SYNDROME OF EMOTIONAL BURNOUT RESEARCH AT THE HEADS OF COMMERCIAL ORGANIZATIONS

Abstract: the article discusses various approaches to the study of the phenomenon of emotional burnout, in particular the heads of commercial organizations, describes the main symptoms of its manifestation. Here are presented and analyzed the results of a study to identify the phases and symptoms of emotional burnout of managers, their degree of formation.

Key words: leader; management activities; stress factors; emotional stress; emotional exhaustion; emotional burnout.

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СИНДРОМ ЕМОЦІЙНОГО ВИГОРЯННЯ КЕРІВНИКІВ КОМЕРЦІЙНИХ ОРГАНІЗАЦІЙ

Анотація: у статті розглядаються різні підходи до вивчення феномена емоційного вигоряння, зокрема керівників комерційних організацій, описані основні симптоми його прояву. Представлені і проаналізовані результати дослідження з виявлення фаз і симптомів емоційного вигоряння керівників, ступінь їх сформованості.

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СИНДРОМ ЕМОЦИОНАЛЬНОГО ВИГОРАННЯ РУКОВОДИТЕЛЕЙ КОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ

Аннотация: в статье рассматриваются различные подходы к изучению феномена эмоционального выгорания, в частности руководителей коммерческих организаций, описаны основные симптомы его проявления. Представлены и проанализированы результаты исследования по выявлению фаз и симптомов эмоционального выгорания руководителей, степень их сформированности.

Ключевые слова: руководитель; управленческая деятельность; стрессогенные факторы; эмоциональное напряжение; эмоциональное истощение; эмоциональное выгорание.

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Розширена анотація статті на тему:
“Синдром емоційного вигорання керівників комерційних організацій”
особистих досягнень і суб’єктів ділового спілкування.

На думку В. Орел, психічне вигорання являє собою складний психофізіологічний феномен емоційного і фізичного виснаження, що виникає через тривале емоційне навантаження, що розвивається на трьох рівнях – індивідуальному, міжособистісному і організаційному.

**Формулювання цілей статті** (постановка завдання). Визначення рівня впливу емоційного вигорання керівників комерційних організацій.

Виклад основного матеріалу дослідження з повним обґрунтуванням отриманих наукових результатів. Для дослідження синдрому емоційного вигорання нами використовувалась методика діагностики рівня емоційного вигорання, розроблена В. Бойко. Цей особистісний опитувальник призначений для діагностики синдрому емоційного вигорання, що виникає у людини в процесі виконання різних видів діяльності, пов’язаних з тривалим впливом ряду несприятливих стресових факторів.

У дослідженні брали участь керівники комерційних організацій всіх рівнів управління, в кількості 46 чоловік. Вік респондентів варіювався від 28 до 57 років, з них 17 жінок і 29 чоловіків.

На початковому етапі дослідження, використовуючи методику діагностики рівня емоційного вигорання, ми прорахували кількість керівників, які перебувають на кожній з фаз емоційного вигорання. Отримані результати свідчать про те, що на фазі емоційного вигорання «Напруга» знаходяться 32,6% (15 осіб) керівників організацій, на фазі “Резистенція” – 47,8% (22 особи), на фазі “Виснаження” – 19,6% (9 осіб). Можливо, такий значний відсоток керівників комерційних організацій, що знаходяться на фазах “Резистенції” і “Виснаження”, пов’язаний як зі складністю і специфікою самої діяльності, так і з сучасною нестаабільною соціально-економічною ситуацією в світі.
both the staff of the organization and representatives of other organizations, structures and departments. The content of management activity is the implementation of a large number of functions that make up the structure of management activity; characterized by a high level of responsibility for their own activities and the activities of the staff as a whole, a variety of internal and external factors and conditions that affect the effectiveness of the organization, as well as due to risks, variability and uncertainty of external conditions, etc. The complex and responsible nature of management determines the presence of a large number of factors, causes and situations that can create the prerequisites for the occurrence of emotional burnout of the head.

Emotional burnout in management is seen as a rather complex phenomenon. One of the priority directions in the study of this phenomenon is the study of stressful factors affecting the occurrence of emotional burnout of the leader, since the peculiarity of the activity and the conditions for its implementation require a high level of mobilization of internal resources, the depletion of which leads to disorder of mental health.

The relevance of studying emotional burnout is that the symptoms of this condition are very vague and are often attributed to fatigue, lack of sleep and rest. Some, on the contrary, try to discern burnout where it does not exist, not considering the real source of problems. Despite a large number of studies on various aspects of the study of emotional burnout, the problem is far from a final solution. There is no unambiguous point of view on the very definition of emotional burnout, its main symptoms and mechanisms of occurrence, there are conflicting views on the dynamics of the occurrence of burnout, the issues of the effect of burnout on various personality substructures are not well developed.

The foregoing determines the necessity and relevance of a study aimed at studying the emotional burnout of heads of commercial organizations. Modern Ukrainian psychologists emphasize the importance of studying the problem of burnout from entrepreneurs [3, p. 124]. This led to the choice of this topic.

Recent research and publications analysis. Nowadays, there are known many works devoted to the study of emotional burnout in professional activity, such domestic and foreign psychologists as Zh. Bogdan, G. Gnusina, O. Hritsuk, L. Karamushka, M. Kuznetsov, S. Maksymenko, V. Boyko, N. Vodop’yanova, C. Maslach, S. Jackson, M. Leiter, V. Oryol and others.

This way S. Maslach and S. Jackson define burnout as “a state of physical, emotional and mental exhaustion, which manifests itself in the occupations of the social sphere” [by 3, p. twenty]. This syndrome, according to the authors, includes three main components: emotional exhaustion, depersonalization (cynicism) and the reduction of personal achievements. The authors define this condition as a «syndrome», thereby emphasizing the relative independence of the constituent parts, which can independently exist as separate elements. This approach in studying of burnout is reflected in the Maslach Burnout Inventory (MBI), which was developed by C. Maslach and S. Jackson.

One of the first Russian psychologists who began to study the problem of emotional burnout is V. Boyko. By emotional burnout, the author means “the mechanism of psychological defense developed by the individual in the form of complete or partial exclusion of emotions (lowering their energy) in response to chosen psycho-traumatic effects” [4, p. 17]. He distinguishes three phases of the formation of burnout: a “Tension” stage, a “Resistance” stage and a “Exhaustion” stage. Each phase is diagnosed on the basis of four symptoms intrinsic to it.

N. Vodopyanova defines mental burnout syndrome as “a combination of per-
sistent symptoms, manifested in negative emotional experience and attitudes regarding her work (profession), personal achievements and people of business communication” [5, p. 51].

According to V. Orel, mental burnout is “a complex psychophysiological phenomenon of emotional and physical exhaustion appearing from prolonged emotional stress developing at three levels – individual, interpersonal, and organizational” [8, p. 91]. Analyzing foreign studies of burnout syndrome, the author indicates that production factors play a significant role in the occurrence of this psychoemotional state [8]. Burnout develops when an employee is overloaded with professional duties or, on the contrary, believes that his capabilities are not being used enough; not satisfied with his professional growth; lacks independence (excessive control); completely absorbed in his work (“workaholic”); experiencing role uncertainty due to fuzzy requirements for it.

Burnout syndrome develops gradually, according to N. Osukhova [9], and goes through three stages, leading to professional unsuitability of a worker. So, at the first stage, a person unexpectedly notices that at the moment everything is fine, but the soul is empty. Emotions that can enhance mood disappear and there is some detachment in communicating with family members and close friends. Emotional control begins to decline, leading to vague fears, anxiety, and nervousness. At the second stage, there may be a deterioration in the cognitive abilities of the employee (difficulty concentrating for a long period, forgetfulness). Performing complex tasks becomes quite difficult, thinking is more rigid. There is a decrease in the efficiency of professional activity and a deterioration in the quality of work, there is an increase in the number of professional errors, the loss of a creative approach to solving production problems. Frustration tolerance decreases, which increases the likelihood of aggressive manifestations. At the interpersonal level, there is a cynical and inhuman perception of others. A specialist can show hostility and even aggression directed at colleagues and superiors, become critical of others, which contribute to the development of a large number of interpersonal conflicts. At the third stage, the emotional attitude toward the world is “flattened”, a person becomes dangerously indifferent to everything, and even to his own life. At this stage, the desire to work disappears, the role and importance of spiritual values in the profession decreases, one can observe a low level of morality, an unwillingness to take responsibility and initiative in work.

**Paper objective** – study of emotional burnout in managers of commercial organizations.

**Paper main body.** In order to study the emotional burnout syndrome, we used the method of diagnosing the level of emotional burnout, developed by V. Boyko. This personality questionnaire is intended for the diagnosis of burnout syndrome that occurs when a person is in the process of performing various activities connected with the prolonged exposure to a number of adverse stress factors.

The study involved leaders of commercial organizations at all levels of management, in the amount of 46 people. The age of the respondents ranged from 28 to 57 years, of which 17 were women and 29 were men.

At the initial stage of the study, using the methodology for diagnosing the level of emotional burnout, we calculated the number of managers who are at each phase of emotional burnout (Fig. 1). The data presented in fig. 1, indicate that 32.6% of the heads of organizations are in the phase of emotional burnout “Tension” stage, 47.8% are in the “Resistance” stage, and 19.6% are in the “Exhaustion” stage. Perhaps such a rather large percentage of the heads of commercial organizations, located on the “Resistance” stage and “Exhaustion” stage, is associated both with the complexity
and specificity of the work, and with the current unstable socio-economic situation in the country. In fig. 2 presents the average values for each phase of emotional burnout and the degree of their formation.

Figure 1 shows the distribution of emotional burnout stages among heads of commercial organizations. Figure 2 shows that the “Tension” stage and “Exhaustion” stage of the heads of commercial organizations did not form (on a scale less than 36 points), and the “Resistance” stage is in the formation zone (on a scale it is in the range from 37 to 60 points). This means that managers have been observed the formation of psychological protection from stressful factors and traumatic conditions, although the tension from the performance of professional duties is not yet pronounced much and there is still no depletion of mental and physical resources.

Further, we separately studied the syndromes of emotional burnout, which are included in all phases. The results are presented in fig. 3, fig. 4 and fig. 5.
Figure 3 shows that the symptoms of “Stressful experience” and “Anxiety and depression” are in the area of the emerging symptom. This indicates that managers are aware of the traumatic factors of their professional activities that are difficult to eliminate. Their irritation begins to gradually appear and despair builds up. The emerging feeling of dissatisfaction with the activity and with itself gives rise to psychoemotional stress in the form of experiencing situational or personal anxiety.

At the same time, the symptoms of “Dissatisfaction with oneself” and “Feeling “cornered”” are in the area of an uncomplicated symptom. This says that leaders are capable and ready not only to resist traumatic circumstances, but also to influence them. They are also able to focus on their abilities in professional activities, since depletion of mental and physical resources has not yet been observed.

As we see in fig. 4, the symptoms of “Inadequate emotional reaction”, “Emotional and moral bewilderment” and “Professional duties reduction” are in the area of the emerging symptom. In this case, managers begin to “save” on their emotions, limiting emotional returns through selective response to situations. The principle “I want or don’t want to” may start to work: the manager considers it necessary to pay attention and time to the employee, client or partner – he will pay, he will be in the mood – will respond to their conditions and needs. Leaders may have attempts to facilitate or reduce the performance of certain functions and responsibilities that require them to take any emotional cost.

The symptom “Widening of emotional thriftiness area” is in the area of an uncomplicated symptom. This suggests
that managers do not yet or rarely show symptoms of emotional burnout outside their professional activities – in the family, with friends and buddies. That is, the leader, having come home, will not lock himself in or, on the contrary, “aggress” on his spouse or children.

Figure 5 shows that the symptoms of “Emotional deficit” and “Emotional distance” are in the area of the emerging symptom. This indicates that managers in the process of professional activity may begin to show rudeness, irritability and harshness in communicating with the organization’s personnel, customers, suppliers, etc. They may think that they are acting in an acceptable way. However, the subject of communication and interaction notices something else – emotional callousness, disrespectfulness and indifference. Over time, work for managers becomes routine, occurs on automatic actions.

The symptoms of “Personal distance” and “Psychosomatic and psychovegetative disturbances” are in the area of an uncomplicated symptom. In this case, the symptoms of emotional burnout do not affect the person’s value system and do not push him into an inhumane attitude towards people around him. Also, these symptoms, most likely, do not affect the somatic or mental state of the leader, that is, there are no headaches, discomfort in the heart, vascular reactions, exacerbations of chronic diseases.

Conclusions of the research. Thus, the study allowed us to identify the general severity of burnout syndrome among the leaders of commercial organizations – it is at an average level. This is due to the fact that each stage of emotional burnout is either in the unformed zone or in the formation zone. We also found that all symptoms of burnout are uncomplicated and emerging symptoms.

The research materials provided us with the opportunity to develop a comprehensive program for the prevention of burnout syndrome for managers of commercial organizations. The aim of the program is to develop the skills of leaders in organizations to strengthen and maintain their mental and physical health, skills of self-regulation and management of their own psycho-emotional state, and ways of positive self-perception. For the effective implementation of this program, we recommended the use of modern psychotechnics such as training sessions, art therapy techniques (sand therapy, music therapy, isotherapy) and relaxation techniques.
ПСИХОЛОГО-ПЕДАГОГІЧНІ АСПЕКТИ РОЗВИТКУ СИСТЕМИ ВИЩОЇ ОСВІТИ ТА ЇЇ ЗМІСТУ

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