

Исследование эмоционального выгорания у работников производственной организации

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Аннотация. В статье рассматривается актуальный для общества вопрос эмоционального выгорания работников. Так многие руководители и сотрудники не знают, как бороться с эмоциональными проблемами. Выгорание сильно воздействует на человека, уменьшая его желание работать и развиваться. И оно более опасно на стадии формирования, так как человек не может распознать его симптомы самостоятельно. Данная статья раскрывает результаты исследования уровня эмоционального выгорания работников металлургического завода – ПАО Корпорации «ВСМПО-АВИСМА».

Ключевые слова: эмоциональное выгорание, напряжение, резистенция, истощение, персонал, симптом.

Emotional Burnout Research among Employees of a Production Organization

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Annotation. The article considers the issue of emotional burnout of workers. Nowadays, many managers and employees do not know how to deal with emotional problems, so this topic is relevant for our society. Burnout greatly affects a person, reducing their desire to work and to develop. It is more dangerous during the formation since a person cannot recognize its symptoms on his own. This article reveals the results of the research on the emotional burnout level of employees of the metallurgical plant –VSMPO-AVISMA Corporation.

Key words: emotional burnout, tension, resistance, exhaustion, human resources, symptom.

People with emotional burnout have been investigated by many Russian and foreign scientists: V. V. Boyko, N. E. Vodopyanova, K. Maslach, H. J. Freidenberg, etc. The term “emotional burnout” was used for the first time by H. J. Freidenberg in 1974 to refer to the psychological state of healthy individuals who interact closely with different people in an emotionally charged atmosphere during providing professional assistance.

Nowadays, emotional burnout is considered to be a reaction of the body to stress, anxiety, or tension. Burning out person loses emotions and does not understand the state of other people without the use of speech.

In order to study the processes of emotional burnout among the employees, we carried out our research at a metallurgical plant. The respondents' participation was voluntary. There were 27 participants in total.

To analyze the level of emotional burnout, V. Boyko's method [2, p. 168] was chosen. V. Boyko developed an 84-item questionnaire to evaluate the phases and to assess the degree of severity of the burnout symptoms. Each item with its positive or negative variant has a different number of points (1, 2, 3, 5, or 10 points), which allows forming of a total score (from 0 to 30 points) for each of the symptoms. This method

reveals not only the levels of emotional burnout but also the degree of symptoms expression.

Table 1

Level of manifestation of the “tension” phase among the respondents

Symptom/Phase level	It is not important	Beginning of formation	Active
Tension	16	5	6
Experiencing psychotraumatic events	16	2	9
Dissatisfaction with oneself	17	8	2
A feeling of being caged	16	5	5
Anxiety and depression	13	5	9

The results show that the “tension” phase has not formed among 59% of the test participants. Symptoms of this phase are less expressed among the respondents. But 33% of the respondents have the symptoms of “experiencing psychotraumatic events” and “anxiety and depression”. These symptoms generate energetic tensions in the form of anxiety, irritation, resentment, and they are the basis for the formation of other emotional burnout symptoms.

Moreover, 30% of the respondents have the symptom of “dissatisfaction with oneself” at the stage of formation. As a result of failures or impossibility to influence the development of events, a person usually feels dissatisfaction with himself/herself. At the initial stages of burnout, it builds up tension and provokes psychological defense at the following ones.

Table 2

Level of manifestation of the “resistance” phase among the respondents

Symptom/Phase level	It is not important	Beginning of formation	Active
Resistance	5	10	12

Inadequate emotional response	6	9	12
Emotional-ethical disorientation	12	11	4
Economy of emotions	12	3	12
Reduction of professional obligations	6	1	20

The results of the study show that the majority of the participants (44%) are already at the “resistance” phase, or its formation (37%). The symptom “reduction of professional obligations” is active among 74% of the respondents. The simplification of job responsibilities is manifested in attempts to facilitate or reduce responsibilities that require emotional costs. In equal proportions, 44% of the participants have symptoms of “inadequate emotional response” and “economy of emotions”. The symptom of “emotional-ethical disorientation” is at the stage of formation among 39% of the respondents. This phase appears as a result of resistance to increasing stress, starting from the moment of the appearance of tension at the workplace.

Table 3

Level of manifestation of the “exhaustion” phase in respondents

Symptom/Phase level	It is not important	Beginning of formation	Active
Exhaustion	10	8	9
Emotional deficit	10	5	12
Emotional avoidance	8	6	13
Depersonalisation	15	4	8

Psychosomatic and psychovegetative disorders	15	4	8
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This phase was formed among 9 respondents, that is, 33%. Besides, 48% of the respondents have “emotional avoidance”. This symptom appears in an unfeeling and emotionless response to positive and negative situations. In addition, 44% of the respondents have a symptom of “emotional deficit”, which creates the feeling that a person is emotionally detached from the opportunity to participate and empathize. The syndrome is complemented by rudeness, irritability, sharpness.

The conducted research on the emotional state of employees of the metallurgical plant has indicated that most employees chose simplification of professional duties and emotional isolation as protection from psychological influences.

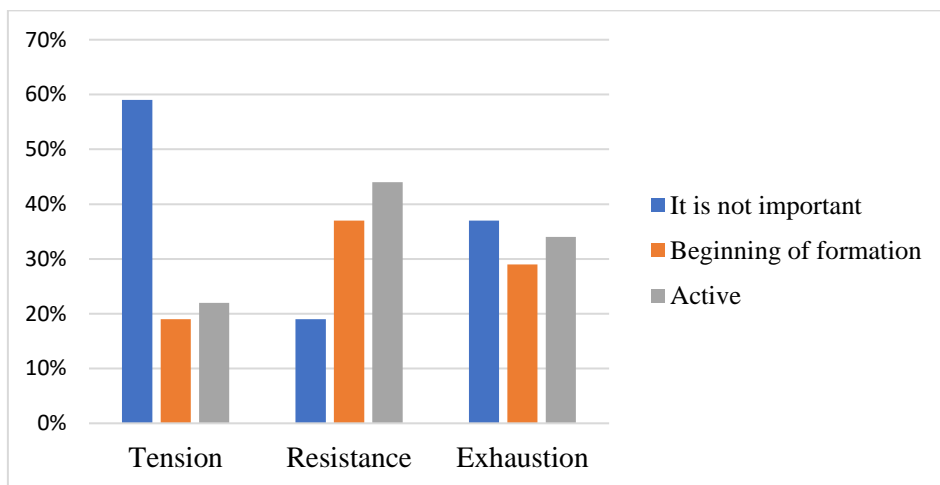


Figure 1. The overall result of the respondents’ emotional burnout phases

Thus, 37% of the respondents are at the initial stage of “resistance”. This phase has been already formed among 44% of the respondents. It triggers the development of protective reactions which make a person indifferent, emotionally exhausted, and closed. The “exhaustion” phase was completely formed among 34% of the respondents. These employees are overstrained and devastated, which disrupts

professional communication and a cynical attitude towards everyone with whom they communicate.

Therefore, most of the respondents suffer from “resistance”. A person begins to save on emotions not only during professional activities but also during communication with relatives, acquaintances, friends. Another level is “exhaustion”. This phase is characterized by a weakening of the nervous system and a decrease in energy tone. It is unprofitable for an employer to have employees with such phases of emotional burnout, so they should carry out prevention among the employees of the divisions under study.

The authors suggest considering the following measures to prevent negative changes in the emotional state of employees:

1) Setting short-term goals; using “timeouts”; mastering the skills and abilities of self-regulation [3, p. 236].

2) Art-therapy is used to turn the latent energy into some creative object [1, p. 22].

3) Maintaining good physical fitness helps to improve productivity at the workplace.

4) Coaching is used to improve professional and personal qualities [4, p. 78].

5) Filmtherapy helps with self-knowledge, stress relief and affects the emotional state [5, p. 238].

To sum it up, emotional burnout is widespread among employees of various fields of activity. Today burnout is progressing, that is why it is necessary to respond promptly to changes in the emotional state of employees and to implement various preventive measures.

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