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### What is the Predictor Variable of Burnout? Burnout Literature Review

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**ABSTRACT:** Burnout is a symptom of prolonged stress at work that causes individuals to experience emotional exhaustion and cynicism when working. The purpose of this article is to determine the factors that influence burnout and to determine the impact caused by burnout in the workplace. This literature review is based on 18 international journals from 2017-2021. The result is that two factors that influence burnout, it is personal and situational factors. Personal factors include personality characteristics, work attitudes, work involvement, work stress, psychological empowerment, coping styles, resilience, perfectionism, self-efficacy, emotional intelligence, work-life balance, and work-family conflict. Meanwhile, situational factors include work status, workload, social support, and organizational environment.

**Keywords:** burnout, personal and situational factors.

#### I. INTRODUCTION

Burnout has become a common problem in organizations and a topic of research for the past few years [1]. Freudenberger [2] defines burnout as a symptom of prolonged stress at work, where the individual spends too long working with excessive work every day. The World Health Organization [3] has included work burnout as an international disease as a result of prolonged work stress, and during a pandemic it can increase the workload, thus increasing employee burnout. In addition, burnout is described as a psychological response to unpleasant work stress situations [4].

Maslach, Schaufeli & Leiter [5] explain burnout as a form of response to emotional and interpersonal stressors at work which is determined by three dimensions, namely emotional exhaustion, cynicism (depersonalization), and inefficiency (reduced personal accomplishment). The emotional exhaustion dimension is the most obvious manifestation of burnout syndrome. When individuals experience burnout, it is this dimension that often describes the intended burnout experience [5]. Cynicism or depersonalization is defined as an individual's way of diverting from emotional exhaustion, which refers to a negative attitude, rudeness, and distance from other individuals [6]. Ineffectiveness (reduced personal achievement) is a tendency to give a low assessment or appreciation of self-competence. The decline in self-achievement is caused by a lack of relevant resources, while exhaustion and depersonalization are caused by excessive workload and social conflict [5].

Burnout can be contagious and will continue through social interactions in the workplace [7]. Individuals who experience burnout can harm co-workers, such as causing interpersonal conflict and disrupting work tasks [8]. In addition, burnout also has an impact on the individual itself and the organization [9]. Burnout is closely related to various forms of negative reactions in the workplace, such as decreased job dissatisfaction, organizational commitment, absenteeism, intention to switch, and turnover [9].

There are two factors that can affect burnout, namely individual factors and situational factors [5]. Individual factors include demographic characteristics, personality characteristics, and work attitudes. The situational factors include job characteristics, organizational characteristics, work environment, and workload. Based on the explanation above, the purpose of this library is the first to find out what factors can affect burnout.

#### II. METHOD

The method used is a literature review, which is one method that involves a comprehensive and systematic search to find a relevant research finding discussing one or more research questions [10].

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### II. METHOD

The method used is a literature review, which is one method that involves a comprehensive and systematic search to find a relevant research finding discussing one or more research questions [10].

This literature review uses international research journals from 2017-2021. Journal searches were conducted through several websites such as: mdpi.com, sciencedirect.com, scholar.google.com, sagepub.com, link.springer.com, tandfonline.com, reserachgate.com, and apa.org. The criteria for the journal to be used are international journals that discuss burnout for at least the last five years.

### III. RESULT

After collecting journal literature, 70 international journals were obtained. However, researchers only used 18 journals that are discussed in this literature review. The following is a journal summary table to make it easier for readers to provide an overview related to the factors of burnout. Next, the researcher will conduct a discussion related to the research results that have been obtained.

**Table 1. Predictor Variables of Burnout**

NO	AUTHOR	PREDICTOR VARIABLE	SUBJECT
1	Amri et al, (2020).	Workload Work family conflic	125 teachers
2	Bhowmick& Mulla, (2020).	Big five personality	152 police
3	Cabell, (2021)	Perfectionism, Coping	69 employees
4	Gong, Li& Niu, (2021).	Psychological empowerment	363 police
5	Grover& Furnham, (2020).	Dark personality	232 adult
6	Kapusuz& Cavuz, (2018).	Big five personality Psychological capital	416 employees
7	Khalid et al, (2020)	Job stress Psychological capital	1778 Bank employees
8	Lin et al. (2020).	Job status	1007 employers and employees
9	Maramis& Cong, (2019).	Hardiness personality	51 nurse
10	Pflügner et al., (2020)	Techno-stress, mindfulness	134 employee
11	Rizvandi et al., (2020).	Emotional intelligence Emotional Labor	251 teachers
12	Rodriguez-Lopez et al., (2021).	Workload	360 employee
13	Sadoughi, (2017).	Big five personality Perfectionism	205 teachers
14	Shaheen& Mahmood, (2020).	Environmental factor	1693 teachers
15	Szabo& Jagodics, (2019)	Job demands, resources Collective self-efficacy Social support	664 teachers
16	Tugsal, (2017)	Work life balance Social support	260 employee
17	Wu et al., (2020).	Job stress Social support	1.464 Bank employees
18	West et al., (2020)	Resilience	5.445 doctors

### IV. DISCUSSION

#### PERSONAL FACTOR

##### Personality

Personality is one of the personal factors that can affect burnout [5]. Several studies explain that the big five personality is a predictor of the emergence of employee burnout [11]-[13]. Individuals who have high scores on the type of neuroticism have been shown to have a positive correlation with emotional exhaustion [11]-[13]. While the type of agreeableness and conscientiousness can significantly predict personal achievement [12]. Individuals with extraversion personality types tend to have positive emotions, are more frequent, are optimistic, and positively reassess problems [14].

In addition to the big five personalities, hardiness and dark personality also affect burnout. The results of the research by Maramis & Cong [15] show that a hardiness personality is negatively correlated with burnout. Individuals who have high scores on the hardiness personality tend to be able to manage stress well, so they are not prone to burnout. Meanwhile, Grover & Furnham [16] stated that individuals with dark personalities tend to be prone to burnout.

##### Perfectionism

Perfectionism is one of the personality traits associated with high personal standards, being too sensitive to mistakes, and overly evaluating one's behavior critically. Cabel [17] & Sadoughi [18] stated that perfectionism (high standards/adaptive perfection) is negatively related to burnout. Adaptive perfectionism is

associated with less psychological distress [17]. In addition, negative perfectionism refers to individuals who have unrealistically high standards in various fields of work, concern over the faults of others, doubts about one's performance, and gaps between actual performance and personal criteria.

### Stress

Freudenberger [2] describes burnout as a result of prolonged stress that has not been managed. This shows that stress acts as a physiological and psychological threat to individuals [19]. In line with the research of Pfluger, Maier & Weitzel [20], one of the factors that can cause an increase in burnout at work is techno-stress. Job stress is positively associated with emotional exhaustion and cynicism and negatively associated with decreased personal achievement [21].

### Mindfulness

In addition to stress, awareness can also affect burnout. Pflugner, Maier & Weitzel [20] explain that awareness can increase a person's ability to deal with stressful conditions that arise due to the development of information technology. That is, individuals with high awareness scores tend to have low stress and burnout scores [20].

### Psychological Empowerment

Gong, Li & Niu [22] stated that psychological empowerment has a significant relationship with all three aspects of burnout. The meaning of work has a significant impact on emotional exhaustion. In addition, job meaning and self-efficacy significantly affect depersonalization. In addition, job meaning, self-determination, and the impact of self-efficacy can reduce personal achievement and burnout.

### Psychological Capital

Psychological capital plays an important role in the onset of burnout. Self-efficacy and optimism are two important aspects that can protect individuals from burnout. The results of Kapusuz & Cavuz's research [13] show that the four aspects of psychological capital (self-efficacy, optimism, resilience, and hope) have a negative relationship with being personalized. However, only aspects of hope and resilience showed an insignificant relationship with depersonalization. In addition, optimism and hope are positively related to low personal achievement. Meanwhile, self-efficacy and resilience are negatively related to low personal achievement. However, the relationship between the four psychological capitals is not significant [13]. Psychological capital also plays a role in reducing the negative impact of stress, thereby minimizing the occurrence of burnout in the workplace [19].

### Self-Efficacy

Self-efficacy has an insignificant positive relationship with emotional exhaustion, as well as negatively associated with two other aspects of burnout [13]. Szabo & Jagodics [23] in their research also explains that teachers who have high collective self-efficacy will have low levels of burnout. Collective self-efficacy refers to the success of working together towards organizational goals. Collective self-efficacy indirectly affects burnout, but through strengthening work resources and workload index.

### Coping

Cabell [17] stated that coping is a significant predictor of burnout. However, the direction of the relationship is not in line with the hypothesis. The results showed that coping was negatively related to burnout. Usually, the avoidance style will be positively related to maladaptive behavior. This is because individuals who are relatively young when they feel physically and mentally exhausted will remain involved and feel proud of their field of work.

### Resilience

Resilience plays an important role in predicting the occurrence of burnout. West et al [24] showed that resilience was negatively related to burnout. Doctors who have high resilience scores will have lower emotional fatigue scores. Likewise with the personalization aspect, although high levels of resilience can protect against burnout, doctors collectively do not lack resilience even the most resilient physicians are at high risk of burnout.

### Emotional Intelligence

Rizvandi, Farzadfar, & Pahlevani [25] in their research explained that emotional intelligence and emotional labor are significantly related to burnout at work. When individuals have high emotional intelligence, they will be able to express emotions and be more professional and satisfied in their work, thereby reducing burnout. While individuals who have a high level of emotional labor will more easily cope with minor stressors, so they are less likely to experience burnout.

### Work Life Balance & Work Family Conflict

Tugsal [26] states that the work-life balance aspect is a predictor of burnout aspect. Individuals who do not have a balance in their work-life will tend to experience burnout. In the personalized aspect, it is influenced by the neglecting aspect of life, life is just working and spending time. Emotional exhaustion is affected by neglecting life, living to work, work-life balance, taking time for yourself, and bringing work home. While the aspect of personal achievement is influenced by the dimensions of ignoring life, work-life, and taking time for yourself.



In addition to work-life balance, the work-family conflict also predicts burnout. Amri et al [27] explained that one of the causes of teachers experiencing burnout during distance learning is work and family conflicts. Teachers are burdened by time pressure to complete their assignments remotely, while teachers also have responsibilities to carry out to their families.

## SITUATIONAL FACTORS

### Workload

Szabo & [14]odic [23] stated that teachers who have low workload scores tend to have low burnout rates. This proves that the workload index has a strong correlation with burnout [28]. The increased workload of teachers can cause work-family conflict to increase and have an impact on teacher burnout [27].

### Social Support

Social support can influence burnout at work [21], [23], [26]. Tugsal [26] mentions that social support affects personalization, while informational and instrumental support can affect personal achievement decline. In line with the results of this study, Szabo & [15] showed that work resources, social support, and collective self-efficacy were negatively related to burnout. Social support is an important factor that can prevent burnout. In the aspect of emotional social support, it shows that it does not have a significant direct effect on burnout, but has a negative relationship with burnout. Another social support such as professional assistance has a direct effect on burnout, where individuals who have higher professional support are associated with lower burnout scores.

### Organizational Environment (Employment Status, Experience)

Shaheen & Mahmood [29] explained that institutional or organizational environmental factors such as administration, environment, insecurity, and training can affect burnout. Permanent or temporary employment status is negatively related to personalization. Lin et al [30] also mentioned that employment status as an employer and employee can cause individuals to experience burnout.

Work experience factors are also negatively related to personalization [29]. A teacher's teaching experience is a strong predictor of personal achievement. While work status is predicted to reduce personal achievement. In addition, insecurity in the work environment is also a positive predictor of being personalized. On the emotional exhaustion dimension, it is predicted by environmental and training factors.

## V. CONCLUSION

Based on the description above, it can be concluded that two factors influence burnout, namely personal and situational factors. Personal factors: personality characteristics, work attitudes, work involvement, work stress, psychological empowerment, coping styles, resilience, perfectionism, self-efficacy, emotional intelligence, work-life balance, and work-family conflict. While the situational factors include: work status, workload, social support, and organizational environment. Burnout can reduce employee performance, organizational commitment, job satisfaction, and can increase symptoms of depression, absenteeism frequency, and intention to leave.

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