Corporate Burnout and Its Nonwork-Related Correlates

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CORPORATE BURNOUT AND ITS NONWORK-RELATED CORRELATES

BY

KIMBERLY J. REDMOND
B.S., University of Florida, 1983

THESIS

Submitted in partial fulfillment of the requirements for the Master of Science degree in Industrial/Organizational Psychology in the Graduate Studies Program of the College of Arts and Sciences University of Central Florida Orlando, Florida

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ABSTRACT

Seventy-two employees working in an engineering firm completed a series of surveys assessing their level of job burnout, number of recent stressful life and work events experienced, level of aerobic fitness, and the degree to which each was overweight. A significant and positive relationship was found between the number of stressful work events experienced and job burnout. Multiple regression analysis showed that the number of stressful life events experienced, the number of stressful work events experienced, level of aerobic fitness, and percentage of pounds overweight jointly and significantly contributed to the relationship with job burnout. A discussion of these results and their implications for future research is included.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>METHOD</td>
<td>10</td>
</tr>
<tr>
<td>Subjects</td>
<td>10</td>
</tr>
<tr>
<td>Instrument</td>
<td>10</td>
</tr>
<tr>
<td>Procedure</td>
<td>13</td>
</tr>
<tr>
<td>Statistical Analysis</td>
<td>13</td>
</tr>
<tr>
<td>RESULTS</td>
<td>15</td>
</tr>
<tr>
<td>DISCUSSION</td>
<td>19</td>
</tr>
<tr>
<td>APPENDIX A</td>
<td>22</td>
</tr>
<tr>
<td>APPENDIX B</td>
<td>23</td>
</tr>
<tr>
<td>APPENDIX C</td>
<td>24</td>
</tr>
<tr>
<td>APPENDIX D</td>
<td>25</td>
</tr>
<tr>
<td>APPENDIX E</td>
<td>26</td>
</tr>
<tr>
<td>APPENDIX F</td>
<td>27</td>
</tr>
<tr>
<td>REFERENCES</td>
<td>30</td>
</tr>
</tbody>
</table>
INTRODUCTION

Burnout is a relatively new concept which "has come to represent the effects of stress on the job" (Reiner & Hartshorne, 1982, p. 508) or the inability to handle stress on the job (Daley, 1979). Freudenberger (1974, p. 159) describes burnout as an exhaustion brought about by "excessive demands on energy, strength, and resources." Helliwell (1981) sees burnout as a gradual wearing down of reserve energies with little recharging of them. In relating to human service professionals, Maslach (1978, p. 56) defines burnout as the "emotional exhaustion resulting from the stress of interpersonal contact," including a loss of concern for clients and treating clients in a dehumanizing way.

Many symptoms of burnout have been cited in the literature. Emotional signs include depression, anger, anxiety, negative attitudes (Freudenberger, 1974), feelings of helplessness and hopelessness, disenchantment, and emotional exhaustion (Harris, 1984). Behavioral signs include drug and alcohol abuse, inability to relax, marital and family conflicts (Forney, Wallace-Schutzman, & Wiggers, 1982; Helliwell, 1981), overeating (Mason, 1980; Greenwood, 1979), and powerlessness (Harris, 1984). Physical signs include exhaustion and minor illnesses (Freudenberger, 1974; Thompson, 1979), and accident
Almost all of the research agrees that burnout can lead to lower job satisfaction and a deterioration in performance and productivity (Freudenberger, 1974; Maslach, 1978). This is particularly prevalent in the human services professions. Maslach (1978) contends that in these particular jobs the worker has close, continual contact with people and, over time, cannot sustain the commitment and personal care that are necessary in their jobs. Today burnout is gathering considerable attention in the more business-oriented fields of work and is seen as a costly problem that cannot be overlooked. In a review of the literature, a picture of burnout and its causes and implications emerges.

In Helliwell's 1981 review, burnout and coping strategies were discussed. Changes in life patterns, such as becoming married, divorced, or widowed can lead to burnout. Helliwell noted that becoming burnt out in one's personal life can have negative outcomes on one's job, and becoming burnt out in one's job can lead to burnout in one's personal life. Many people turn to pills and alcohol in coping with burnout, but there are other solutions one can turn to that will reduce stress and combat burnout. Helliwell suggests spending more time with one's family, getting support from people outside of work who are concerned with one's problems, maintaining a proper diet, and not bringing extra work home. These suggestions are supported by many authors. Freudenberger (1974) and Bensky et al. (1980) state the
importance of separating work from one's home life. Veninga (1981) lists maintaining a balanced diet, swimming, and jogging as effective coping mechanisms for stress and as preventions of burnout.

Related to this idea of separating work life from home life to combat burnout on the job is a recent study by Justice, Gold, and Klein (1981). Life events, both in and out of the work place, were investigated in the potential for burnout. A sample of 54 males and 134 females, most of whom worked in counseling positions and social work, was given a series of tests. Twenty-one items were designed to assess level of burnout. Twelve of these items elicited the frequency in which the respondent experienced feelings predictive of burnout and nine items elicited the frequency in which the respondent reported actually experiencing these predictors. Another three items assessed general impressions the respondents had towards their own lives, their work, and themselves. A list of common life events, both positive and negative, that require some social readjustment was also included in the tests.

It was found that the number of negative life events was positively and significantly related to all three burnout scores. The results suggest a significant relationship between the influence of life events and the probability of burnout. While negative life events may increase the likelihood of burnout, positive events may play a more important role by reducing that likelihood and the severity
of burnout. The major finding of this study, which has implications for future research, is that many factors are related to burnout, not just those that occur on the job.

Unfortunately, most of the research to date has only concerned itself with factors relating to burnout that occur on the job, such as ambiguous role definitions, unreasonable demands, and lack of support or appreciation. Most of the research that has dealt with nonwork-related preventions of burnout has had no statistical evidence to back it up. Time and again, on the basis of interviews, researchers have cited such nonwork-related activities as swimming, running or walking, and maintaining a proper diet as ways of reducing stress and preventing burnout (Forney, et al., 1982; Bensky et al., 1980; Maslach, 1978; Reiner & Hartshorne, 1982).

In a more systematic study, DeVries (1975) looked at the effects of exercise on reducing tension, a major theme cited in most literature on burnout. Ten subjects from 60 volunteers who considered themselves as having anxiety-tension problems were selected. All 10 subjects showed signs of tension on the electromyograph (EMG) in a pretest. The experimental group was tested in a walking exercise where their heart rate reached 100. Then they were tested in the same exercise, their heart rate reaching 120. Each subject took each test three times, 30, 60, and 90 minutes after the pretest. The experimental group showed significant changes from the control group. Exercise at the lower heart rate showed a 20% reduction in electrical
activity, while exercise at the higher heart rate did not reach statistical significance. In conclusion, it was found that small doses of exercise at an appropriate intensity have an effect on reducing muscular tension. On the basis of DeVries' research, it was concluded that exercises such as walking, jogging, cycling, and bench stepping with durations of 5-30 minutes and intensities of 30%-60% of maximum heart rate have been effective in reducing stress by relaxation.

In agreeing with DeVries, LaGrande (1980) states that it is important to find time to exercise. Muscles tense as a bodily reaction to stress, and this tension can be effectively reduced through some form of physical exertion. He suggests swimming, walking, and jogging as good reducers of tension. LaGrande states the importance of becoming involved in an exercise program on a daily basis.

With this growing concern for employees' health, some companies now provide paid physicals, relaxation workshops, and exercise facilities at the work place for employees' use (DuBrin, 1984). Corporations and businesses are establishing cost-effective fitness programs for their employees aimed at reducing stress and thereby reducing medical care costs (Gatty, 1985; Duff, 1984). And because researchers have cited overeating as a response to stress (Mason, 1980) or as a causal factor contributing to stress (Greenwood, 1979), many of these programs include weight loss clinics as well. As a result of stress, absenteeism and lowered productivity is costing companies millions each year. Some estimates are
as high as $60 billion lost annually by industry because of stress-related physical illness (Matteson & Ivancevich, 1982). Many of the fitness programs have proved valuable in reducing employee tension and stress and thereby increasing morale and productivity in the workplace (Gatty, 1985).

**Burnout is a serious problem, not only in the helping professions, but in business organizations as well.** To date, most of the research on burnout has dealt with the human services professions. There has not been much research in a corporate setting. This may be in part due to the lack of an adequate measure of job burnout that is both reliable and valid. In a study by Ford, Murphy, and Edwards (1983) this issue was addressed. Based on the literature on stress, the authors developed a job burnout inventory to be used not only in the human services professions, but also in the corporate sector as well. The 15-item inventory included statements such as "I am tired of trying" and "my workload is impossible to catch up." Respondents indicated on a seven-point Likert scale the degree to which each statement applied to them.

The inventory was given to two samples, the first made up of human services employees, and the second, employees from a corporate setting. Responses from corpororate employees were factor analyzed producing two subscales (1) Emotional Exhaustion and Defeat and (2) Resource Inadequacy. The items in the first subscale seem to describe actual burnout such as "I am tired of trying" and "I feel I give more than I get in return." The second subscale seems to
characterize work events that can lead to burnout such as "my work is characterized by intense pressure and deadlines on the job." These two subscales are similar to the subscales found when human services employees responded to the same items. The Resource Inadequacy subscale contains many of the same items as the Supportless-Others and Supportless-Organization subscales found when the responses from human services employees were factor analyzed. The Emotional Exhaustion and Defeat subscale contains the same items found in the Winless subscale and one of the items in the Fatigue subscale for the human services employees.

To test the internal validity of the survey in the corporate setting, the two subscales were correlated with other measures of stress commonly found in the literature that have been validated and are reliable with average alpha coefficients of .75. The Emotional Exhaustion and Defeat subscale correlated negatively and significantly with satisfaction with work, pay, promotion, and coworkers, and with emotional support, and positively and significantly with role conflict. Resource Inadequacy correlated negatively and significantly with satisfaction with supervision, and with emotional support, and positively and significantly with role conflict.

The survey was further tested for validity by correlating the subscales with constructs that could be confounded with burnout. It was hypothesized that the subscales would only slightly correlate with these
constructs. Results showed that the number of health symptoms, episodic stress, and chronic job stress were unrelated to either subscale, and that sick days taken only slightly correlated with the Emotional Exhaustion and Defeat subscale.

In summary, the authors did come up with a viable burnout inventory for use in the human services professions as well as in a corporate setting, but they agree that more research should be conducted using this burnout inventory.

In reviewing the literature, it is clear that much more research must be conducted on the subject of burnout, particularly in the more business-types of work fields and particularly in relation to its nonwork-related causes. This study, therefore, will focus mainly on job burnout and work stress in a corporate setting and the possible nonwork-related causes involved including exercise, weight, and life events.

Based on the current literature on job burnout, it is hypothesized that the number of stressful life events and work events experienced will be positively correlated with job burnout. It is hypothesized that the amount of exercise one does will be negatively correlated with job burnout. It is further hypothesized that life events and exercise level will contribute to job burnout above and beyond that of work stress.
There is little research to back up the claim that overweight people tend to burnout more than others do. There is, however, literature stating that overeating can lead to stress (Greenwood, 1979). Therefore it is hypothesized that there will be a slight positive correlation between percentage of pounds overweight and job burnout.

It is further hypothesized that amount of physical exercise, degree of overweight, and number of stress-producing events in life that require social readjustment will contribute jointly to burnout on the job in addition to job specific stress contributors. The following study will evaluate the joint contribution these factors make to burnout and will also provide information on their individual unique contributions.
METHOD

Subjects

Subjects were 72 workers employed at an engineering firm. All 129 employees of the firm were given the five-part survey and a cover letter explaining the nature of the study and asking them to participate anonymously in a research study on job burnout. Approximately 56% of the employees completed the survey resulting in the final sample of 72. Of the sample 51 were men and 21 were women. The sample of employees included receptionists, engineers, architects, interior designers, management specialists, senior associates, and department heads.

Instrument

The questionnaire consisted of five sections: Burnout evaluation; a life events scale; a work events scale; an aerobic fitness scale; and information on sex, weight, and height.

In one section level of burnout was evaluated. Subjects completed six items from the Emotional Exhaustion and Defeat subscale of the Job Burnout Inventory developed by Ford et al. (1983). A seventh item was dropped because it seemed to characterize a cause of burnout and not actual burnout, and it loaded on both subscales. The items describe feelings of emotional exhaustion and defeat. Subjects responded to a
five-point Likert scale indicating the degree to which they experienced each of the burnout items, with 1 representing "never" and 5 representing "always." Only half of the inventory was used because the Emotional Exhaustion and Defeat subscale seemed to represent actual burnout and the Resource Inadequacy subscale seemed to represent work events that could lead to burnout (see Appendix A).

The Social Readjustment Rating Scale (Holmes and Rahe, 1967) made up another section of the questionnaire. In congruence with other similar research (Rhodewalt, Hays, Chemers, & Wysocki, 1984) the items in the scale that were work-related were dropped to keep the measures of life changes and work stress independent. As a result, thirty-six life events comprised the scale. Respondents indicated which of the events they had experienced in the previous six months. The events were scored 1 if they had experienced it, and a 0 if they had not. This weighting scheme is consistent with other research (Justice et al., 1981; Rahe, 1978) that states that a simple count of life events experienced is a good measure of environmental stress (see Appendix B).

To show that events outside of work could clearly influence burnout on the job, a work events scale was included in the survey. The inclusion of this scale was to show that number of life events, amount of physical exercise, and degree of overweight impact job burnout above and beyond the effects of work stress itself. Thirty items taken from a job stress survey developed by Spielberger (1982) were used
as a checklist for scoring job stress. Like the life events scale, these items were scored as a 1 or 0 depending on whether or not the respondent had experienced the item within the last six months. This scoring scheme was chosen over a Likert rating scheme because a measure of exposure to work stress was sought and a simple count of events is sufficient for this purpose. All of the items describe common job events that could lead to burnout (see Appendix C).

Another section of the survey consisted of an aerobic fitness scale. The fitness questionnaire developed by Kilduff (1984) was adapted from Cooper's (1977) guide to assess levels of fitness via a point system. Cooper derived this point system by calculating the amount of oxygen expired during physical exercises at given intensities and durations. Points are assigned to different types of physical exercise based on the frequency and duration of exercise completed. Point values were multiplied by the number of times per week the respondent engaged in that type of physical activity. Weekly fitness points for each exercise were summed to get a total fitness point value for each respondent (see Appendix D).

A fifth section of the survey included information on the respondents' sex, height, and weight. Using the 1983 Metropolitan Life tables of desirable weights, the percentage of pounds overweight was determined for each respondent. In an effort to collect data on every subject, the midpoint of the small frame in the tables for each sex and height were
used as the average weight for the group of people that falls into that category. Respondents that weighed the average weight or below were scored as 0, otherwise their scores were a percentage of pounds overweight from that standard (see Appendix E).

Each section of the survey produced a single score. There is a burnout score, a life events score, a work events score, an aerobic fitness score, and a percentage of pounds overweight.

Procedure

The order of the scales within the survey was counterbalanced so that subjects received their materials in varying orders to prevent any biases that may have occurred.

The survey was distributed by management on the morning of a work day to every worker in the organization. Included was a cover letter explaining the nature of the study, the time required to complete the survey, confidentiality and a consent form (see Appendix F). Participants who were interested were asked to complete the survey that day. The experimenter was present in the work place all day to answer any questions concerning the survey. All completed surveys were picked up at the end of the day by the experimenter.

Statistical Analysis

The independent variables of life events, work events, exercise, and weight were assessed for their contribution to job burnout. Pearson product moment correlation coefficients were used to determine the relationships between the
independent variables and their relationship to the criterion, job burnout. Burnout scores were correlated with scores on each of the four sections of the survey: life events; work events; exercise; and weight. 

Multiple regression analysis was calculated to determine the relationship between job burnout and all four of the independent variables jointly.

To find the unique contributions of each of the variables, life events, work events, exercise, and weight, to the relationship with job burnout, semi-partial correlations were calculated.
RESULTS

Responses to the burnout portion of the survey could range from a low of 6 to a high of 30. The burnout surveys revealed an actual range of 6 to 26, with a total group mean of 14.38 (SD = 4.24).

The percentage of pounds overweight, determined by using the midpoint of the small frame in the 1983 Metropolitan Life's guide to desirable weights, yielded a total group mean of 15.92 (SD = 13.34). Percentages in the sample ranged from 0% to 53%.

A life events score was determined by adding the number of stressful life events experienced during the last six months. The maximum score possible was 36. Scores in the sample ranged from a low of 0 to a high of 18. The total group mean found was 6.18 (SD = 3.74).

Similarly, a work events score was determined by adding the number of stressful work events experienced during the last six months. In this case, the maximum score possible was 30. The scores for this sample ranged from a low of 4 to a high of 25. The total group mean found was 13.94 (SD = 5.10).

The aerobic fitness scale had no limit to possible range. Scores from the sample varied greatly, ranging from a
low of 0 to a high of 219. The total group mean found was 37.67 (SD = 49.80) which corresponds to Cooper's "good" fitness category.

Pearson product moment correlations were calculated to determine the bivariate relationships between pairs of the variables. Table 1 presents the correlation matrix containing the primary study variables (percentage of pounds overweight, aerobic fitness level, level of job burnout, work events experienced, and life events experienced).

*significant at p < .001, one-tailed

As predicted, a significant positive relationship was found between the number of stressful work events experienced and level of job burnout (r = .554, p < .001, one-tailed). Contrary to the hypothesis, percentage of pounds overweight, level of aerobic fitness, and number of stressful life events experienced were not significantly related to level of job

<table>
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<th>Variables</th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. % pounds overweight</td>
<td>---</td>
<td>-.042</td>
<td>-.010</td>
<td>.108</td>
<td>-.152</td>
</tr>
<tr>
<td>2. Aerobic fitness</td>
<td>---</td>
<td>---</td>
<td>-.051</td>
<td>.090</td>
<td>.071</td>
</tr>
<tr>
<td>3. Burnout</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>.554*</td>
<td>.055</td>
</tr>
<tr>
<td>4. Work events</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>.074</td>
</tr>
<tr>
<td>5. Life events</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>

* significant at p < .001, one-tailed
burnout in the bivariate analysis.

Multiple regression analysis was performed with life events, aerobic fitness level, work events, and percentage of pounds overweight as the "independent variables" to determine their joint relationship to the dependent variable, job burnout. As predicted, analysis of regression data revealed a highly significant and positive relationship between job burnout and life events, aerobic fitness, work events, and percentage of pounds overweight ($R = .568, F(4,67) = 7.99, p < .001$). The coefficient of determination ($R^2$) was .323, indicating that 32% of the variance in burnout level was accounted for by these variables.

To find the degree of unique contribution of each of the individual variables to the relationship, a backwards elimination of the variables was included in the multiple regression analysis, using a $P_{OUT}$ criterion of .10. In the first step, life events was dropped from the analysis. It was found that life events added nothing to the relationship with job burnout when the effects of the other variables were held constant, the semipartial correlation ($sr$) = 0 ($p > .10$). In the next step, percentage of pounds overweight was dropped from the analysis. Weight was found to make no significant contribution to the relationship with job burnout ($sr = .077, p > .10$). Aerobic fitness level was then dropped from the analysis and the semipartial correlation found was .10 ($p > .10$). Therefore aerobic fitness level, too, added virtually nothing to the relationship with job burnout. In
the final step the number of stressful work events
experienced was the only variable left in the analysis. Work
events was found to significantly and uniquely contribute to
job burnout ($R = .554$, $F(1,70) = 31.02$, $p < .001$). The
coefficient of determination ($R^2$) found was .307, therefore
work events accounted for roughly 31% of the variance in
burnout level. This is contrary to the hypothesis that all
of the variables would significantly contribute to level of
job burnout, and that aerobic fitness and life events would
make their contribution above and beyond that of work stress.
DISCUSSION

On the basis of the data reported in the current study, several conclusions concerning job burnout can be drawn. The data indicate a strong positive and significant relationship between the number of stressful work events experienced and job burnout. This is consistent with the earlier hypothesis and consistent with other literature and research suggesting a relationship between work stress and job burnout (Harris, 1984; Weiskopf, 1980). In assessing burnout, Harris (1984) recognizes many work-related factors influencing level of job burnout. Included are bureaucratization of the organization, quality of communication, unrealistic expectations, level of decision-making, role models, the physical working environment including noise level and lighting, inadequate resources, and increased use of overtime. Further research by Cooper and Marshall (cited by Weiskopf, 1980) indicates job stress resulting from the work environment including work overload, time pressures, responsibility for people, and poor relationships at work. 

Contrary to the hypothesis and much of the literature on job burnout presented in this paper, no significant relationships were found between job burnout and life events, aerobic fitness, or percentage of pounds overweight. While
some research has focused on the relationship between burnout and employee health, the results of this study indicate that no such relationship can be found between job burnout and the extra-organizational variables of life events, aerobic fitness, and weight. This suggests establishing a corporate wellness program including aerobic fitness and weight reduction plans not as a device for reducing burnout, but maybe as a device for cutting health care costs. More research needs to be conducted and available to organizations concerning the cost-effectiveness of such a program.

The results of the present study suggest that changes in the work environment and not just changes in employees' life styles are required to combat the effects of job stress and burnout. Management and employees need to know the kind of stressors that can be present in their jobs, and it is up to management to take steps to relieve some of these work-related stressors that affect how workers feel and behave on the job. Not only would this benefit the workers, but it would also be instrumental for creating a more effective organization. Once the stressors are identified, ways of combatting them may be introduced into the workplace. So while much of the research on burnout has focused on work-related variables, more research needs to be conducted concerning the possible interventions that can be applied directly to the work setting.
Future research may include factor analyzing the present work events scale to determine dimensions of stress and areas of extreme stress that can be pinpointed for intervention. Another method would be to treat each item or dimension in the work events scale as an individual variable. Multiple regression analysis can determine the influence of each item or dimension to job burnout. The stressors can then be identified and management can decide on a means of intervention for reducing burnout on the job.

In finding a positive, highly significant correlation between stressful work events and job burnout, the validity of the burnout scale used was determined. It is suggested that additional studies be conducted using the present burnout scale in differing corporate settings.

The results of this study may be reviewed carefully and are not generalizable past the organization in the sample. While the results contribute to the current literature on job burnout, the issues discussed here need to be addressed in future studies in other corporate settings investigating the relationship between job burnout and work stress and the extra-organizational variables of life stress, aerobic fitness, and weight.
APPENDIX A

BURNOUT EVALUATION
Directions: Below is a list of six items describing the feeling of burnout. Circle the response you feel best describes the degree to which you experience each item in your present work situation.

<table>
<thead>
<tr>
<th></th>
<th>almost never</th>
<th>never</th>
<th>sometimes</th>
<th>almost always</th>
<th>always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. No matter what I do, things on the job don't seem to get better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. I feel defeated, like I'm up against a brick wall</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. I feel I give more than I get in return</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. I feel a sense of isolation from the rest of my peers, co-workers, etc.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Efforts to make progress at my job are fruitless</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. I am tired of trying</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
APPENDIX B
LIFE EVENTS SCALE
Life Events Scale

Directions: Below is a list of common life events. Please indicate which events you have experienced in the past six (6) months. Indicate with a checkmark those events you have experienced, and leave blank those events you have not experienced.

1. Marriage
2. Detention in jail or other institution
3. Death of spouse
4. Major change in sleeping habits
5. Death of a close family member
6. Major change in eating habits
7. Foreclosure on mortgage or loan
8. Revision of personal habits (dress, manners)
9. Death of a close friend
10. Minor violation of the law
11. Outstanding personal achievement
12. Pregnancy
13. Major change in the health or behavior of a family member
14. Sexual difficulties
15. In-law troubles
16. Change in number of family get-togethers
17. Major change in financial status
18. Gaining a new family member
19. Change in residence
20. Son or daughter leaving home
21. Marital separation from mate
22. Divorce
23. Major change in church activities
24. Marital reconciliation with mate
25. Change in number of arguments with mate
26. Spouse beginning or ceasing work
27. Major change in usual type or amount of recreation
28. Major personal injury or illness
29. Taking on a mortgage or loan less than $10,000
30. Major change in social activities
31. Major change in living conditions
32. Vacation
33. Christmas
34. Beginning or ceasing formal schooling
35. Changing to a new school
36. Taking on a mortgage greater than $10,000
APPENDIX C

WORK EVENTS SCALE
Work Events Scale

Directions: Below is a list of common work events. Please indicate which events you have experienced in the past six (6) months. Indicate with a ✓ those events you have experienced, and leave blank those events you have not experienced.

1. Assignment of disagreeable duties
2. Working overtime
3. Lack of opportunity for advancement
4. Assignment of new or unfamiliar duties
5. Fellow workers not doing their job
6. Inadequate support by manager
7. Dealing with crisis situations
8. Lack of recognition for good work
9. Performing tasks not in job description
10. Inadequate or poor quality equipment
11. Assignment of increased responsibility
12. Periods of inactivity
13. Difficulty getting along with manager
14. Experiencing negative attitudes toward organization
15. Insufficient personnel to handle an assignment
16. Making critical on-the-spot decisions
17. Personal insult from colleague
18. Lack of participation in policy-making decisions
19. Inadequate salary
20. Competition for advancement
21. Poor or inadequate management
22. Noisy work area
23. Frequent interruptions
24. Frequent changes from boring to demanding activities
25. Excessive paperwork
26. Meeting deadlines
27. Insufficient personal time (coffee breaks, lunch)
28. Covering work for another employee
29. Poorly motivated co-workers
30. Conflicts with other departments
APPENDIX D

AEROBIC FITNESS SCALE
**Aerobic Fitness Scale**

**Directions:** Below is a list of physical activities. Please indicate those activities you regularly participate in and are currently engaged in. List the number of days each week you do the activity, and the average amount of time you spend on each activity per day.

**Example:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Times per week</th>
<th>Amount &amp; Units</th>
<th>Duration (hrs, mins, secs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jogging/Running</td>
<td>3</td>
<td>2.5 miles</td>
<td>2:23:30</td>
</tr>
<tr>
<td>Tennis(singles)</td>
<td>6</td>
<td>3.0 games</td>
<td>2:00:00</td>
</tr>
</tbody>
</table>

**Per Day**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Times per week</th>
<th>Amount &amp; Units</th>
<th>Duration (hrs, mins, secs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jogging/Running</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stationary Rnng</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aerobic Dancing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weight Lifting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cycling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stationary Cylg*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swimming</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tennis(singles)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tennis(doubles)</td>
<td></td>
<td></td>
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<tr>
<td>Stair Climbing</td>
<td></td>
<td></td>
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<tr>
<td>Walk/Jog</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Golf</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Calisthenics</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Rope Skipping</td>
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<tr>
<td>Soccer</td>
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<tr>
<td>LaCrosse</td>
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<td></td>
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<tr>
<td>Football</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skiing</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Volleyball</td>
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<td></td>
<td></td>
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<tr>
<td>Volleyball</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handball/Squash/Racquetball</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wrestling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basketball</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*enter body weight in amount column, resistance in units column*
APPENDIX E

PERSONAL INFORMATION
Personal Information

Directions: The following information is necessary for this survey and will remain strictly confidential. Please fill in the following information.

Sex

Height (barefoot)

Weight (w/o clothes)
APPENDIX F

PARTICIPANT INFORMATION
Participant Information

Dear Participant,

Thank you for participating in the following survey. Your participation is greatly appreciated. I am a graduate student in the Industrial/Organizational Psychology program at the University of Central Florida. The survey data I am gathering will be used for my Masters thesis.

Please read the following to gain an understanding of the present study.

Title: Corporate burnout and its nonwork-related correlates.

Experimenter: Kimberly J. Redmond

Purpose: The present study will look at the relationship between job burnout in a corporate setting and several nonwork-related correlates including stressful life events experienced, level of aerobic fitness, and individual's weight. This study seeks to find the influence, if any, these factors have on job burnout. Participation in this study includes filling out a 5-part survey. The survey will take approximately 10-15 minutes to complete. One section includes statements to be rated concerning burnout on the job. A second section includes a checklist of stressful life events. A third section contains a checklist of common work events. Another section contains information on aerobic fitness. And a final section includes information on the participant's sex, height, and weight.

The results of this study will provide valuable information concerning job burnout, a problem many organizations are realizing they cannot ignore. Burnout is costing companies millions each year in turnover, absenteeism and lowered productivity. The results will provide valuable information to the employee who is concerned about burnout or wants to learn more about it. The results of this survey, therefore, will be made available to all participating employees upon completion of analysis of the surveys. In addition, a copy of the thesis will be available at the UCF library under the author's name.
All surveys will be kept strictly confidential. Your name will not be used. To secure anonymity, only subject numbers will be used for collating the results. Results will be computed on group data only. No individual or subgroup data will be computed. Only the experimenter will see the actual surveys.

Thank-you again for your participation.

Sincerely,

Kimberly J. Redmond
Consent form

I, __________________________, agree to participate in the present study. I have been informed of the nature of the study and understand my responses will remain confidential and only used as data collected for this particular study. I understand that my participation will be anonymous. I understand that I may terminate my participation in this study at any time without penalty. I further consent the use of this data in any publication of the results of this study.

Date____________________
REFERENCES


