

## Effects of Employee Demographics on The Employee Burnout Due to Covid-19

*Udipta Dash*

V trimester MBA-HR student, School of Business & Management,  
Christ (Deemed to be University), Bengaluru  
udipta.dash@mba.christuniversity.in

*Dr Rekha Aranha*

Asst. Professor, School of Business & Management,  
Christ (Deemed to be University), Bengaluru  
rekha.hitha@christuniversity.in

### ABSTRACT

The global pandemic has brought an array of changes in the way employees are expected to work and adopt themselves to the dynamic changes in the workplace. This research will investigate the association between the effects of employee demographics on the employee burnout in the present context. To measure the total burnout score, researcher is using the Oldenburg Burnout Inventory by Demerouti & Nachreiner (1998) which consists of 16 questions, which measures two dimensions i.e. “Disengagement” and “Exhaustion”. While there is comprehensive research on employee burnout related to different sectors, there is insufficient proof of the association between age and years of experience on the employee burnout. The questionnaire will be administered to 294 employees working in various industries in service sector in Bengaluru. This research tries to identify whether demographic profile like the gender, age and experience have any relationship to the employee burnout levels due to the global pandemic. The researchers will examine the existing practices across various organizations and discuss the theoretical and practical implications from the analysis.

### Keywords

*Employee burnout; demographics; occupation, burnout inventory; disengagement; exhaustion*

### Introduction

Employee Burnout is something beyond a sentiment of worry at the specific employment in that it will in general tail you from every day, introducing itself as a sentiment of fear on Sunday night (in the event that you realize you need to work again on Monday), a sentiment of being not able to marshal any

excitement or inspiration for your work and an absence of delight in what you do. It can feel frightening since you may not realize how to get yourself out of this spot once you're understanding consumed. Despite the fact that job stress is a piece of each employee's life, delayed, ceaseless occupation stress can result in burnout (Maslach & Schaufeli, 1993). People suffering from burnout experience a depletion of physical and emotional resources, create skeptical mentalities and feel lost proficient self-viability (Maslach, Jackson, & Leiter, 1996). Although burnout has been especially noted and concentrated in human administrations and other "helping" professions including broad direct customers get in touch with, it tends to be available in other sorts of work (Maslach, Jackson, & Leiter, 1996). Increasing a careful comprehension of burnout is significant in view of the adverse impacts it can have on people and associations. Burnout contrarily influences the wellbeing and individual existence of the representatives encountering (Duquette, K rouac, Sandhu, & Beaudet, 1994; Maslach et al., 1996; Parker and Kulik, 1995)

### **Context under Current Scenario**

Burnout can emerge out of a feeling of overpowering pressure, however, it will in general come most from explicit sorts of pressure and factors in work. There are a few factors that can add to burnout, including work-related highlights, way of life components, and character attributes. A few organizations and ventures have a lot of higher paces of burnout than others.

There are several instances in the recent times which showed that various companies across the World are considering Burnout as a major factor affecting performance. Alphabet Inc's Google said it has asked employees to take a day off on May 22, to address work-from-home-related burnout during the coronavirus pandemic. Chief Executive Officer Sundar Pichai announced the move in a memo to employees. Google said it would begin reopening more offices globally as early as June, but most Google employees would likely work from home until the end of this year. (Elias, 2020)

### **Literature Review**

There are numerous factors identified by researchers that are related to employee burnout. These factors vary largely in their nature.

### **Environmental Factors**

Among the environmental components that have been connected to burnout are work over-burden, job conflict, job ambiguity, the workplace itself, and supervisory help. Work over-burden results when there is not sufficient opportunity or assets to satisfy the needs positioned on a person at work. Mazur & Lynch (1989) found that work over-burden was the huge indicator of burnout. Different analysts have given additional proof of the connection between work over-burden and burnout (Burke and Richardsen, 1996; Cordes and Dougherty, 1993; Burke & Greenglass, 1995)

### **Demographic Factors**

Analysts frequently have provided details regarding the impacts of segment factors on burnout. For instance, Cordes and Dougherty (1993) demonstrated that married people experienced less burnout than their single partners. Jackson (1993) additionally discovered huge contrasts in levels of burnout comparative with such segment factors as sexual orientation, age, and marital status. In any case, other researchers have discovered that segment factors had no impact on experienced burnout (Dillon & Tanner, 1995; Friedman & Farber, 1992). This need for amalgamation in investigating discoveries comparative with segment factors influencing burnout presents issues for scientists and human resources experts accused of structuring and actualizing systems for improving burnout in the work environment. In the event that these clashing outcomes can be settled, human resource experts can improve their odds of effectively focusing on employees who most need burnout avoidance programs.

Results showed by Platsidou & Agaliotis (2008) revealed that Greek custom curriculum instructors announced normal to low degrees of burnout. They announced decently elevated levels of fulfilment with their activity, the head, and the school association in general; they additionally detailed normal fulfilment with work conditions and low fulfilment with possibilities of advancement and pay. Four variables were distinguished on the job-related stress factors: instructing in a multi-category study hall, program association and execution, evaluation of understudies, and joint efforts with other specialized curriculum specialists and guardians. The custom curriculum educators saw none of these issues as especially overpowering. (Platsidou & Agaliotis, 2008) Also, barely any huge impacts old enough, sex, and family status were recognized. The above outcomes are predictable with different examinations that have concentrated on Greek normal training instructors, which have shown that, as a rule, this gathering doesn't encounter elevated levels of word related pressure.

Also, a balance examination done by Johnson, Holdsworth, Hoel, & Zapf (2013) uncovered no example of the connection between client stressors and age on burnout, in spite of the fact that the more seasoned

retail workers were less inclined to encounter criticism when presented to disdained clients. A key finding of this investigation is that more seasoned employees pressure the executive's methodologies of feeling control and dynamic adapting had a progressively constructive outcome on passionate weariness and negativity contrasted with more youthful workers. Similarly as with past investigations not many critical outcomes were found for proficient adequacy. The pressure the board systems of humor and make light of had restricted cooperation impacts with age. Exploratory investigations of three-route associations among humor and make light of, client stressors, and age on burnout uncovered deliberate discoveries in the normal heading in high-pressure circumstances with more youthful workers less effectively utilizing these techniques to diminish levels of passionate weariness and pessimism. (Johnson, Machowski, Holdsworth, Kern, & Zapf, 2017)

### **Key Concepts, Theories and Studies**

Existing theory included a meta-analysis of relationship between age or years of experience and employee burnout (Brewer & Shapard, 2004). The meta-analysis included 34 investigations. One of the examinations included information for three particular examples, so the meta-analysis depended on 36 examples. Of the 34 investigations that were remembered for the meta-analysis, there were 19 distributed studies and 15 unpublished investigations. (Brewer & Shapard, 2004)

Organizations face a continuously aging workforce and occupations with direct client contact are developing, making testing issues from a human resource management perspective. Drawing on socioemotional selectivity hypothesis and life expectancy development findings, this study centers around the service sector comparing administration division as to age, enthusiastic work, and related positive and negative results. Analysis utilizing information from 444 service employees in Germany uncovered age is negatively directly identified with exhaustion and skepticism, and positively directly identified with proficient adequacy, just as positively directly connected to commitment (Johnson, Machowski, Holdsworth, Kern, & Zapf, 2017)

Significant theoretical and experimental work has been done about burnout in child government assistance administrations. Most of the work depends on the three-section conceptualization of burnout encapsulated in the Maslach Burnout Inventory (MBI). Discoveries strengthen a few perspectives about the focal significance of EE yet in addition show the importance of every one of the three MBI components to work exit. Suggestions for child welfare practice and recommendations for future research are talked about. (Drake & Yadama, 1996)

Past research done by Randall (2007) inspecting the connections among age and burnout has discovered

that there was a significant negative correlation among's age and both emotional exhaustion and depersonalization as estimated by the Maslach Burnout Inventory. Two hypotheses are regularly best in class to represent this: the individuals who experienced emotional exhaustion or depersonalization at a young age may have left the job either on grounds of sickness or to look for alternative business; more seasoned workers may have figured out how better to find a steady speed in their work so as to limit open doors for burnout. The outcomes show that it is chronological age, and not years in administration, which is negatively correlated with the emotional exhaustion and depersonalization subscales of burnout. It is reasoned that so as to decrease the rate of burnout among the ministry, specific procedures should be presented for the consideration and backing of more younger pastorate. (Randall, 2007)

The study conducted by Haley, Mostert, & Els, (2013) uncovered that young and moderately aged employees experience more significant levels of fatigue when contrasted with more seasoned workers, while more seasoned workers appeared to be more devoted than their more young partners. Diverse occupation requests and assets appeared to anticipate burnout and work commitment of the three age gatherings. SOC was a huge indicator of burnout and work commitment over the three age gatherings. But according to Packirisamy, Meenakshy, & Jagannathan (2017) the explanations behind their burnout during early profession: poor coordination with the job and the association everywhere, underemployment, distressing employment, and debilitating workplace, dread and uncertainty of substitution of ability and scaling down. Procedures are talked about to manage burnout circumstances among the young information workers for individual and hierarchical prosperity (Packirisamy, Meenakshy, & Jagannathan, 2017). This study explores the various negative results (counting expectation to turnover) of perceived age separation in the hotel business. This creates a basis for further study on employee burnout due to age related factors.

### **Key Debates and Controversies**

There is a study by (Kim & Stoner, 2008) that included a subsample of 346 social workers identified from a cross-sectional random survey of 1,500 California state-registered social workers. Adjusted for age, gender, organizational tenure, and annual salary, structural equation analyses revealed that role stress had a positive direct effect on burnout. The variables of social support and job autonomy had a negative direct effect on turnover intention, but not on burnout. Results indicated that job independence interfaced with job stress in foreseeing burnout, while social help associated with job stress in anticipating turnover goal. Study results propose that making decentralized occupation conditions is

fundamental for forestalling burnout, and that building strong employment conditions is expected to hold social laborers who are encountering high job pressure (Kim & Stoner, 2008).

As discussed in Demographic Factors, analysts frequently have provided details regarding the impacts of segment factors on burnout. For instance, Cordes and Dougherty (1993) demonstrated that married people experienced less burnout than their single partners. Jackson (1993) additionally discovered huge contrasts in levels of burnout comparative with such segment factors as sexual orientation, age, and marital status. In any case, other researchers have discovered that segment factors had no impact on experienced burnout (Dillon & Tanner, 1995; Friedman & Farber, 1992). This need for amalgamation in investigating discoveries comparative with segment factors influencing burnout presents issues for scientists and human resources experts accused of structuring and actualizing systems for improving burnout in the work environment. In the event that these clashing outcomes can be settled, human resource experts can improve their odds of effectively focusing on employees who most need burnout avoidance programs.

Albeit significant research has been finished on employee voice, hardly any examinations have explored employee silence. The reason for this paper is to inspect the connection between employee silence and employment burnout just as the conceivable interceding job of emotional intelligence (EI) on the quietness burnout relationship. (Srivastava, Jain, & Sullivan, 2019)

In spite of discoveries from contemplates led in Western nations in which employee silence was decidedly identified with unfortunate work results, in this investigation, employee silence was contrarily identified with work burnout. Moreover, results demonstrated that the connection between employee silence and occupation burnout was interceded by EI. These discoveries recommend the significance of thinking about nation setting and potential intervening factors when exploring employee silence. (Srivastava, Jain, & Sullivan, 2019)

### **Gaps in Existing Knowledge**

Until now there are no papers which consider the relationship between age and years of experience and employee burnout without the use of meta-analysis. One of the greatest limitations of meta-analysis is “garbage in, garbage out”. The phrase “garbage in, garbage out” means that if a meta-analysis includes low-quality studies, its results will be biased and incorrect. Meta-analysis includes a set of criteria for determining which studies to analyse. Meta-analysis depends on shared subjectivity, instead of objectivity. There is regularly a specific measure of subjectivity when choosing how comparable examinations ought to be before it is suitable to join them. Each type of investigation, including story

surveys, requires certain abstract choices.

### **Problem Statement**

Even though there are extensive studies on various industries related to Employee Burnout, there is negligible evidence on the relationship between demographic factors and Employee Burnout. It will bring about measuring instruments for burnout and work commitment, which have been demonstrated to be dependable, valid, and proportionate for various groups. It will bring about a normalized measuring instrument for work-related pressure, which has been demonstrated to be dependable and legitimate. It will help in identifying various practices in the organizations of the sample population, by adopting an exploratory research design.

### **Objectives**

1. To analyse the demographic factors such as gender and marital status on the employee burnout
2. To analyse the opinion of employees working in different industries on employee burnout.
3. To group respondents on the level of burnout experienced.

### **Hypothesis**

**H1<sub>o</sub>**: There is no significant difference in opinion of male and female on the Employee Burnout

**H11**: There is a significant difference in opinion of male and female on the Employee Burnout

**H1.1<sub>o</sub>**: There is no significant difference in opinion of married and unmarried employees on the Employee Burnout

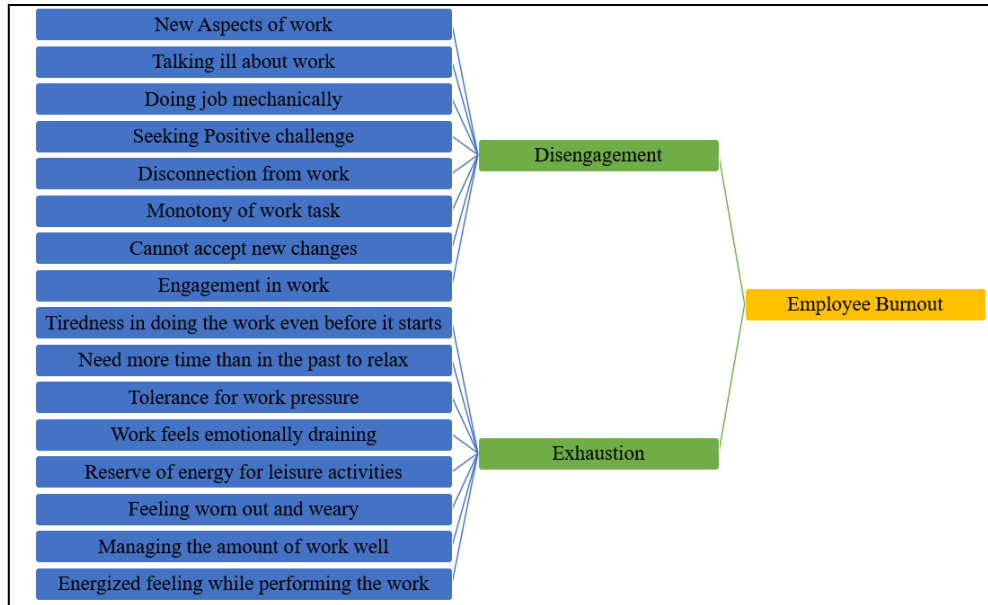
**H1.12**: There is a significant difference in opinion of married and unmarried employees on the Employee Burnout

**H2<sub>o</sub>**: There is no significant difference in opinion of employees working in different industries on the Employee Burnout

**H1<sub>1</sub>**: There is a significant difference in opinion of employees working in different industries on the Employee Burnout

### Theoretical Model

The two key dimensions, disengagement and exhaustion, which are confirmed by previous literature, appear to lead to employee burnout in the sector. The Oldenburg Burnout inventory reconfirms this. The model and proposed relationships describing the effect of disengagement and exhaustion on employee burnout are seen in the below figure, which draws inputs from different demographic variables.



**Figure 1: Theoretical Model of Oldenburg Burnout Inventory**

### Research Instrument Used

Participants were Indian citizens employed in different sectors of the industry. The inclusion requirements are protected by individuals with more than one year of job experience who decided to complete our questionnaire. Out of 294 participants, 100 (34.01%) were female, and 194 (65.98%) were male, all being from urban residential areas. The mean age was 32 years. There were 110 married individuals, 183 unmarried individuals and 1 preferred not to mention.

### Process Implementation

The research design was cross-sectional. There was confidentiality and anonymity assured. As such, all participants received a questionnaire consisting of four sections: the first section gathered predominantly socio-demographic information of the participants: age, gender (male/female), years of experience (total and current role), marital status, occupation; the second and third sections consisted



of the OLBI scale for evaluating the degree of burnout of respondents and and the last section was to determine if the respective industry has taken any steps for managing the issue of stress and burnout during the COVID-19 Pandemic. OLBI has 16 items measured in two ways (exhaustion and disengagement from work): 8 items assess exhaustion, and 8 items measure disengagement from work. Four positively worded items and four negatively worded items measure all dimensions. Items were graded using a Likert scale from 1 to 4 (Strongly Agree to Strongly Disagree).

### **Tools Used for Statistical Analysis**

The data was compiled and processed using the software package for IBM SPSS Statistics 25. The data process was composed of two phases in order to determine the suggested objectives. As such, a sample definition was used in the first stage of the study, using measurements applicable to all quantitative variables, such as mean and standard deviation, as well as frequency for qualitative variables.

### **Reliability of The Scale**

The psychometric OLBI scale validation was carried out using the Cronbach’s alpha coefficient. The Cronbach’s alpha coefficient pointed out a value of 0.849 for the Exhaustion dimension and 0.833 for Disengagement dimension.

The Cronbach’s alpha coefficient value of the OLBI scale.

Disengagement:

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.833	0.839	8

Exhaustion:

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.849	.849	8

For both the dimensions, the Cronbach’s alpha is greater than 0.8, hence the questionnaire is reliable and internally consistent.

### Data Analysis & Interpretation

1. Demographic Variables included in the analysis:

Gender	Frequency	Percentage
Male	194	65.98 %
Female	100	34.01 %
<b>Total</b>	<b>294</b>	

Marital Status	Frequency	Percentage
Unmarried	183	62.24 %
Married	110	37.41 %
Prefer not to say	1	0.003%
<b>Total</b>	<b>294</b>	

Occupation	Frequency	Percentage
Business Management and Administration	69	23.47 %
Education and Training	16	5.44 %
Government and Public Administration	29	9.86 %
Health Science	3	1.02 %
Hospitality and Tourism	8	2.72 %
Information Technology	104	35.37 %
Manufacturing	5	1.70 %
Others	60	20.41 %
<b>Total</b>	<b>294</b>	

Age was taken as one of the aiding factors for collection of the data. Also, years of experience was recorded to make sure that all the participants have more than one year of work experience.

For making sure that the participant has enough exposure to the workplace to undergo certain amount of burnout, years of experience in the current role was also recorded. However, this was not used to derive any analysis.

2. To analyse the demographic factors such as gender and marital status on the employee burnout, Independent t-test was conducted.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Disengagement	Equal variances assumed	1.396	.238	-4.375	292	<b>.000</b>
	Equal variances not assumed			-4.221	181.591	.000
Exhaustion	Equal variances assumed	1.749	.187	-6.634	292	<b>.000</b>
	Equal variances not assumed			-6.292	173.588	.000

The Levene's Equality of Variances is significant if the variances assumed is equal. It is found that the significant value ( $p > 0.05$ ) is 0.238 for Disengagement and 0.187 for Exhaustion, which indicates that the variance assumed is equal. From the hypothesis testing it is observed that p value is 0.000  $p < 0.05$ , so we reject the null hypothesis and conclude that there is a difference in the employee burnout i.e disengagement and exhaustion factor between male and female employees.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Disengagement	Equal variances assumed	0.011	.915	-4.308	291	.000
	Equal variances not assumed			-4.304	229.122	.000
Exhaustion	Equal variances assumed	.855	.356	-4.844	292	.000
	Equal variances not assumed			-4.767	218.221	.000

It is found that the significant value ( $p > 0.05$ ) is 0.915 for Disengagement and 0.356 for Exhaustion, which indicates the null hypothesis is true.

Also, the mean difference (0.325 for Disengagement and 0.36 for Exhaustion) is negative, a reversal of the directionality of the effect, which does not change the importance of the disparity between classes, is suggested. From the hypothesis testing it is observed that p value is 0.000  $p < 0.05$ , so we reject the null hypothesis and conclude that there is a difference in the employee burnout i.e disengagement and exhaustion factor between married and unmarried employees.

Further, to determine whether there are any statistically significant differences between the means of various occupations for both the dimensions, Disengagement and Exhaustion.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Disengagement	Between Groups	15.347	7	2.192	5.931	.000
	Within Groups	105.718	286	.370		
	Total	121.065	293			
Exhaustion	Between Groups	12.670	7	1.810	4.854	.000
	Within Groups	106.655	286	.373		
	Total	119.326	293			

We see that the significance value is 0.000 which is  $p < 0.05$ , which means that there is a statistically significant difference in the means of Disengagement and Exhaustion dimensions between the different occupations considered from the participants.

According to the post-hoc analysis, the Tukey HSD (Honest Significant Difference) shows that it is only the mean difference between occupation 1 (Business Management and Administration) and 7 (Manufacturing), 1 (Business Management and Administration) and 8 (Others), 3 (Government and Public Administration) and 5 (Hospitality and Tourism) that reaches significance in case of Disengagement dimension and occupation 3 (Government and Public Administration) and 5 (Hospitality and Tourism) in case of Exhaustion dimension. The p-value are less than the standard .05 alpha level. Hence, except for the above pairs of occupations, all other demonstrated significant differences between the means of the dimensions.

3. To group respondents on the level of burnout experienced.

To classify the results into various categories like “Low Burnout”, “Moderate Burnout” and “High Burnout”, we conducted a cluster analysis on the data.

Initial Cluster Centers			
	Cluster		
	1	2	3
Disengagement	3.875	1.500	1.125
Exhaustion	3.750	3.375	1.000

Final Cluster Centers			
	Cluster		
	1	2	3
Disengagement	3.256	2.328	1.710
Exhaustion	2.820	2.586	1.645

Number of Cases in each Cluster		
Cluster	1	66.000
	2	141.000
	3	87.000
Valid		294.000
Missing		.000

We see here that there are 66 individuals falling under Cluster 1 which is the closest to the overall mean of the dimensions, hence “Low Burnout”. 141 individuals are similarly under “Moderate Burnout” and 87 under “High Burnout”.

### Conclusion

Both researchers and professionals have widely drawn attention to the importance of career burnout. When we analysed the demographic factors such as gender and marital status on the employee burnout using Independent t-test, we saw that the significance value is lesser than 0.05 in case of both gender and marital status. Hence, null hypothesis was rejected.

There is a significant difference in opinion of male and female on the Employee Burnout and there is a significant difference in the opinions of married and unmarried people on the Employee Burnout.

Also, in case of the analysis of occupation with respect to Employee Burnout, it is only the mean difference between occupation 1 (Business Management and Administration) and 7 (Manufacturing), 1 (Business Management and Administration) and 8 (Others), 3 (Government and Public Administration) and 5 (Hospitality and Tourism) that reaches significance in case of Disengagement dimension and occupation 3 (Government and Public Administration) and 5 (Hospitality and Tourism) in case of Exhaustion dimension. The p-value are less than the standard .05 alpha level.

Hence, except for the above pairs of occupations, all other demonstrated significant differences between the means of the dimensions.

Finally, we could conclude that the significant difference in Employee Burnout among various demographic demarcations during the Pandemic was observed. Considering that all the participants were exposed to similar challenges, certain deviations could be found by the model. Here, we also built a conceptual model for employee burnout in this article, which reveals the associations with populations and disengagement and exhaustion. The importance of this paper is that it presents logical relationships that have established assumptions on scientific data and confirmed the use of theories.

### **Managerial Implications**

For the purpose of managerial applications, we have considered the section 4 of our instrument to gather data about the present scenario where the organizations are taking few steps to manage Burnout during the Pandemic. We can look at some of the existing examples from the industry. The degree of burnout experienced by guiding therapists as stated by Vredenburgh, Carlozzi, & Stein (1999) and the connection between levels of burnout and various sorts of training settings chose segment and business-related factors were explored in this investigation. Burnout was characterized as far as the Maslach Burnout Inventory (MBI) subscales. Multiple regression analyses were performed on the data (n = 521). Counselling psychologists in private practice reported the lowest levels of burnout, while those employed in hospital settings reported the highest levels of Burnout. A constructive relationship was found by Vredenburgh, Carlozzi, & Stein (1999) between long stretches of customer contact every week and feeling of individual achievement. At long last, an opposite relationship was accounted for among age and burnout, and guys experienced more prominent de-personalization of customers than females. Degree of Burnout among Employees of a Newspaper Firm in Korea is a study by Jung & Kim (2012) which assesses the degree of burnout among newspaper firm employees in Korea and investigates the causes and consequences of this phenomenon.

Over-burden, a non-self-ruling, non-strong workplace, and disappointment with the work itself, level of pay, associates, administrators, and advancement openings were likewise contributing components. Because of burnout, workers announced lessened promise to the association and expanded turnover goal. (Jung & Kim, 2012)

There were some peculiarities in the responses given by the target sample. Most of them include “Fun activities” which break the monotony of the workplace. Few of the female respondents pointed out their gender being a barrier towards the expression of Burnout.

## References

- Brewer, E. W., & Shapard, L. (2004). Employee burnout: A meta-analysis of the relationship between age or years of experience. *Human resource development review*, 3(2), 102-123.
- Burke, R. J., & Greenglass, E. (1995). A longitudinal study of psychological burnout in teachers. *Human Relations*, 48, 187-202.
- Burke, R. J., & Richardsen, A. M. (1996). Stress, burnout, and health. In C. L. Cooper (Ed.), *Boca Raton, FL: CRC Press.*, 101-117.
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *Academy of Management Review*, 18, 621-656.
- Dillon, J. F., & Tanner, G. R. (1995). Dimensions of career burnout among educators. *Journal and Mass Communication Educator*, 50(2), 4-13.
- Drake, B., & Yadama, G. N. (1996). A structural equation model of burnout and job exit among child protective services workers. *Social Work Research*, 20(3), 179-187.
- Duquette, A., Kérowc, S., Sandhu, B. K., & Beaudet, L. (1994). Factors related to nursing burnout a review of empirical knowledge. *Issues in Mental Health Nursing*, 15(4), 337-358.
- Elias, J. (2020, May 8). *Alphabet CEO lays out how offices will slowly reopen starting in June with internal memo*. Retrieved from CNBC: <https://www.enttoday.org/article/ethical-implications-burnout-residents/>
- Friedman, I. A., & Farber, B. A. (1992). Professional self-concept as a predictor of teacher burnout. *Journal of Educational Research*, 86(1), 28-35.
- Garton, E. (2017). Employee burnout is a problem with the company, not the person. *Harvard Business Review*, 6.
- Haley, L. M., Mostert, K., & Els, C. (2013). Burnout and work engagement for different age groups: Examining group-level differences and predictors. *Journal of Psychology in Africa*, 23(2), 283-295.

- Jackson, R. A. (1993). An analysis of burnout among School of Pharmacy faculty. *American Journal of Pharmaceutical Education*, 57(1), 9-17.
- Johnson, S. J., Holdsworth, L., Hoel, H., & Zapf, D. (2013). Customer stressors in service organizations: The impact of age on stress management and burnout. *European Journal of Work and Organizational Psychology*, 22(3), 318-330.
- Johnson, S. J., Machowski, S., Holdsworth, L., Kern, M., & Zapf, D. (2017). Age, emotion regulation strategies, burnout, and engagement in the service sector: Advantages of older workers. *Revista de Psicología del Trabajo y de las Organizaciones*, 33(3), 2.
- Jung, J., & Kim, Y. (2012). Causes of newspaper firm employee burnout in Korea and its impact on organizational commitment and turnover intention. *The International Journal of Human Resource Management*, 23(17), 3636-3651.
- Kim, H., & Stoner, M. (2008). Burnout and turnover intention among social workers: Effects of role stress, job autonomy and social support. *Administration in Social work*, 32(3), 5-25.
- Maslach, C., & Schaufeli, W. B. (1993). Historical and conceptual development of burnout. *Professional burnout: Recent developments in theory and research*, 12, 1-16.
- Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). Maslach Burnout Inventory manual . Palo Alto, CA: Consulting Psychologists Press, 3rd ed.
- Maslach, C., Jackson, S., & Leiter, M. (. (1996–2016). *Maslach Burnout Inventory Manual (Fourth Edition)*.
- Mazur, P. J., & Lynch, M. D. (1989). Differential impact of administrative, organizational, and personality factors on teacher burnout. *Teaching and teacher education*, 5(4), 337-353.
- Packirisamy, P., Meenakshy, M., & Jagannathan, S. (2017). Burnout during early career: lived experiences of the knowledge workers in India. *Journal of Enterprise Information Management*.
- Parker, P. A., & Kulik, J. A. (1995). Burnout, self-and supervisor-rated job performance, and absenteeism among nurses. *Journal of Behavioral Medicine*, 18(6), 581-599.
- Platsidou, M., & Agaliotis, I. (2008). Burnout, job satisfaction and instructional assignment-related sources of stress in Greek special education teachers. *International journal of disability, development and education*, 55(1), 61-76.
- Randall, K. J. (2007). Examining the relationship between burnout and age among Anglican clergy in England and Wales. *Mental Health, Religion & Culture*, 10(1), 39-46.
- Srivastava, S., Jain, A. K., & Sullivan, S. (2019). Employee silence and burnout in India: the mediating role of emotional intelligence. *Personnel Review*.
- Vredenburgh, L. D., Carlozzi, A. F., & Stein, L. B. (1999). Burnout in counseling psychologists: Type of



practice setting and pertinent demographics. *Counselling Psychology Quarterly*, 12(3), 293-302.