

EXECUTIVE BURNOUT

Eastern and Western Concepts,
Models and Approaches for Mitigation



Radha R. Sharma and
Sir Cary Cooper



EXECUTIVE BURNOUT

Eastern and Western Concepts,
Models, and Approaches for
Mitigation

EXECUTIVE BURNOUT

Eastern and Western Concepts,
Models, and Approaches for
Mitigation

RADHA R. SHARMA

Management Development Institute, Gurgaon, India

SIR CARY COOPER

Manchester University, Manchester, UK



United Kingdom – North America – Japan
India – Malaysia – China

Emerald Group Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2017

Copyright © 2017 Emerald Group Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78635-286-6 (Print)

ISBN: 978-1-78635-285-9 (Online)



ISOQAR
REGISTERED

Certificate Number 1985
ISO 14001

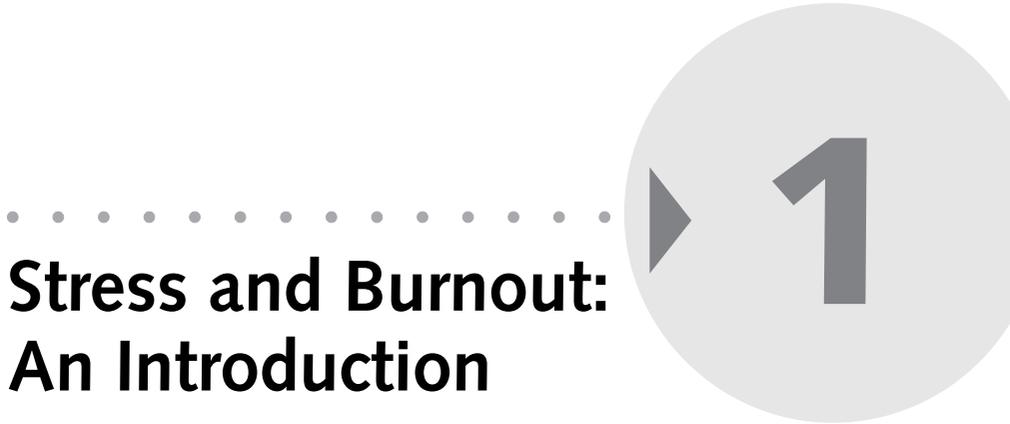
ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.



INVESTOR IN PEOPLE

Contents

1. Stress and Burnout: An Introduction	1
2. Contribution of Individual and Organizational Factors in Burnout	17
3. Burnout in Various Professions	63
4. Models of Burnout	143
5. Indian Approaches to Coping with Stress and Burnout	163
6. Western Approaches	221
7. General and Organizational Approaches	267
References	315
About the Authors	369
Index	371



Stress and Burnout: An Introduction

In this era of globalization, liberalization, economic uncertainties, and continual change, the fabric of life is soaked with pressures and stress (Fotinos-Ventouratos & Cooper, 2015; Sharma, 2013). Stress is becoming a universal malady with its debilitating effect being observed in all walks of life. Especially in the industrial sector, with increasing competition and technological advancements, organizations are going through major transformation in strategy, structure, systems, and styles for enhancing quality, efficiency, and productivity. Consequently, the changes in organizational context- and role-related factors put the coping skills of the employees on test. When stress crosses the tolerance limit of these employees, it becomes distress.

Distress, the negative stress, impacts not only physical, emotional, and behavioral aspects of an employee but also influences their social and economic life. It has far reaching consequences not only on an individual employee in the form of burnout but also on the organization in terms of low motivation and productivity, increase in health cost, and employee turnover (Sharma, 2005).

Burnout is a typical stress syndrome which develops gradually in response to prolonged stress and physical, mental, and emotional strain (Sharma, 2006). Unable to cope with the increasing pressures and excessive demands, the employee gets pushed towards a state of exhaustion which is characterized by dissatisfaction, low energy levels, fatigue, frustration, depersonalization, and inadequacy or cynicism resulting in a breakdown or burnout.

Magnitude of Burnout: An International Perspective

The problem of stress and burnout in the organizational realm has been receiving considerable attention in the West due to enormity of the problem and its consequences. The magnitude of the problem can be gauged by the findings of researches summarized below.

The National Center for Health Statistics, U.S.A., has reported that in the year 1995 alone, more than 900,000 people died due to diseases/illnesses related to unmanaged stress. In 2007, the Centre for Mental Health reported that mental ill health and stress cost the UK economy about €26 billion per annum due to absence caused by sickness and presenteeism (defined as “lost productivity that occurs when employees come to work ill and perform below par because of that illness”).

According to the statistics of American Psychological Association in the year 2009, 69% of the employees view work as a major source of stress. It has been estimated by the National Institute of Occupational Safety and Health that stress is likely to cost the U.S. economy between 5% and 10% of gross national product (GNP), due to absence and lost productive value (Cooper & Dewe, 2008). Stress was cited as an associated risk factor in the two major causes of death — diseases of the heart and cerebrovascular diseases.

Occupational stress is categorized as “Neurotic reaction to stress” by the U.S. Bureau of Labor Statistics and is considered as an occupational illness. In a survey of Occupational Injuries and Illnesses (2001) undertaken by the U.S. Department of Labor and Bureau of Labor Statistics, the proportion of those suffering from occupational stress (taken as the median absence from work) was found to be four times (25 days off from work) of that of all other nonfatal occupational injuries and illnesses. The survey of Bureau of Labor Statistics on Workplace Injuries in the year 2008 identified 4.6 million cases of nonfatal work-related injuries or illness.

- Occupational stress was found to be highest in the services industry (35%), followed by the Manufacturing Industry (21%), Retail Trade (14%), and Finance, Insurance, and Real Estate (12%).
- Higher proportion of stress was observed in white-collar jobs accounting for almost 60%, of which 16% of the cases belonged to the managerial and professional occupations.
- Relative risk for occupational stress was found to be higher than that of all other injuries and illnesses for white-collar jobs.

A study by the experts at The Center for Disease Control and The National Institute for Occupational Safety and Health reveals that:

- Stress has been found to be a causative factor for job burnout among 25–40% of U.S. workers;
- There is close relationship between stress and physical and mental health;
- Stress can lead to lowered willingness to take on new and creative endeavors;
- Employee stress has been found to be a major cause for lowered corporate productivity and competitiveness;
- Depression, seen as a type of reaction to stress, is emerging as a major upcoming disease, accounting for more days lost than any other reason;
- The cost for stress-related compensation claims, reduced productivity, absenteeism, health insurance, employee turnover, and direct medical expenses amounts to \$300 billion per employee annually in the United States.

A research by MetLife into its own databases reveals that 30% of the claims made by employees for short-term disability (STD) for psychiatric conditions are due to stress or anxiety with depression accounting for more than half (55%) of such claims.