

Stress & Burnout: The Significant Difference

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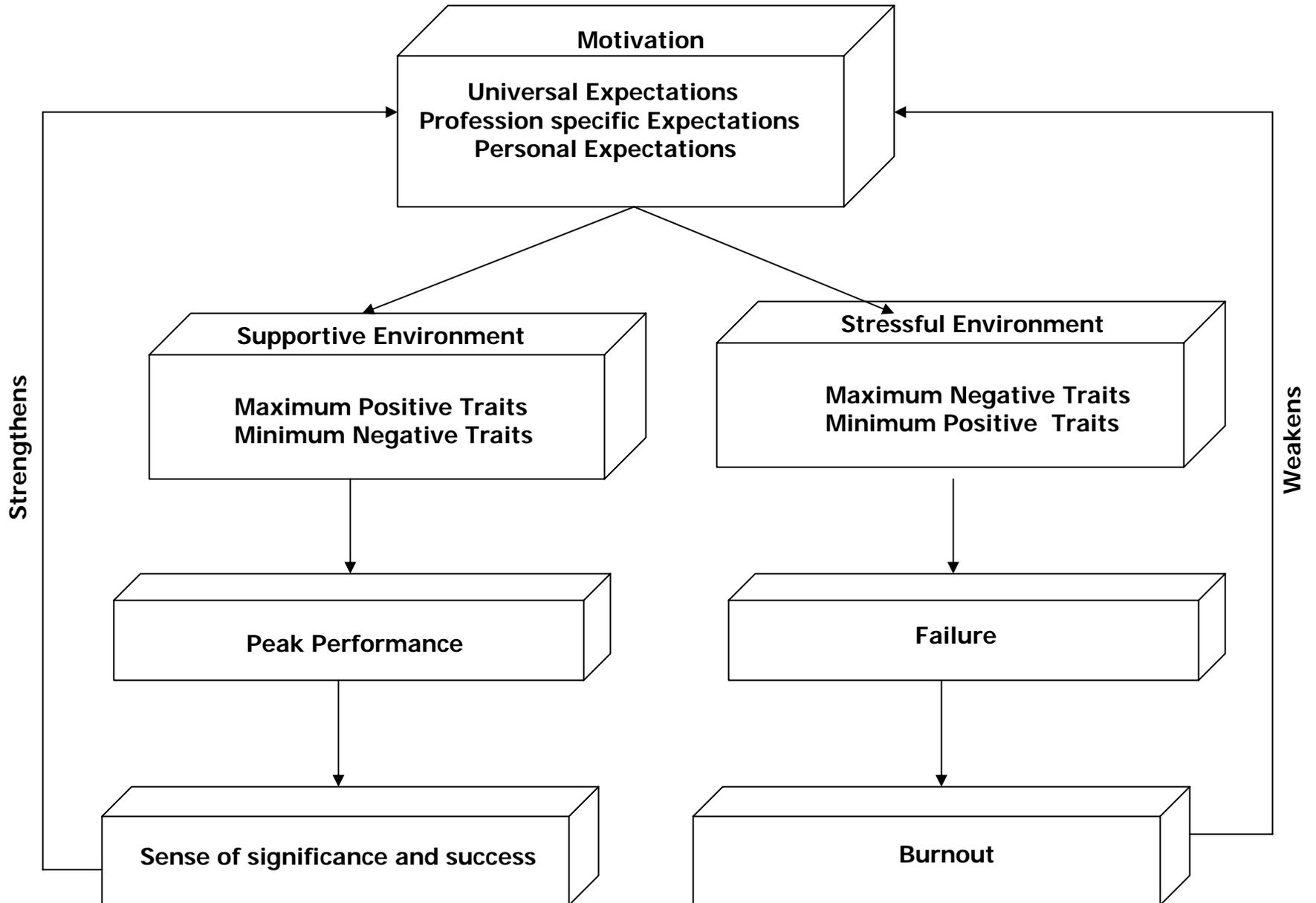
Three models of stress

- * Stimulus (Hans Selye: GAS)
- * Response (Holmes & Rahe: LCU)
- * Interaction (Lazarus: Appraisal)



"I'll quit when it stops being fun."

The Career Burnout Model



The Burnout Measure: Short version

Please use the following scale to answer the following ten questions:

1 2 3 4 5 6 7

never almost never rarely sometimes often very often always

When you think about your work/marriage, how often do you feel the following?

Tired ____

Disappointed with people ____

Hopeless ____

Trapped ____

Helpless ____

Depressed ____

Weak/Sickly ____

Insecure/A failure ____

Sleep difficulties ____

“I’ve had it” ____

Table 1. Mean Burnout Scores of Four Samples of Nurses

Source	Country	N	Mean Burnout	SD
Schaufeli & Janczur, 1990	Poland	200	3.3	.70
Pines & Kanner, 1982	USA	352	3.2	.60
Enzman & Kleiber, 1989	Germany	124	3.2	.70
Pines, 1988	Israel	100	2.8	.65

Table 2. Correlation Coefficients of Various Job-Related Variables with Responses to the Burnout Measure

Variable	r	P
MBI Emotional Exhaustion	.73	.000
MBI Depersonalization	.40	.000
MBI Personal Accomplishment	.43	.000
Job Satisfaction	-.55	.000
Health Problems	.50	.000
Helplessness	.46	.000
Job Involvement	-.45	.000
Tension	.44	.000
Hardiness (Total)	-.44	.000
Commitment	-.45	.000
Challenge	-.33	.000
Control	-.24	.200
Productivity	-.34	.001
Age	-.18	ns
Experience	-.14	ns
Work Week	-.08	ns

Correlations between burnout and sense of significance at work

Group	r	p
97 Israeli Teachers	-.44	.000
66 Israeli Managers	-.27	.05
267 American Police officers	-.27	.05
100 Israeli Nurses	-.24	.05
17 Israeli Blue-collar workers	-.40	.05
50 Israeli Retired Professionals	-.40	.001
327 Israeli Jews	-.24	.000
505 Israeli Arabs	-.25	.000

Nurses' main goals and expectations

- Help people in pain
- Professional fulfillment and self actualization
- Make a significant contribution. Nursing is a calling.
- Help people who really need help.
- Be a skilled professional
- Have control and influence
- Have the support and recognition of physicians and administrative
- Have the resources and authority to do the work right

Nurses main causes of burnout

- Witnessing human suffering being unable to help
- A big patient load that effects the quality of the work.
- The suffering of people there is no way to help.
- Daily confrontation with suffering, pain, old age and death.
- Helplessness when confronting lost cases.
- Not enough control over patient care.
- Physicians who don't know their work and don't let you do yours
- Lack of administrative support
- lack of resources to do the work right

Teachers' main goals and expectations

- Educate students
- Influence students and inspire them, be a role model
- Provide students with knowledge and values I believe in
- Shape the students' personality and influence their future.
- Get students excited about the subject I am teaching
- Work with children and have significant impact as an educator
- Show initiative, creativity, actualize myself

Teachers' main causes of burnout

- Discipline problems
- Students being unmotivated
- Students being inattentive and indifferent
- Students who are impertinent, disparaging
- School administration, bureaucracy
- The low status of teaching
- Non supportive parents
- Not enough resources to do the job right

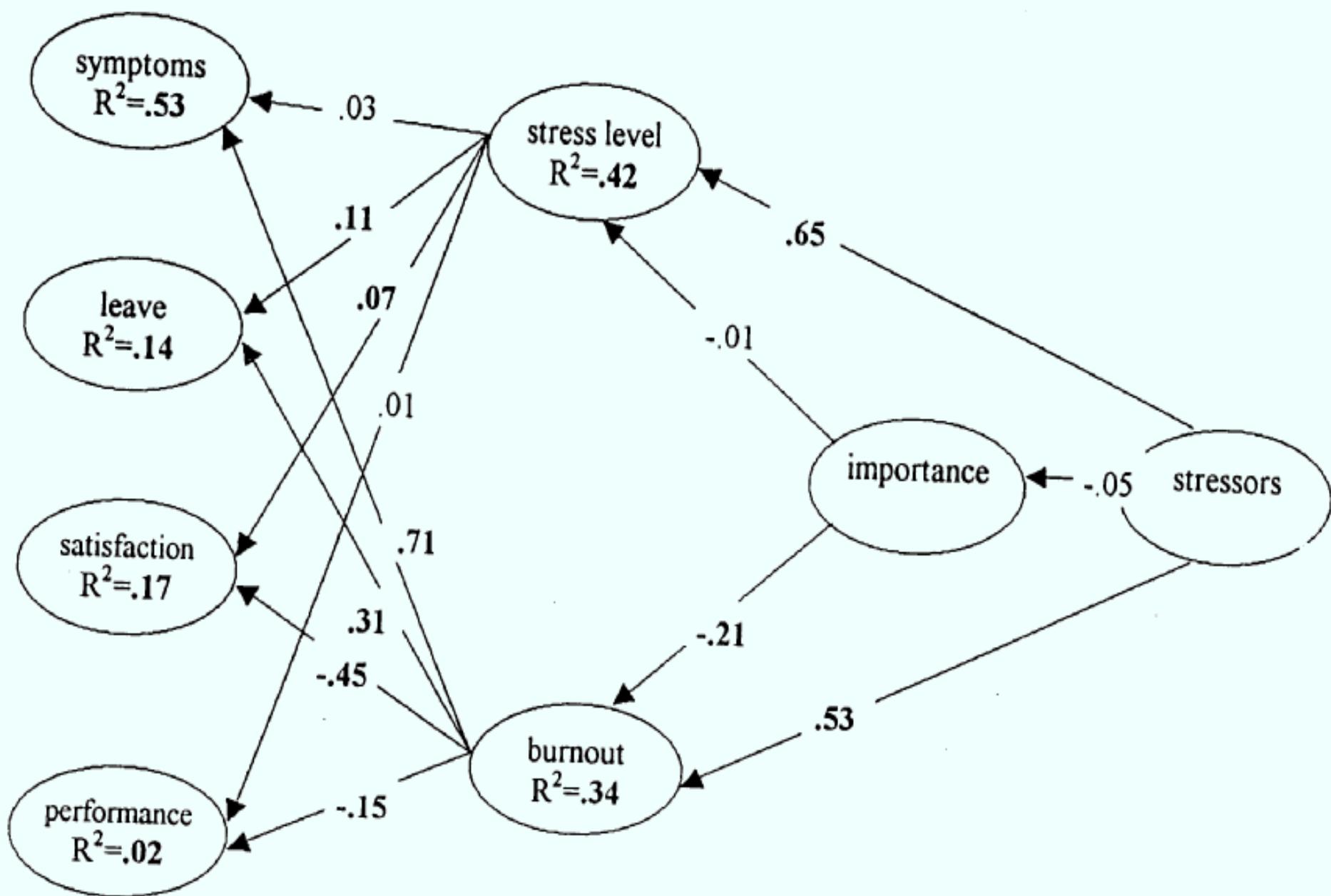
Managers' main goals and expectations

- Have a significant impact on the organization
- Be able to do my own thing, express myself
- Have the resources to do my work well
- Be number one, be a success
- Make the organization the best it can be
- Prove myself to myself and to the organization
- Be appreciated and recognized
- Have power and status
- Do something significant

Managers' main causes of burnout

- Not enough power to have a real impact
- Inadequate monetary resources
- Inadequate staffing resources
- Political pressures, not enough information
- Administrative and bureaucratic interference
- Inadequate recognition and monetary rewards
- Not enough opportunities for advancement
- Inability to do things the way they should be done.

Police Total Sample N=1182



**“All is foreseen, yet freedom of choice is granted;
and by grace is the universe judged, yet all is
according to the amount of work”**

Mishna 15, Ethics of the Fathers