CONTENTS

	ntributors ix face xi				
1	Historical and Conceptual Development of Burnout Christina Maslach and Wilmar B. Schaufeli	1			
	Historical Development of the Burnout Concept Conceptual Issues 8 Conclusion 16				
I	INTERPERSONAL APPROACHES				
2	Burnout: A Multidimensional Perspective 19 Christina Maslach				
	A Multidimensional Model of Burnout 20 Multidimensional vs. Unidimensional Models of Burnout Conceptual Implications of Research Directions 29 Social Relationships Revisited: A Return to Roots 31 Conclusion 32	26			
3	Burnout: An Existential Perspective 33 Ayala M. Pines				
	The Existential Perspective and Definitions of Burnout Burnout and Other Concepts 38 An Existential Model of Burnout 41	35			

CONTENTS

	Coping with Burnout 46 Conclusion 51						
4	Burnout: A Perspective from Social Comparison Theory Bram P. Buunk and Wilmar B. Schaufeli 53						
	Social Comparison Theory, Stress, and Affiliation 54 Stressors in the Nursing Profession 56 Differential Correlates of the Burnout Dimensions 58 Social Comparison, Affiliation, and Isolation Under Stress Upward Affiliation 62 Affective Consequences of Downward Comparison 64 Do Social Comparisons Matter? 65 Conclusion 66						
П	INDIVIDUAL APPROACHES						
5	In Search of Theory: Some Ruminations on the Nature and Etiology of Burnout 75 Matthias Burisch						
	Burnout as a Fuzzy Set 76 Research Traditions Relevant for Understanding Burnout 78 A Hierarchy of Theoretical Approaches to Burnout 83 An Action Model of Burnout 90 Conclusion 93						
6	Burning Out: A Framework 95 Lennart Hallsten						
	Some Weaknesses of the State Conception of Burnout An Outline of the Process of Burning Out Service State Conception of Burnout 98 Key Contributing Factors to Burning Out 100 Burning Out and Related Processes 102 Comparisons with Related Concepts 111 Conclusion 112						
7	Conservation of Resources: A General Stress Theory Applied to Burnout 115 Stevan E. Hobfoll and John Freedy						
	Models of Burnout 116 Conservation of Resources Theory 117 COR Theory and Intervention 125 Conclusions 129						

CONTENTS

III ORGANIZATIONAL APPROACHES

8	Role of Professional Self-Efficacy			in the	e Etiology	and Amelioration	
	of Burnout	135					

Cary Cherniss

Burnout and Self-Efficacy: Lewin and Hall's Work
The Link Between Self-Efficacy and Burnout
138
Self-Efficacy and More Recent Views of Burnout
Domains of Professional Self-Efficacy
140
Enhancing Professional Self-Efficacy
143

9 Organizational Structure, Social Support, and Burnout 151 Jacques Winnubst

Organizational Culture, Climate, and Ethics 152
Social Support in Relation to Stress and Burnout 155
Organizational Stressors and Burnout 157
Social Support, Structure, and Culture 159
Treating Burnout by Social Support Interventions 160

10 Impact of Professional Burnout on Creativity and Innovation 163

Czeslaw Noworol, Zbigniew Zarczyński, Magdalena Fafrowicz, and Tadeusz Marek

Creativity and Innovation in Organizations 164
Current Research 170
Discussion and Conclusions 173

11 Burnout, Health, Work Stress, and Organizational Healthiness 177

Tom Cox, George Kuk, and Michael P. Leiter

The Concept of Burnout 178
Burnout and Health 182
Well-Being and Burnout 184
Burnout and Stress 185
Stress, Burnout, and Organizational Healthiness 189
Conclusion 193

viii CONTENTS

IV METHODOLOGICAL ISSUES

12 Measurement of Burnout: A Review 199

Wilmar B. Schaufeli, Dirk Enzmann, and Noëlle Girault

Alternative Measures of Burnout 200

Burnout Measures with Limited Application 202

The Burnout Measure (BM) 205

The Maslach Burnout Inventory 207

Conclusions and Recommendations 211

Directions for Future Research 212

Burnout in Cross-National Settings: Generic and Model-Specific Perspectives 217

Robert T. Golembiewski, Katherine Scherb, and Robert A. Boudreau

Emerging Empirical Research 218

Some Generic Evidence 227

Some Model-Specific Evidence 229

Discussion 234

14 Burnout as a Developmental Process: Consideration

of Models 237

Michael P. Leiter

Burnout as a Unitary Versus a Three-Component Construct 238

Burnout as a Developmental Process 244

Conclusions and Recommendations 249

V OUTLOOK

15 The Future of Burnout 253

Wilmar B. Schaufeli, Christina Maslach, and Tadeusz Marek

What Do We Have? 254

What Do We Need? 256

Conclusion 259

References 261

Index **293**