the practical part, I will focus on two groups of managers and find out, if managerial positions are at the risk of burnout, and which group is at a bigger risk, and to map methods which managers use for prevention. The very next goal is to describe the matter of burnout in an understandable way, so the person who meets it for the first time can grasp on the topic.

I suppose not only I think it is important to know about this issue - because as the old wise says, prevention – which means knowing about the issue and doing something about it – is always better than cure, than to deal with the consequences of burnout.

I. THEORY

1 DEFINING BURNOUT SYNDROME

Burnout syndrome or abridged “burnout” – these terms refer to issue, which nowadays becomes more and more actual although it has still not been clearly specified. Burnout accompanies a wide scale of symptoms which are general and therefore difficult to identify, especially in its beginning. To understand, what burnout means, we need to clarify differences between stress, job stress, chronic stress, depression and fatigue – that is what the first chapter is about. In the end of this chapter I will present definitions of burnout by various authors.

1.1 Stress

Stress is psychophysical reactions of organism to external and internal load, which are called stressors. Stress is divided in two categories, positive and negative. Positive stress (eustress) is healthy and can be achieved in situations like wedding, promotions and could be demonstrated by activation of organism. On the other hand negative stress may cause somatic and psychical difficulties and is called distress. In this thesis we will deal with the negative stress and its consequences. Each person can get into stress, but burnout occurs only when the person is taken by the job – he or she has high targets, expectations and high motivation. Who does not have that high motivation (enthusiasm) can get into stress too, but not into burnout. Stress can occur in every activity, but burnout only during those activities, which require personal contact with another person.¹

1.1.1 Job stress

Job stress alone does not cause burnout but during longer period it could result into burnout easily. Job stress is the harmful physical and emotional response that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands. Combination of high demand in a job and low amount of control can lead to stress.²

Generally, professionals may function at high levels if their work provides them with positive feedback. However, those facing a highly stressful work environment, like the

¹ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 53.

² Mirjana Arandelovic and Ivana Ilic, “Stress in Workplace - Possible Prevention,” *Facta Universalis* 13, no. 3 (2006): 139, <http://facta.junis.ni.ac.rs/mab/mab200603/mab200603-03.pdf> (accessed October 25, 2012).

nursing staff in Intensive Care Units manifest higher level of anxiety, anger, behavior disorders and depressive symptomatology.³

Study, elaborated by the University of Manchester Institute of Science and Technology shows, that the most stressful occupation is miner, with rating of 8, 3 on stress rating scale of 0 to 10. As for the managerial positions, occupation of personnel manager is on the 19 rung with rating of 6.⁴

1.1.2 Chronic stress

Chronic stress is a long – term stress caused by series of stressors and can be the main cause of burnout. Stressors might be divided into following groups:

- **Physical stressors** (noise, too much stimul, hunger etc.)
- **Psychical stressors** (time pressure, too many changes during short time, etc.)
- **Social stressors** (conflicts with colleagues, loss of a close person etc.)

If those stressors cause chronic stress depends on our evaluation on the situation, our abilities to handle the situation and intensity and length of action of the stress factors.⁵

What is important to mention, reactions to those stressors differ due to personality of people affected by it. But even a person, who is exposed to stress and can handle it well, could go down easily, if it lasts for a long time, or in a case that it is too much to handle.

Basically chronic stress means, that stressors affect the person constantly – and the person has not enough time to recover.

The most important difference between stress and burnout is that stress is always noticed – but it could take months to recognize symptoms of burnout correctly – and its developing from chronic stress.

1.2 Depression

It may seem there is no big difference between depression and burnout. Even some authors consider burnout to be a special kind of depression. Burnout represents a more complex problem. Essential to know is that burnout has more planes and depression is more about

³ Iacovides Apostolos et al., “The Relationship between Job Stress, Burnout and Clinical Depression,” *Journal of Affective Disorders* 75 (2003): 209-

21, <http://www.sciencedirect.com/science/article/pii/S0165032702001015> (accessed October 25, 2012).

⁴ Mirjana Arandelovic and Ivana Ilic, “Stress in Workplace - Possible Prevention,” *Facta Universalis* 13, no. 3 (2006): 140, <http://facta.junis.ni.ac.rs/mab/mab200603/mab200603-03.pdf> (accessed October 25, 2012).

⁵ Christian Stock, *Syndrom vyhoření a jak jej zvládnout* (Praha 7: Grada Publishing, a.s., 2010), 22-30.

stages of rejection.⁶ Burnout also might come at a predictable time – unlike depression. Depression is a state when person is unable to experience any kind of pleasure and as a result, those people are sad and it is usually treated by pills. Burnout is typical for feeling that one is exhausted that much that it leads the person to doubt his own abilities to bear the work or daily activities and it is treated differently.

1.3 Fatigue syndrome – “manager disease”

Unlike burnout syndrome, fatigue syndrome may have its beginning in viral infection and also stress contributes to its outbreak and might last for a period of half of the year. There are also few common causes such as stress. Also treatments for those two syndromes are different – people with fatigue syndrome might be treated by medicaments or diets, on the contrary people with burnout syndrome must improve their psyche.

1.4 Burnout syndrome

“I am afraid of each next day. I do not know, for how long I can handle it.”⁷

There is no standard definition of burnout concept, although there are a lot of opinions what it is by various authors. Firstly, burnout syndrome is consider to occur frequently in occupations based on interacting with people – such as health professionals, teachers, social workers, psychologists, or managers.

Nowadays it appears that this characteristic of occupation needs to be extended: permanent demands for high work performance, which is required as standard, with no possibility of relief or digression, with significant consequences in case mistakes appear being the major issue.

In the International Classification of Diseases (2013 ICD-10-CM) is burnout classified under diagnosis code Z73.0 as a problem, related to life management difficulty.⁸

The first definition of burnout was introduced by Herbert Freudenberger (1974) who describes situation of mental care workers. It is defined as „to fail, wear out, or become exhausted by making excessive demands on energy, strength or resources“. He proposed

⁶ Christian Stock, *Syndrom Vyhoření a Jak Jej Zvládnout* (Praha 7: Grada Publishing, a.s., 2010), 22 – 30.

⁷ Angelika Kallwass, *Syndrom Vyhoření v Práci a Osobním Životě* (Praha: Portál, s.r.o., 2007), 13.

⁸ *Icd-10-data.com*, in the The Free 2013 Medical Coding Reference, <http://www.icd10data.com/ICD10CM/Codes/Z00-Z99/Z69-Z76/Z73-/Z73.0> (accessed April 01, 2013).

that the most prone people are dedicated and committed they feel a pressure from within the work and help and from the outside to give.⁹

The most visible impact of burnout is decrease in work performance and in quality of provided services. Individuals are losing the meaning of their work due to the prolonged response to emotional, physical and mental exhaustion they experience. Therefore, they are unable to meet the work demands.¹⁰

Sturgess and Poulsen describe burnout as „progressive loss of idealism, energy and purpose, experienced by people in the helping professions as a result of their work“.

Cherniss suggests that burnout is „a disease of overcommitment“.

Breznik and Ben Ya'ir stated that „burnout is due to the imbalance between resources values, expectations and environmental demands.“¹¹

Maslach and Goldberg suggest characteristics of burnout: “Key characteristic are and overwhelming exhaustion; feelings of frustration, anger, and cynicism; and a sense of ineffectiveness and failure... tragic endpoint for professionals who entered job with positive expectations, enthusiasm and a dedication to help people”.¹²

According to Maslach and Jackson, there exist three dimensions of it:

- **Emotional exhaustion (EE)**

EE is characterized as a depletion of emotional resources to contact with other people. When people experience burnout, they mostly refer to exhaustion at first.

- **Depersonalization (DE)**

Person experiences negative feelings and cynical attitudes toward the recipient of one's services or care.

- **Reduced personal accomplishment (PA)**

It is a tendency to evaluate oneself negatively, particularly with regard to work.¹³

⁹ Iacovides Apostolos et al., “The Relationship between Job Stress, Burnout and Clinical Depression,” *Journal of Affective Disorders* 75 (2003): 103.

XX, <http://www.sciencedirect.com/science/article/pii/S0165032702001015> (accessed October 25, 2012).

¹⁰ Maria Polikandrioti, “Burnout Syndrome” *Health science journal* 3, no. 4 (2009): 195, <http://www.hsj.gr/volume3/issue4/340.pdf> (accessed February 4, 2013).

¹¹ Iacovides Apostolos et al., “The Relationship between Job Stress, Burnout and Clinical Depression,” *Journal of Affective Disorders* 75 (2003): page nr.212

¹² Christina Maslach and Julie Goldberg, “Prevention of Burnout: New Perspectives,” *Applied and Preventive Psychology* 7, no. 1 (1998): 63, [http://dx.doi.org/10.1016/S0962-1849\(98\)80022-X](http://dx.doi.org/10.1016/S0962-1849(98)80022-X) (accessed February 9, 2013).

¹³ Christina Maslach, Wilmar B. Schaufeli, and Michael P. Leiter, “Job Burnout,” *Annual Review of psychology* (2001): 402-3, [http://dx.doi.org/10.1016/S0962-1849\(98\)80022-X](http://dx.doi.org/10.1016/S0962-1849(98)80022-X) (accessed October 25, 2012).

Few common characteristics appear through almost all the definitions. Křivohlavý summarized those symptoms as following:

- There is a wide range of negative emotional symptoms, which are typical for other problems – such as emotional exhaustion, fatigue or depression.
- Symptoms and behavior of people are more emphasized than physical symptoms of burnout.
- Symptoms occur in people who are otherwise mentally healthy.
- Burnout is related to profession.
- Lower work efficiency during burnout is related to negative attitudes and behavior, which therefore do not necessarily mean lower competence or lower work abilities and skills.¹⁴

From this chapter it is clear that burnout is not the same as job stress, stress, fatigue or depression, although there might be some confusion about it. To sum it up, burnout occurs in professions, where it is essential to communicate with people, and the result is exhaustion, doubts about meaning of the job and existence. People have feelings of despair – which might affect not just as far as work is concerned, but relationship with families, friends and every other aspect of their existence.

¹⁴ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 67.

2 CAUSES OF BURNOUT

The characteristic of burnout does not allow clear distinguishing between causes of the syndrome. Despite this fact, there are few causes, or their combinations, we can consider as the main. In this chapter, I will describe situations which the most likely contribute to the breakout of burnout.

- **Stress**

It is quite clear from previous chapters that number one of those situations is stress, especially the chronic one, which may set off another processes. Jaro Křivohlavý suggests, that stress - loss of excitement and motivation might be generalized as a non-balanced relationship between stressors and salutors (abilities to handle stress situations). If the amount of the stressors exceeds certain value, we talk about distress – negative, even pathologically acting stress. When person handles this situation for a long time, there is probability of occurrence of burnout.¹⁵

- **Frustration**

A person has a lot of needs which he has to fulfill. When we do some work, we want a social recognition – appreciation of our work we accomplished. When it is appreciated, we talk about satisfaction – satiation. But when it is not, we are not satisfied – frustrated. It is crucial to mention that what one can consider to be meaningless, other may take as a loss. And those experiences of frustration (disappointed expectations) can pile up in a person over the time and those consequences of accumulated unresolved situation might be even worse than the effect of solving it as soon as it occurs.¹⁶

- **Negative relationships between people at workplace**

In descriptions of causes of burnout, we can often see that good relationships between people at workplace are important. Bad relationships can lead to burnout. And by bad relationships we understand existence of conflicts, insults, exaggerated assertiveness and hostility.¹⁷ The results of such an environment are lack of respect, small degree of positive evaluation by others, humiliation, lack of mutual trust... When we look at the cases of burnout people, we see that the “safety net” of the closest people has been damaged.

¹⁵ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 39.

¹⁶ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 40.

¹⁷ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 45.

- **Too much emotional ballast**

It is a load, when high demands are being placed on emotional relationship among people. It occurs in professions where one has to be emphatic – doctors, social workers, police and basically all occupations which are exposed to risk of burnout.

- **Influence of the organization's environment**

Due to Křivohlavý, extreme freedom and also extreme degree of control can lead to burnout. Absurd requirements influence the outbreak of burnout – what leadership might consider important, worker might take as unreasonable. Burnout is more likely to appear if it is not clearly established what is expected of workers.

An other issue can be conflict between formal and personal authority in company, when workers appreciate somebody more than the person with formal authority.

Next issue is responsibility – excessive responsibility and lack of resources for realizing the task. Long-term failure in completing the task contributes to burnout.

Next cause might be social communication, awareness of leadership or workers, absence of discussion of what bothers everyone.

I would also stress monotonous work. When doing constantly the same work for a long time, person will need more energy to stay focused on the work, which may lead to fatigue and therefore to job burnout.

The next issue leading to burnout as for organization's environment is mobbing. Mobbing occurs at a workplace, where there is a system, which harms the victim.¹⁸ Hans-Jürgen Kratz, German expert in the field of mobbing states that relationships become critical when it systematically intervenes work and private life of the victim - often, victims are targeted, and it is illegal.¹⁹

- **Underload/Overload**

There are people who need certain amount of stress for working, but if they do not have it they may easily get bored. The result might reflect as feelings of non-fulfillment and the person can consider himself as non-successful. There are also discussions, whether burnout results from underload or overload (e.g. too many demands with too few resources).²⁰

¹⁸ Angelika Kallwass, *Syndrom Vyhoření v Práci a Osobním Životě* (Praha: Portál, s.r.o., 2007), 17.

¹⁹ Hans-Jürgen Kratz, *Mobbing: Jak Ho Rozpoznat a Jak Mu Čelit* (Praha: Management Press, 2005), 5.

²⁰ Christina Maslach, Wilmar B. Schaufeli, and Michael P. Leiter, "Job Burnout," *Annual Review of psychology* (2001): 402 - 403, [http://dx.doi.org/10.1016/S0962-1849\(98\)80022-X](http://dx.doi.org/10.1016/S0962-1849(98)80022-X) (accessed October 25, 2012).

- **Worries about job position**

Due to Angelika Kallwass this problem mostly appears among older people. Their colleagues leave jobs and the trend in most companies is to hire younger employees. It may happen they are not accepted in new collective, also have problems with new technologies and do not learn as quickly as the rest of the younger team. They might compare themselves with younger colleagues and constantly have stress about it all, it may easily lead to burnout.²¹

2.1 Causes of burnout across managerial positions

Nowadays, the trend, not only at work, is to do more in shorter time and it costs a lot of effort to adjust to the speed of changes – if one is not able to do that then it contributes to burnout. I will name some most common causes across managers:

- The speed in general, especially when the company is global, changes in industry
- continuously changing work environment – and also inability to influence decisions of company policies, changes, visions
- Instant communication “ the real-time text communication” – e-mails, instant messaging (availability on cell phone for a whole day, varieties of chats)
- A lack of resources, information
- Difficulties in managing people to whom manager has distributed work
- Problems at home which are transmitted to work
- Difficulties adjusting to new demands on manager
- A lot of work which influences personal life
- High demands without time for restoring
- Losing contact with individual’s basic values and priorities²²

²¹ Angelika Kallwass, *Syndrom Vyhoření v Práci a Osobním Životě* (Prague: Portál, s.r.o., 2007), 47.

²² Ceridian Corporation, “Understanding and Avoiding Burnout as a Manager,” *Human Recourses*, 2007, 1-5.

3 SYMPTOMS OF BURNOUT

There are a lot of symptoms of burnout and it is essential to know that some combinations of those symptoms come mostly together. Experiencing just one issue might mean that a person faces a different problem, not burnout.

3.1 Describing symptoms

Division of those symptoms into three categories is described by Kebza and Šolcová: psychological level, physical level and social relationships level.

- **Psychical level**

Feeling of long and strenuous effort lasts for too long and effectiveness of this effort is negligible comparing to expended effort. Also feeling of emotional exhaustion is significant, with decreasing motivation. Exhaustion might be formulated expressively (for example “I am down” or “I feel squeezed”), which is in contrary with all attenuation. Reduction is apparent - of creativity, initiative and invention. Person is convinced of his dispensability and worthlessness. Worker also has aversion to everything connected to job – topic of work, clients, patients and institution itself.²³

- **Physical level**

States of fatigue of organism, also quick tiredness of organism are typical. Also vegetative difficulties could arise there, such as heartache, indigestion, complications with breathing, headaches, blood pressure problems, sleep disorders, pain in the muscles, and long-term tension. All those symptoms are accompanied by increased risk of addiction of all kinds.²⁴

- **Social relationship level**

Characteristic is lower sociability, reduction of contact with colleagues, reluctance to occupation and to everything what is related to it, another characteristic is low level of empathy and gradual increase of conflicts (not due to active developing, but due to disinterest and “social apathy” in a relation to surrounding people and environment.²⁵

²³ Vladimír Kebza and Iva Šolcová, *Syndrom Vyhoření* (Prague: Státní zdravotní ústav, 2003), 10.

²⁴ Vladimír Kebza and Iva Šolcová, *Syndrom Vyhoření* (Prague: Státní zdravotní ústav, 2003), 10.

²⁵ Vladimír Kebza and Iva Šolcová, *Syndrom Vyhoření* (Prague: Státní zdravotní ústav, 2003), 10.

4 PROCESS OF BURNOUT

There are certainly a lot of various definitions of this process, but they all evidently agree at the general development of the syndrome, independently on the amount of stages they suggest. The definitions agree at the initial phase of enthusiasm for work, which is followed by “*waking up*” from not fulfilled ideals. The final phase is the period of frustration resulting into apathy against clients and job itself. The end of this whole process is stadium of burnout, exhaustion and loss of humanism.

All definitions look at burnout as a process, with several stages – it is a long-term process, not a constant state. Each stage of this process might vary in its length and intensity.

The most elementary process seems to be the model described by Christina Maslach who suggests four phases model:

- Idealistic enthusiasm and overloading
- Emotional and physical exhaustion
- Dehumanization of other people as a defense against burnout
- Terminal stage: Going against everybody and everything, appearing of burnout syndrome in its diversity²⁶

In a Maslach Burnout Inventory, questionnaire of burnout, there are three monitored factors. Leiter and Maslach suggest that gradual “burning” of those three factors lead to burnout itself. It arises emotional exhaustion at the beginning, as a reaction to upping requirements. The increased level of exhaustion automatically leads to depersonalization – person keeps an distance from others, known as social isolation. Those two factors link together and influence the performance, which results in a reduced personal accomplishment, which means that job with those conditions has no meaning and sense.²⁷

Some authors prefer more detailed view at this process. For example, the author trio of Golembiewski, Munzenride and Stevensone suggest the eight phase model which is based on Maslach Burnout Inventory.²⁸ The most detailed definition comes from John W. James who distinguishes the process into twelve sequent stages. We may shorten it as following:

²⁶ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 83.

²⁷ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 85.

²⁸ Vladimír Kebza and Iva Šolcová, *Syndrom Vyhoření* (Prague: Státní zdravotní ústav, 2003), 14.

Firstly, there are attempts to get across in work. Secondly, there is effort to do all the work alone, thirdly, person forgets to have time for himself or herself. The next stage is that plan, project etc. becomes the only thing person cares about. Everything is followed by confusion in values – what is important, what is in the next stage contradicted by defense. As the seventh step, people lose hope and involvement, might try to find the way out in alcohol or drugs. The eight step is social isolation, which results in the ninth step, depersonalization (loss of contact with life goals and values). The tenth point is presented as emptiness, “fall on the bottom” which stands for need of real, meaningless life. At the eleventh stage people face depressions, self-esteem is at point zero. The last, and also the result of this whole process is total exhaustion (physical, emotional and mental), known as burnout. There are no resources of energy and motivation, accompanied by feeling of futility of living.²⁹

Another frequently featured authors are Edelwiche and Brodský. Their model of burnout consists of four stages – beginning with idealistic excitement, continuing with stagnation and frustration, ending with apathy.³⁰

In conclusion, we might compare the whole process of burnout to a fire. Firstly, the fire burns and blazes. Then it smolders and after that it burns out. Only ash is left.³¹

²⁹ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 84.

³⁰ Christian Stock, *Syndrom vyhoření a jak jej zvládnout* (Praha 7: Grada Publishing, a.s., 2010), 23.

³¹ Jaro Křivohlavý, *Hořet, Ale Nevyhořet* (Kostelní Vydří: Karmelitánské nakladatelství, s.r.o., 2012), 85.

5 DIAGNOSING BURNOUT

It is important to take the first step and realize the danger of burnout ourselves. In this chapter I will describe and discuss pros and cons of chosen methods of diagnosing it.

- **Self – reflection**

On one hand, self – reflection has one huge advantage which is the inside knowledge about the state of the individual. On the other hand, to see the problem and realizing it might be a long process.

- **Feedback from close people**

The cons about it is that you usually trust people around you, so they might make you believe, something needs to be improved with you, especially, when these people are your “safety net” (close people like family, friends, colleagues). On the other hand, those people might not want to hurt you so they debase the situation, and therefore it does not make you think about the possibility of burnout.

- **Unprofessionally used tools**

Its negative is targeting for wide range of people and for this reason it is easy to overlook specifics of an individual. It might be evaluated wrongly, or people might not understand it properly, what happens, for instance, when using a questionnaire. Its advantage is in availability, on the internet or specialized literature. And at last those tools might make people realizing that there is a problem – and induce them to take the next step – to solve it.

- **Questionnaires: Maslach Burnout Inventory (MBI)**

There exist a lot of professional or lay questionnaires on burnout. I mentioned MBI for its worldwide use and intelligibility – it was translated into 19 languages³². There are three versions of MBI presented in the book *The Truth about Burnout*. The original one, Human Services Survey is suitable for service providers. The second one, Educators Survey is applicable on occupations connected with education. The last one is called General Survey, and is appropriate for wide range of professions, including managerial positions. It is also widely used, covers all three dimensions of burnout (as described in chapter one –

³² *In-Cam Outcomes Database*, in the In-Cam, <http://www.outcomesdatabase.org/content/maslach-burnout-inventory>(accessed April 1, 2013).

emotional exhaustion, reduced personal accomplishment and depersonalization) and therefore it will be used in the practical part of the thesis.³³

“The MBI focuses on people’s personal experience of work. The dominant structure for the items is a statement of a feeling (for example, emotionally drained, callous, exhilarated) that is attributed to work. The attribution process is a defining quality of a burnout.”³⁴

- **Professional help**

To get a professional help occurs to me as the best thing to do because the professional knows, what questions are suitable to ask and he or she is able to valorize the situation and might suggest solution appropriate for the individual. But also before getting professional help, individuals have to take and complete one of preceding steps. Suitable professional help might be provided by a wide range of experts, for example coaches (while coaching), doctors, or psychologists.

³³ Christina Maslach and Michael P. Leiter, *The Truth About Burnout* (San Francisco: Jossey-Bass, 1997), 155.

³⁴ Christina Maslach and Michael P. Leiter, *The Truth About Burnout* (San Francisco: Jossey-Bass, 1997), 156.

6 PREVENTION

“It is far better to invest in avoiding burnout than to pick up the costs in its wake.”³⁵

Firstly, it is important to note what prevention is. It is a collection of measures, focused on preventing of undesirable phenomena, especially diseases.³⁶

Whereas the definition of the phenomena has not been clearly specified, we cannot expect strict instruction for preventing. For the purpose of this thesis, I will divide means of prevention of burnout into two approaches:

- **Person – centered approach** (means what can individual do for preventing)
- **Organization – centered approach** (what can organization do for preventing)

6.1 Individual - approaches

“Burnout is not caused by a stressful work environment alone, but, more importantly, by the individual’s response to that environment.”³⁷ Maslach suggests that the source of burnout lies more within the employee than within work environment. It is also expected of the person to do something about this problem.³⁸

Change of the work patterns

Basically, the recommendation is when observing signs of burnout to work less – in the form of reducing working hours per week. Some authors advice to slow down the pace of work, when burnout begins to appear.³⁹ Next recommendation might be to take regular breaks from work and not to work overtime. Very important is to find balance between the job and the rest.

Development of preventive coping skills

The aim of this strategy is to change individual response to work stressors. In some cases it involves “reducing expectations, reinterpreting of people’s behavior, clarifying values, and

³⁵ Christina Maslach and Michael P. Leiter, *The Truth About Burnout* (San Francisco: Jossey-Bass, 1997), 102.

³⁶ Jan Průcha, Eliška Walterová, and Jiří Mareš, *Pedagogický Slovník* (Praha: Portál, 2009), 219.

³⁷ Christina Maslach and Julia Goldberg, “Prevention of Burnout: New Perspectives,” *Applied and Preventive Psychology* 7, no. 1 (1998): page nr.-59, <http://www.sciencedirect.com/science/article/pii/S096218499880022X#> (accessed March 1, 2013).

³⁸ Christina Maslach and Julia Goldberg, “Prevention of Burnout: New Perspectives,” *Applied and Preventive Psychology* 7, no. 1 (1998): page nr.-66, <http://www.sciencedirect.com/science/article/pii/S096218499880022X#> (accessed March 1, 2013).

³⁹ Christina Maslach and Julia Goldberg, “Prevention of Burnout: New Perspectives,” *Applied and Preventive Psychology* 7, no. 1 (1998): page nr.-67, <http://www.sciencedirect.com/science/article/pii/S096218499880022X#> (accessed March 1, 2013).

imaginig new goals and next steps.”⁴⁰ Another strategy might be sharing emotions and also time management might help to find the way for worker to deal with the job.

Social support

Social support is crucial because it might reduce the risk of social isolation. Social support might be provided by colleagues (it appears that support provided by colleagues at the same level at work has the biggest meaning), as well as by family and friends. Those people might be “the source of humor, optimism, and encouragement, when going gets tough.”⁴¹

Development of relaxed lifestyle

Relaxation is a strategy used to offset stress responses. There exist plenty of relax strategies, some suitable for use directly in job, some focused on relaxation after work has finished. It is important to make space for activities which fulfill us, clear our thoughts, not only see those activities as alternative to our work.⁴²

Improvements in health

It is generally known that good physical and mental health goes hand in hand, and it is also known that to achieve good health it is necessary to exercise. A lot of recommendations for preventing burnout include advice about nutrition and exercise.

6.2 Organization - approaches

Maslach and Leiter, in their book *The Truth about Burnout* suggest “that organizational strategies that develop harmony between workers and their work are key to preventing burnout. If done right, burnout prevention is an integral part of good management.”⁴³

In the book they analyze six areas of organizational life – **workload, control, rewards, community, fairness** and **values** which are influenced by the processes and structures of

⁴⁰ Christina Maslach and Julia Goldberg, “Prevention of Burnout: New Perspectives,” *Applied and Preventive Psychology* 7, no. 1 (1998): page nr.-

67, <http://www.sciencedirect.com/science/article/pii/S096218499880022X#> (accessed March 1, 2013).

⁴¹ Christina Maslach and Julia Goldberg, “Prevention of Burnout: New Perspectives,” *Applied and Preventive Psychology* 7, no. 1 (1998): page nr.-

67, <http://www.sciencedirect.com/science/article/pii/S096218499880022X#> (accessed March 1, 2013).

⁴² Christina Maslach and Julia Goldberg, “Prevention of Burnout: New Perspectives,” *Applied and Preventive Psychology* 7, no. 1 (1998): page nr.-

67, <http://www.sciencedirect.com/science/article/pii/S096218499880022X#> (accessed March 1, 2013).

⁴³ Christina Maslach and Michael P. Leiter, *The Truth About Burnout* (San Francisco: Jossey-Bass, 1997), 126.

the organization. The goal of the organization should be to take those six areas and create structures and processes which support engagement of the employees and therefore prevent burnout. As a result, when successfully creating those six areas, commitment of the employees at work will grow and they will work with more energy, involvement and effectiveness. To know how the organization stands and for what might change things for better - can be used The Staff Survey.

“But reducing the possibility of burnout is only part of a preventive approach. Even more important is increasing the chances that people remain engaged with their work.”⁴⁴

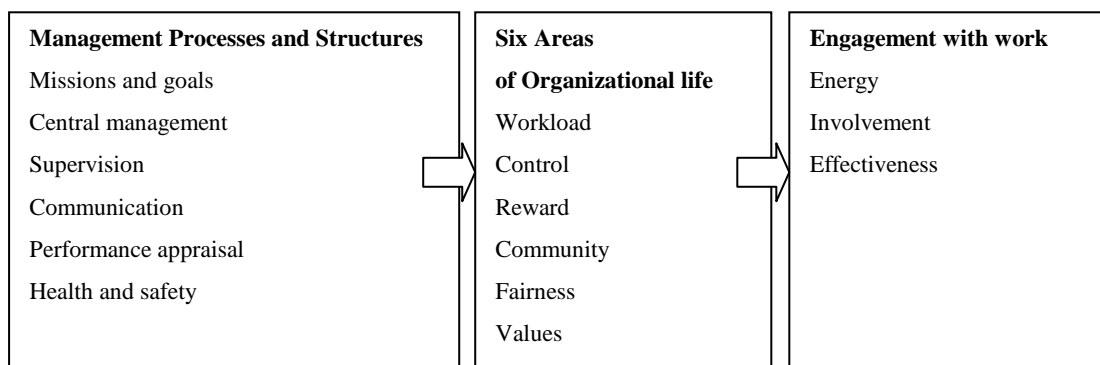


Figure 1: Processes and Structures and Engagement with Work

The staff survey

According to Maslach and Leiter the survey across employees might show the strong and weak areas of organization. It is possible to compare results with similar organizations – which might detect if the organization faces more disorders than it is adequate.

Maslach Burnout Inventory (discussed in previous chapter) provides information about energy, involvement and effectiveness of the staff members. A great complement to MBI might be **The Staff Survey**, which was developed to evaluate the impact of organizational change on people. This survey is focused on three main areas which are:

1. Employees' personal working experience in the organization
2. The six areas of life in the organization
3. The management of the environment in the organization

The outcome of the survey might be a picture showing the relationship between those three areas and the organization respond to external and internal changes.⁴⁵

⁴⁴ Christina Maslach and Michael P. Leiter, *The Truth About Burnout* (San Francisco: Jossey-Bass, 1997), 102.

7 CHARACTERISTIC OF A MANAGER

For the purpose of this thesis the term “manager” is defined as a person who works at top management of a company, for instance, as an executive. The function of executive is to manage reaching goals, hold the employees together (teamwork) and develop the individual. To do this, executive have to exert certain function; the main functions might be seen in the following picture: ⁴⁶

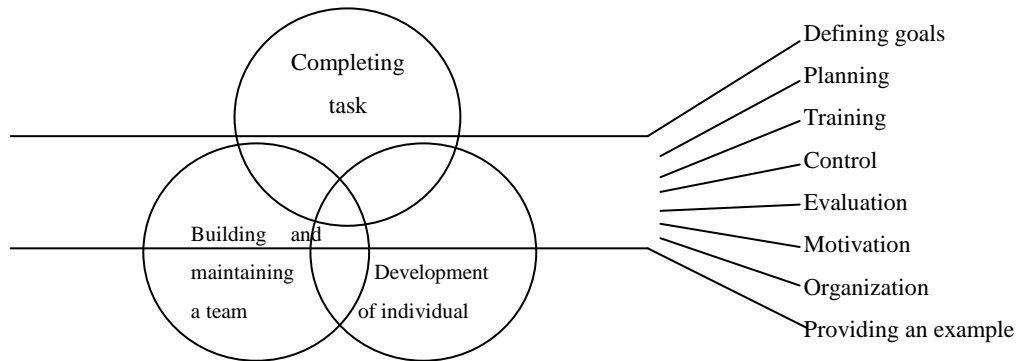


Figure 2: Function of an executive

It is crucial to realize that no manager can handle all of the mentioned functions alone. John Adair claims that it is impossible to lead team of five people assuming one person should perform it all – functions should be shared by team members. The key question is to what extend can manager do that alone and to what extend will he share the responsibilities.⁴⁷ In the practical part of the thesis I will deal with targeted group of managers, and one of the conditions for completing my survey will be to lead at least five people.

7.1 Managers and burnout

There was a study of Charles University in 2010, concerning top managers who work in the Czech Republic and managers with Czech citizenship who work abroad. The aim of this research was to compare the occupation of manager with occupation of helping professions (like nurse staff, call center workers etc.). For achieving data was used questionnaire CESQT which take into account four dimensions – excitement about job, psychical exhaustion, working apathy and guilt which are basically identical with dimensions of

⁴⁵ Christina Maslach and Michael P. Leiter, *The Truth About Burnout* (San Francisco: Jossey-Bass, 1997), 157.

⁴⁶ John Adair, *Jak Se Správně Rozhodovat a Řešit Problémy* (Brno: Computer Press a.s., 2007), 34-35.

Maslach Burnout Inventory, which will be used in this thesis. As for the results of the study, managers were mostly excited about the job (75% were above the average rate), and especially managers working abroad had this level higher. As for the remaining dimensions, differences were not statistically significant.

What might be interesting to mention is that level of psychological exhaustion amongst Czech managers is higher than the same level of people working in helping professions, and the same applies to the level of burnout which is also higher amongst Czech managers.⁴⁸

In the practical part of the thesis I will focus on the managerial positions in the Czech Republic and I will endeavor to have comparable amount of respondents, so in the end it might be beneficial to get back to the results of this study and compare the results.

⁴⁷ John Adair, *Jak Se Správně Rozhodovat a Řešit Problémy* (Brno: Computer Press a.s., 2007), 34-35.

⁴⁸ Šárka Alföldy and Pedro R. Gil-Monte, "Syndrom Vyhoření Při Práci v Manažerských Pracovních Pozicích. Srovnání Českých Manažerů Pracujících v České Republice a v Zahraničí" *PRAŽSKÉ SOCIÁLNĚ VĚDNÍ STUDIE* (2010): 1-20.

II. ANALYSIS

8 RESEARCH

8.1 The aim of the research

The aim of the research is to map the degree of burnout syndrome across managers overall and then the study is targeted to two groups working at managerial positions. The study is targeted at two groups of managers: **managers who work at employment relationship** (manage company of someone else) and **managers who work as entrepreneurs** (manage company they own). Another goal of the research part of the thesis is to determine methods which those two groups of managers use for preventing burnout syndrome.

8.2 Ethics of research

Each respondent was familiar with ethic of the research and provided data voluntarily. All of respondents were informed about the aim of the research, about the theme of the bachelor thesis and also about anonymity of provided information – therefore in this thesis will be no personal information about the people included. I offered to all of addressed managers feedback – evaluated questionnaires, results of the study and also possibility of providing more information about the topic of burnout syndrome.

8.3 Strengths and weaknesses of the research

The advantage of using Maslach Burnout Inventory questionnaire, which was discussed back in chapter five, in the research is its wide and global verified using and therefore the research will produce relevant data. Another pros is its possibility to compare it with other studies. We may also claim that the results will give us complex picture of the issue – what is considered to be the biggest advantage of quantitative research. All the responses were given on the base of its anonymity and voluntarily so we might assume truthfulness of received information. Next issue is a contribution for respondents. All of respondent were informed about the problematic of burnout syndrome and its actuality. They were also offered feedback - what few respondents took advantage of.

To the weaknesses, clear is that quantitative research does not take into account individuality of a person. Managers are obviously a group of people with limited time possibilities so even though the sample is adequate for this project it took me a lot of time and effort to get demanded amount of responses. Collecting of the information was focused

on private data, but as I suggested before, truthfulness of the information was supported by anonymity of the research.

8.4 Quantitative research

For the purpose of the paper I have chosen quantitative research. Quantitative research explains social reality and human behavior through generally applicable issues. Under certain conditions it is possible to get identification of knowledge applicable to wide range of phenomena.⁴⁹

The reasons leading me for choosing this type of research were following: filling up the questionnaires takes less time than doing qualitative research – after considering the fact that managers are usually people who do not have a lot of time. Also the results will be more reliable because of the amount of asked managers. I was asking managers via e-mail – I have directly addressed approximately 350 managers altogether and I have received **150** responses back, from which were **79** (N=79) conforming to the requirements (**22, 6 %** return rate).

8.5 Characteristics of research sample

The participants of the present research are managers. To be a manager for this research means to work on the managerial position for longer period of time than two years (what decreases the option that manager is excited about the job because of not doing it for longer time) and also to be a superior directly for at least 5 people (as suggested in chapter seven, according to John Adair, managing 5 people needs sharing the responsibilities effectively). To support or to disprove the hypothesis the total group of managers is divided into two parts as mentioned before - managers who work at employment relationship and managers who work as entrepreneurs.

I also conducted a pilot questionnaire which was taken by four people who gave me feedback about its comprehensibility to make sure that final respondents will understand given questions clearly.

The questionnaire was taken by **79** respondents, from them were **58 (73, 5 %)** people who work at employment relationship and **21 (26, 5 %)** were those who work as an

⁴⁹ Ivana Olecká and Kateřina Ivanová, *Metodologie Vědeckovýzkumné Činnosti* (Olomouc: Moravská vysoká škola Olomouc, o. p. s., 2010), 18.

entrepreneurs. I would also stress that respondents from the first group were more sharing than the second group of managers in sense of providing dilative information.

8.6 Targets of a research

I have established five main targets concerning burnout at managerial positions which will be discussed in the following subchapters. Those questions and hypotheses are following:

Targets of a research:

- 1. Find out how big is the degree of burnout across managerial positions.**
- 2. Find out if there are any differences in degree of burnout between managers – entrepreneurs and managers in employment relationship.**
- 3. Find out which group of managers is at bigger risk of burnout.**
- 4. Find out what methods managers use for preventing burnout.**
- 5. Find out which group use methods of prevention more effectively.**

8.7 Evaluation of questionnaires

To find answers for the research it was used questionnaire called Maslach Burnout Inventory. Managers were asked to fill 22 questions concerning three stages of burnout – emotional exhaustion, depersonalization and reduced personal accomplishment (each discussed in chapter number one). Two factors – emotional exhaustion and reduced personal accomplishment are presented in a negative way (the highest score, the highest probability of occurring burnout) and one, reduced personal accomplishment is presented positively (the lower score, the higher probability of occurring burnout). There are also given the rules for succession of the question due to what of those three factors the question belongs.

There was a possibility for each statement to choose one number, from the rate of 0 to 7, due to how intensive the feelings to every statement usually are (usually, the results are evaluated by combination of intense of the feeling and its frequency, but in practice it appears to be more suitable to use just one of them, because respondents fail to distinguish both indicators, therefore they were asked to answer the questionnaire by intense of feelings).

Both groups of managers filled the same questionnaire, although the amount of managers – entrepreneurs is rather smaller, the number of responses it is still sufficient.

In the following part, we will see the results and evaluation of the information received in the study.

Research target 1: Find out how big is the degree of burnout across managerial positions.

The questionnaire was answered by 45 men (56 %) and 34 women (44 %) in total. Age categories of respondents might be seen in the following pages on graph, with the highest representation of age group older than 45 years. The average values of MBI for managerial position irrespective of dividing managers into any groups might be seen in following chart, so we might conclude that managers are at a moderate degree of burnout.

Table 1: Burnout across managerial positions

Results: average degree of burnout across managerial positions		
Stage	Rate	Degree of burnout
Emotional Exhaustion	18, 55	a moderate degree of emotional exhaustion
Depersonalization	9, 4	a moderate degree of depersonalization
Reduced Personal Accomplishment	35, 6	a moderate degree of RPA

Research target 2: Find out if there are any differences in degree of burnout between managers – entrepreneurs and managers in employment relationship.

Average values of categories of mentioned managers achieved in the research might be seen in following graph.

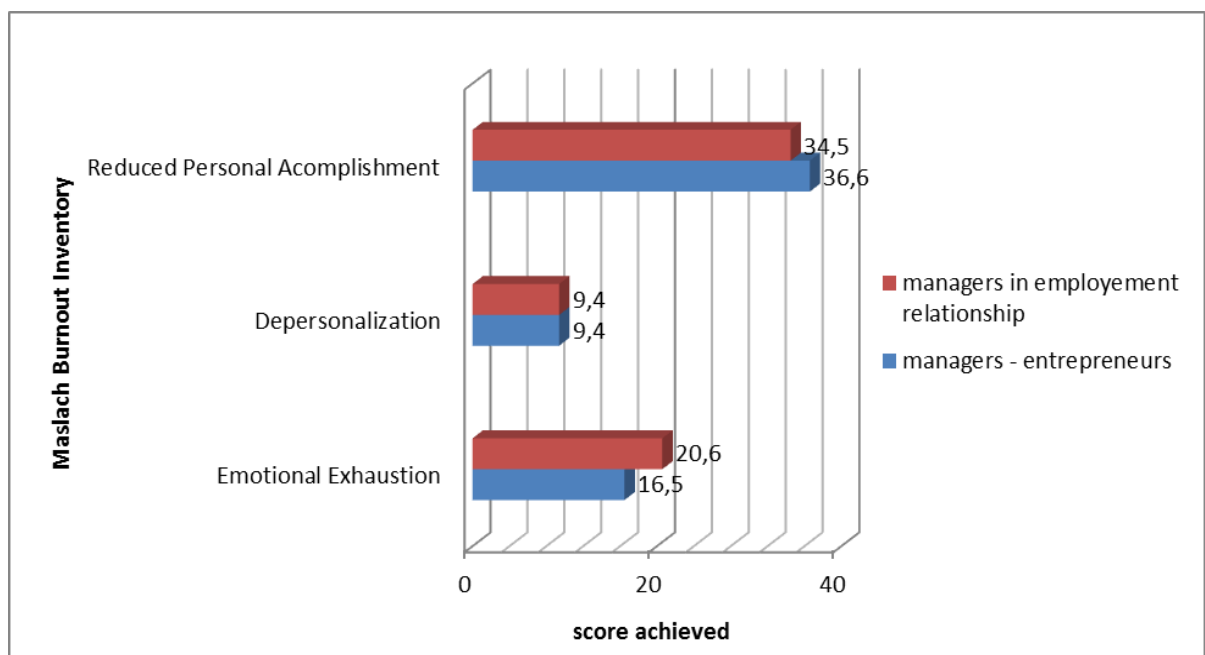


Figure 3 – Maslach Burnout Inventory: results

Table 2: Managers – entrepreneurs results

Results: managers - entrepreneurs		
Stage	Rate	Degree of burnout
Emotional Exhaustion	16, 5	a low degree of emotional exhaustion
Depersonalization	9, 4	a moderate degree of depersonalization
Reduced Personal Accomplishment	36, 6	a moderate degree of RPA

Table 3: Managers in employment relationship results

Results: managers in employment relationship		
Stage	Rate	Degree of burnout
Emotional Exhaustion	20, 6	a moderate degree of emotional exhaustion
Depersonalization	9, 4	a moderate degree of depersonalization
Reduced Personal Accomplishment	34, 5	a moderate degree of RPA

I also present the degrees of burnout according to MBI for clarifying (divided into individual aspects).⁵⁰

Table 4: MBI rates

Stage	Rates	Degree of burnout
Reduced Personal Accomplishment	39 and higher	High level
	38 - 32	Moderate level
	31 - 0	Low level = burnout!
Depersonalization	0 - 6	Low level
	7 - 12	Moderate level
	13 and higher	High level = burnout!
Emotional Exhaustion	0 - 16	Low level
	17 - 26	Moderate level
	27 and higher rate	High level = burnout!

⁵⁰ Monika Pečarová “Syndrom Vyhoření - Okolnosti Vzniku a Strategie Zvládání” (master's thesis, Tomas Bata University in Zlín, 2010), 94.

We might state from the results that managers – entrepreneurs are in a moderate degree of burnout considering all three aspects of Maslach Burnout Inventory. As for managers in the employment relationship, the degree of burnout is also moderate, but across all three aspects.

Research target 3: Find out which group of managers is at bigger risk of burnout.

Although the achieved values across these two positions do not differ significantly, we may comment on the third research target that managers in employment relation are at a little lower degree of burnout in two stages (emotional exhaustion and reduced personal accomplishment). One stage reached the same level at both position – and that is a depersonalization – with degree of **9, 4** which corresponds with the moderate degree of depersonalization. Also we may claim that in average, both groups of managers are not in direct danger of outbreak of burnout, but on the other hand, there is probably something in the field of prevention what both groups of managers might do better.

We are also able to comment on the first research target that due to the results of the first questionnaire the degree of burnout across managerial positions is moderate what means that both groups of managers are not in direct danger of burnout although there is a space for issues which might be improved.

We may also comment on second research target – that the degree of burnout differs just in negligible amounts – aspect of emotional exhaustion is higher of **4, 1** points for managers in employment relationship and aspect of reduced personal accomplishment is higher of **2, 1** points for managers – entrepreneurs, what makes category of managers in employment relationship in advantage.

Why is that managers in employment relationship are in higher risk of burnout? Do they use means of prevention less effectively than managers – entrepreneurs? How managers prevent themselves from burnout? The fourth and fifth research target will be discussed in following pages of the study which will be focusing on methods managers use for preventing burnout.

Research target 4: Find out what methods managers use for preventing burnout.

The second questionnaire used for acquisition of information about preventing across these two positions consists of eight questions. Questions are focused to how managers deal with critical situations which are concern to be contributive to burnout and it is enclosed in the end of the thesis. At each question was possible to fill another answer in case the possibility was not included in suggested answers.

At first, I will present data received from managers – entrepreneurs and data received from managers at employment relationship in a form of a graph and then I will comment on it.

Evaluation:

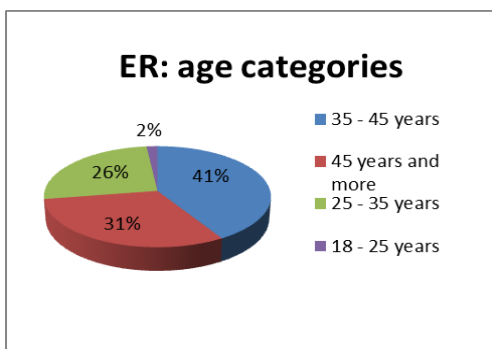


Figure 4: Age categories (ER)

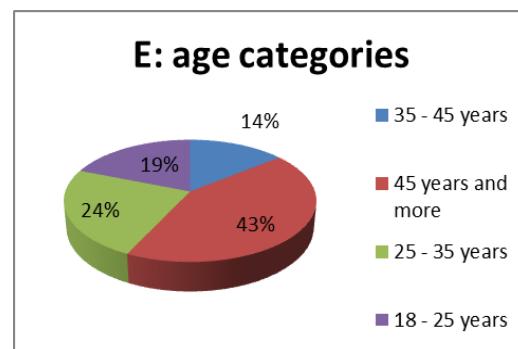


Figure 5: Age categories (E)

As might be seen from the graphs, the questionnaire was mostly taken by people, in group of managers in employment relationship (ER) who were in age 35 to 45 years and in group of managers – entrepreneurs (E) by age group older than 45 years.

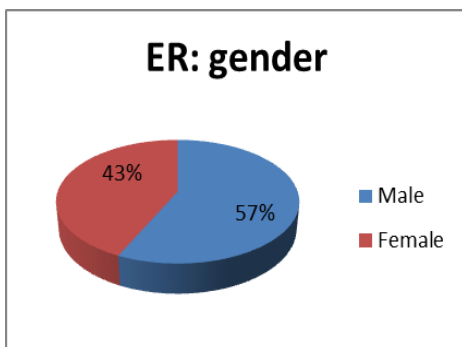


Figure 6: Gender (ER)

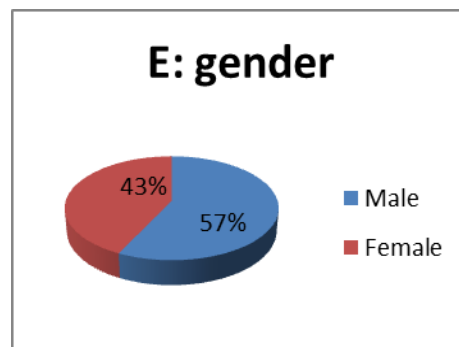


Figure 7: Gender (E)

Genders were represented by the same amount of males and females – men by **57 %** and women by **43 %**. The representation of both genders is almost the same what we might consider to be beneficial for the study.

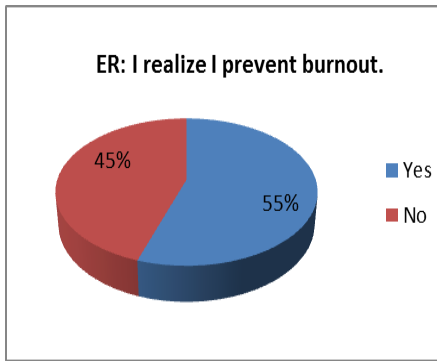


Figure 8: Realizing burnout (ER)

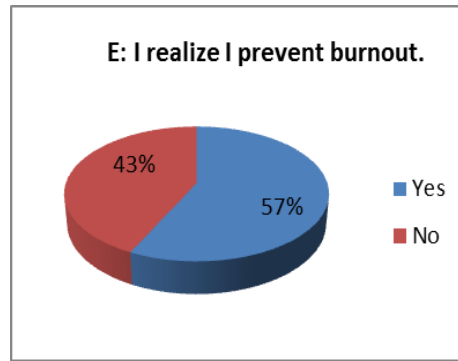


Figure 9: Realizing burnout (E)

The amount of managers who think they try to avoid burnout by preventing it is almost the same, more than half. There are not significant differences between these two groups, managers – entrepreneurs consider they prevent themselves more than managers in employment relationship.

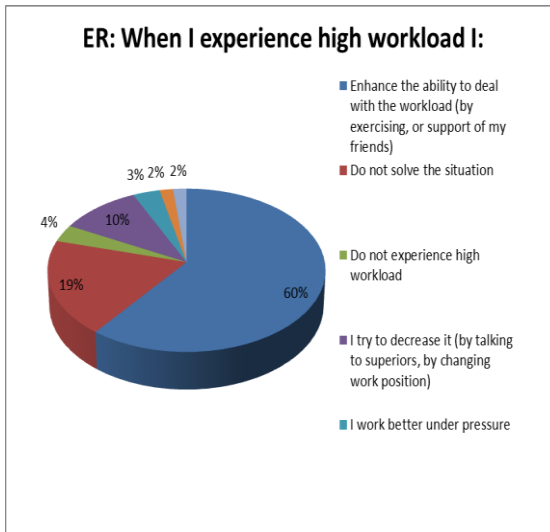


Figure 10: Workload (ER)

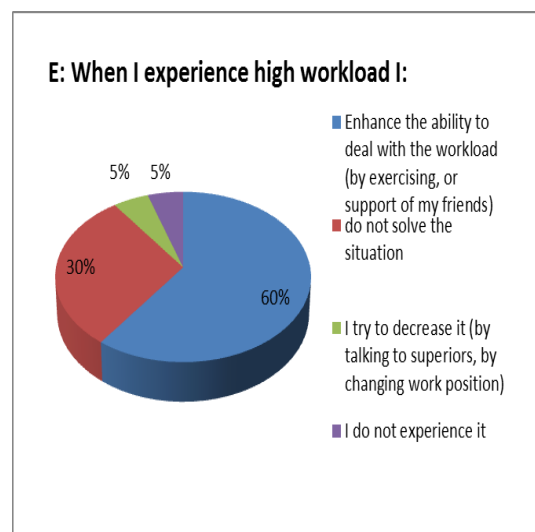


Figure 11: Workload (E)

The fourth next question was how they deal with high workload – and the most frequent answer across both groups of managers was that they adapt to high workload, they are increasing the ability to deal with it, mostly by exercising, or they let themselves to be supported by close people (60 % in both groups of managers).

One third of entrepreneurs and 19 % of employers do not solve this situation, what I would consider to be alarming because of the fact, discussed in theoretical part of the thesis that not solving this kind of situation, especially in combination with other critical situations contributes to burnout. Almost the same amount (4 % of employers and 5 % of entrepreneurs) try to decrease the workload – for instance by using time – models for work time, or by changing their work positions.

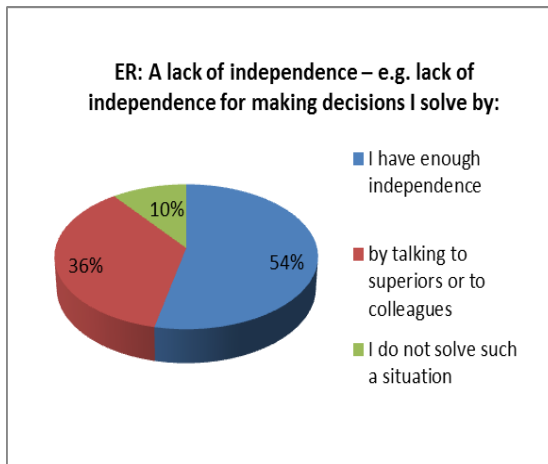


Figure 12: Independence (ER)

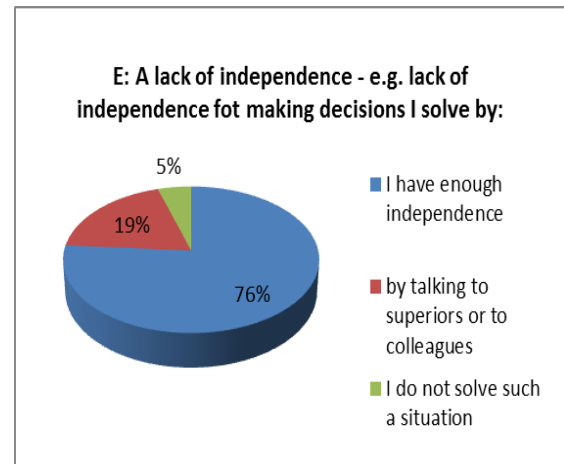


Figure 13: Independence (E)

This question focuses on how managers react to a lack of independence – for example, when they feel they do not have enough competences for making decisions. Managers – entrepreneurs think in bigger quantity they have more independence (**78 %**) than managers in employment relationship (**54 %**). Managers in employment relationship also do not solve this kind of situation – percentage on figures above show that twice as many people (**10 %**) than entrepreneurs.

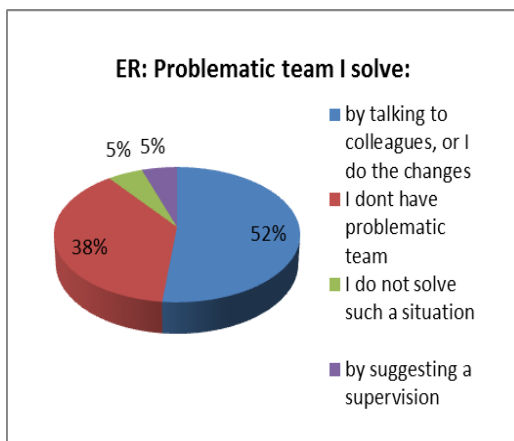


Figure 14: Problematic team (ER)

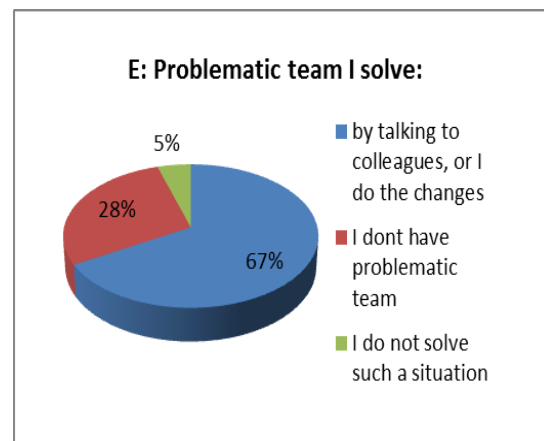


Figure 15: Problematic team (E)

This question is focusing on the quality of work team, how they deal with it in case the collective is not good. The most frequent answer was that they talk to colleagues, or they initialize the changes (**67 %** - entrepreneurs and **52 %** of employees) what is positive. Only **5 %** of both categories do not solve the situation what we still might consider as a very good result.

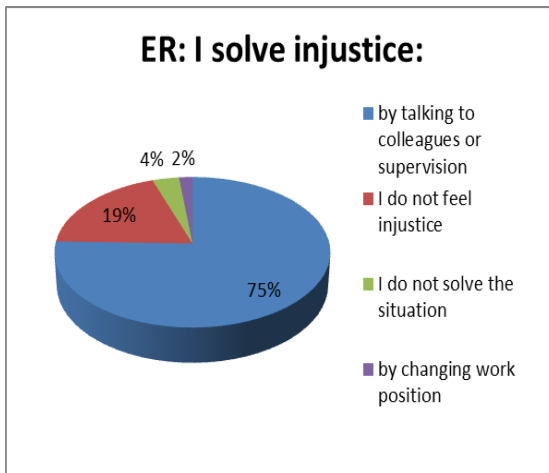


Figure 16: Injustice (ER)

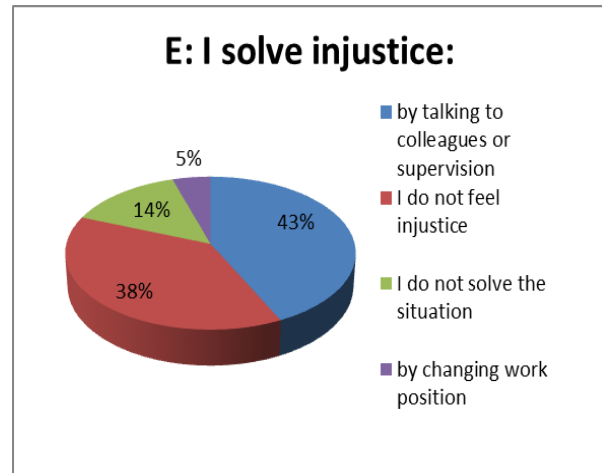


Figure 17: Injustice (ER)

This question is about how managers solve injustice in their jobs. I would consider as very good outcome that almost **75 %** of managers – employees do something about this situation – they talk about it to their superior or to their colleagues, or a minimum of them (**2 %**) would change their work position. Only a **4 %** do nothing in the case of injustice appears.

As for the entrepreneurs, **43 %** solve injustice by talking to colleagues, or to supervision, **5 %** of them by changing work position. An alarming percentage – **14 %** do nothing about the situation.

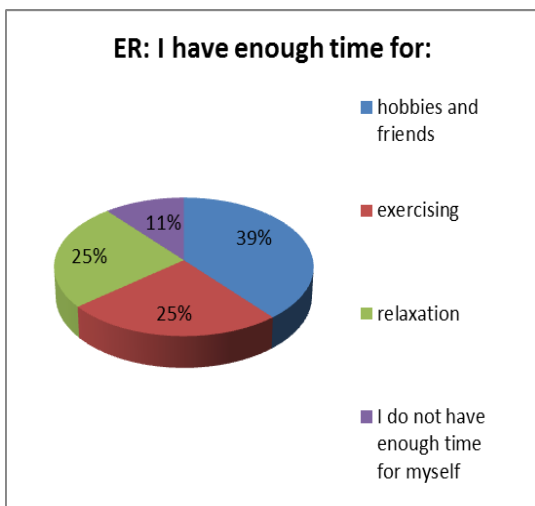


Figure 18: Time (ER)

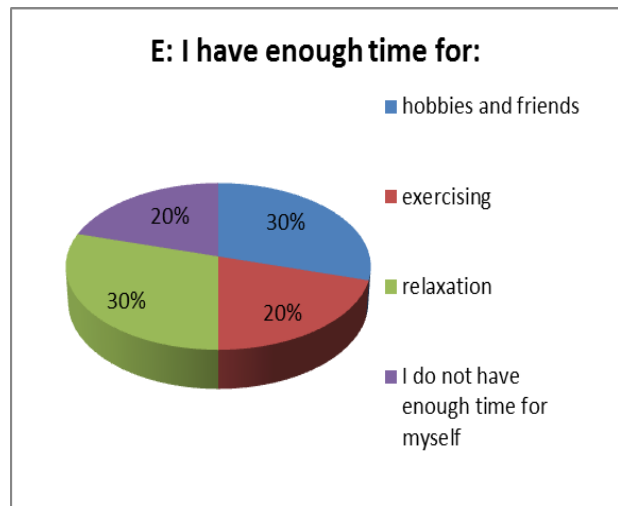


Figure 19: Time (E)

The last question is, if managers devote enough time to their interests – hobbies, relaxation or exercising. As for the answers, **11 %** of managers claim, they do not have time for themselves and their hobbies - what in my opinion is definitely crucial factor, as for preventing burnout. Managers – entrepreneurs are in a worse position **20 %** of them are not able to do those things, which are essential for keeping balance between work and life.

To answer the fourth research question, what methods managers use for preventing burnout we might claim that the managers of both groups prevent themselves from burnout - not every manager realize it according to first question, but more of them prevent themselves unconsciously what we could see from answers to questions in the second questionnaire. Also they mostly solve the critical situations directly in the work by talking to their colleagues, superiors, use support of close people, or they try to change things themselves. The smallest representation of managers handle situation by changing the work position. In the next part we will compare percentages of managers who do not solve critical situations at all and also find out answer for the last research target:

Research target 5: Find out which group use methods of preventing more effectively.

The best alternative naturally would be that all managers are satisfied with all the set situations in the questionnaire - what is in practice impossible. In my opinion, this is the most basic factor that they at least try to do something about the difficulty. When they do not solve it at all the situation might easily become worse in a sense that unsolved problems might result later into much more extensive consequences.

Differences considerable for mentioning might be seen in figure no. 10 and figure no. 11 which connects with approach for dealing with high work load. **One fifth** of managers in employment relationship do not try to change it and almost **one third** of entrepreneurs too. Managers – entrepreneurs are also in a better position when it comes to solving the lack of independence (figure no. 12 and figure no. 13). Totally only **5 %** do not solve it on contrary to managers in employment relationship who have the rate twice higher (**10 %**). Also remarkable distinction of solving injustice might be seen in figure no. 16 and figure no. 17, where might be noticed disparity of **10 %** between individual groups of managers. Entrepreneurs do not solve the situation as frequently as managers in employment relationship.

Also managers tend to solve the situations directly at work – like the bad team, or they solve the injustice or lack of independence, across all the positions they solve the “inner problems” – percentages of managers who do not solve the problematic situations are quite low. But when we have a look at the last question we might see highly increased level of managers, especially entrepreneurs (**20 %**) who are not satisfied with the amount of time they devote to their hobbies, friend, relaxation and exercising. We might deduce that both groups of managers give up their free – time activities at the expenses of work. What might

lead them to higher risk of burnout, especially in case they will neglect their hobbies and leisure time activities for a longer period of time.

We might consider behavior of managers – entrepreneurs to be more preventing in a given situations, but not in all – for example when it comes to solving lack of independence and the behavior of managers in employment relationship more “burnout protective” in other situations – for instance in how do managers solve injustice. Also answers to some questions were the similar – for example solving the problematic team.

9 RECOMMENDATIONS

I would recommend to all managers to find out and go through information about burnout syndrome. It is crucial to know about burnout, what it takes and also to be able to recognize it in its beginnings. The second thing I would recommend is the importance of taking a first step and not to be afraid to solve situations which are considered (and which managers consider critical and contribute to burnout).

On the base of results consequent upon the research I would recommend focusing on improving areas of solving injustice (especially for managers – entrepreneurs) and for both groups to extend time devoted to leisure time activities and close people, such as family or friends.

There are also a lot of possibilities how to ask someone for help – for instance method of coaching. Coaching is self – development process during which the manager might be able to achieve “manual” of how to solve and how to behave in a specific situation (he decides himself which situation will he deal with) – and its biggest positive is that the solution managers (client) discovers under professional guidance by himself.

CONCLUSION

The submitted work consists of two parts – theoretical and research part. The aim of the theoretical part is to introduce burnout syndrome and its background to readers in an understandable way. It is focused on defining and differentiating burnout syndrome from other at the first view similar issues. Also part of it is devoted to causes of burnout, its symptoms and its development. The last two chapters discuss ways of diagnosing it and also ways how it could be prevented.

In the practical part of the thesis I established five research targets. The research participants are managers with more than two years practice and superiors to more than five people.

The first research target was to find out how high is the level of burnout across managerial positions - and the result is that in total, managers are on moderate level of burnout.

The second research target was researching if there are any differences between two groups of managers: managers in employment relationship and managers – entrepreneurs. The conclusion for the second target is that there are differences in the measured values, but not significant, actually one aspect of Maslach Burnout Inventory, depersonalization reaches the same level (9, 4) which gives base for the third research target.

The third research target was to find out which group of managers is at a bigger risk of burnout. The results of the study did not prove any significant differences between those two groups, but when comparing individual stages of burnout, the measured value of burnout across managers in employment relationship might be considered to be lower.

The fourth research target was questioning methods of preventing burnout across managerial positions. The most common answers in questionnaires were that managers solve critical situations by enhancing ability to deal with the workload, on the other hand they try to decrease it, by talking to colleagues, superiors and by letting themselves to be supported by close people, suggest supervisions and small percentage by changing work position.

The fifth research target was to find out which group of managers uses methods of prevention more effectively. The answer would be that each of group of managers is more effective in different areas of preventing – so it is not possible to claim which one is clearly more sufficient.

I would like to mention that I do hope this thesis will help more people than just those managers who asked directly for offered feedback via e-mail. This thesis can provide information about burnout to a wide scale of people who are interested in this issue.

At the end I would stress that one person cannot accomplish a task of five people. And if a manager will try to do so – it might be acceptable for a short time but not for a long term. And if something goes wrong for a long time they need to realize it and take steps for improving.

I would go back to the importance of taking the first step once more, because I genuinely believe that without taking the first step the situation is lost.

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APPENDICES

P I Maslach Burnout Inventory - questionnaire

P II Prevention of Burnout – questionnaire

P III List of figures

P IV List of tables

APPENDIX P I: MASLACH BURNOUT INVENTORY - QUESTIONNAIRE

Please, in this questionnaire fill in the numbers concerning the intensity of feeling you usually have.

Intensity of feeling: Never 0 – 1 – 2 – 3 – 4 – 5 – 6 – 7 Very strong

- 1) I feel emotionally drained from my work.
- 2) I feel used up at the end of the day.
- 3) I feel tired when I get up in the morning and have to face another day at work.
- 4) I can easily understand how clients feel about things.
- 5) I feel I treat some clients as if they were impersonal objects.
- 6) Working with people all day is a real strain for me.
- 7) I deal effectively with the problems of clients.
- 8) I feel burned out from my work.
- 9) I feel I am positively influencing other peoples' lives through my work.
- 10) I have become more callous toward people since I took this job.
- 11) I worry that this job is hardening me emotionally.
- 12) I feel very energetic.
- 13) I feel frustrated by my job.
- 14) I feel I am working too hard on my job.
- 15) I don't really care what happens to some clients.
- 16) Working with people directly puts too much stress on me.
- 17) I can easily create a relaxed atmosphere with clients.
- 18) I feel exhilarated after working closely with clients.
- 19) I have accomplished many worthwhile things in this job.
- 20) I feel like I am at the end of my tether.
- 21) In my work, I deal with emotional problems very calmly.
- 22) I feel clients blame me for some of their problems.

APPENDIX P II: PREVENTION OF BURNOUT – QUESTIONNAIRE

1. I realize I prevent burnout syndrome.
 - a) Yes
 - b) No
2. When I experience high workload I:
 - a) Enhance the ability to deal with the workload (by exercising, or supporting of my friends).
 - b) Do not solve the situation.
 - c) Do not experience high workload.
 - d) Different:
3. A lack of independence – e.g. lack of independence for making decisions I solve by:
 - a) I do not feel I do not have enough independence.
 - b) I talk to my superiors.
 - c) I do not solve the situation.
 - d) Different:
4. Problematic team I solve:
 - a) By talking to colleagues, or I do the changes.
 - b) I do not have problematic team.
 - c) By suggesting supervision over the team.
 - d) I do not solve the situation.
 - e) Different:
5. Injustice I solve by:
 - a) Talking to colleagues or to supervision.
 - b) I do not feel injustice in my workplace.
 - c) I do not solve the situation.
 - d) Changing my position.
 - e) Different:

6. I have enough time for:
 - a) Relaxation.
 - b) Hobbies and friends.
 - c) Exercising.
 - d) I do not have enough time for myself.
 - e) Different:
7. I am:
 - a) Male
 - b) Female
8. Age:
 - a) 18 – 25
 - b) 25 – 35
 - c) 35 – 45
 - d) 45 and more

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