# Chapter 43 Burnout

C. Maslach and M.P. Leiter

2 Acadia University, Wolfville, NS, Canada

1 University of California, Berkeley, CA, USA

# References

1.[Freudenberger HJ. Staff burn-out.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink1rf0010) *[J Soc Issues](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink1rf0010)*[. 1974;30:159–165.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink1rf0010)

2.[Maslach C. Burned-out.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink2rf0015) *[Hum Behav](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink2rf0015)*[. 1976;9(5):16–22.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink2rf0015)

3.[Maslach C, Jackson SE, Leiter MP.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink3rf0020) *[Maslach Burnout Inventory Manual.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink3rf0020)* [3rd ed. Palo Alto, CA: Consulting Psychologists Press; 1996. Now published and distributed by Mind Garden (mindgarden.com).](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink3rf0020)

4.[Halbesleben JBR, Demerouti E. The construct validity of an alternative measure of burnout: investigation of the English translation of the Oldenburg Burnout Inventory.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink4rf0025) *[Work Stress](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink4rf0025)*[. 2005;19:208–220.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink4rf0025)

5.[Freudenberger HJ. Burnout: contemporary issues, trends and concerns. In: Farber BA, ed.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink5rf0030) *[Stress and Burnout in the Human Service Professions](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink5rf0030)*[. New York, NY: Pergamon; 1983:23–28.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink5rf0030)

6.[Pines A, Aronson E, Kafry D.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink6rf0035) *[Burnout: From Tedium to Personal Growth.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink6rf0035)* [New York, NY: Free Press; 1981.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink6rf0035)

7.[Shirom A, Melamed S. Does burnout affect physical health? A review of the evidence. In: Antoniou ASG, Cooper CL, eds.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink7rf0040) *[Research Companion to Organizational Health Psychology](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink7rf0040)*[. Cheltenham: Edward Elgar; 2005:599–622.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink7rf0040)

8.[Kristensen TS, Borritz M, Villadsen E, Christensen KB. The Copenhagen Burnout Inventory: a new tool for the assessment of burnout.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink8rf0045) *[Work Stress](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink8rf0045)*[. 2005;19:192–207.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink8rf0045)

9.[Maslach C, Schaufeli WB, Leiter MP. Job burnout.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink9rf0050) *[Annu Rev Psychol](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink9rf0050)*[. 2001;52:397–422.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink9rf0050)

10.[Maslach C, Leiter MP. Early predictors of job burnout and engagement.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink10rf0055) *[J Appl Psychol](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink10rf0055)*[. 2008;93:498–512.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink10rf0055)

11.[Leiter MP, Hakanen J, Toppinen-Tanner S, Ahola K, Koskinen A, Väänänen A. Changes in burnout: a 12-year cohort study on organizational predictors and health outcomes.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink11rf0060) *[J Organ Behav](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink11rf0060)*[. 2013;34:959–973.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink11rf0060)

12.[Maslach C, Leiter MP.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink12rf0065) *[The Truth About Burnout.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink12rf0065)* [San Francisco: Jossey-Bass; 1997.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink12rf0065)

13.[Schaufeli WB, Salanova M, Gonzalez-Roma V, Bakker AB. The measurement of engagement and burnout: a confirmation analytic approach.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink13rf0070) *[J Happiness Stud](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink13rf0070)*[. 2002;3:71–92.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink13rf0070)

14.[Innanen H, Tolvanen A, Salmela-Aro K. Burnout, work engagement and workaholism among highly educated employees: profiles, antecedents and outcomes.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink14rf0075) *[Burnout Res](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink14rf0075)*[. 2014;1:38–49.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink14rf0075)

15.[Schaufeli WB, Bakker AB. Defining and measuring work engagement: bringing clarity to the concept. In: Bakker AG, Leiter MP, eds.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink15rf0080) *[Work Engagement: A Handbook of Essential Theory and Research](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink15rf0080)*[. New York, NY: Psychology Press; 2010:10–24.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink15rf0080)

16.[Bakker AB, Costa PL. Chronic job burnout and daily functioning: a theoretical analysis.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink16rf0085) *[Burnout Res](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink16rf0085)*[. 2014;1:112–119.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink16rf0085)

17.[Bakker AB, Demerouti E. The job demands-resources model: state of the art.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink17rf0090) *[J Manag Psychol](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink17rf0090)*[. 2007;22:309–328.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink17rf0090)

18.[Hobfoll SE, Freedy J. Conservation of resources: a general stress theory applied to burnout. In: Schaufeli WB, Maslach C, Marek T, eds.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink18rf0095) *[Professional Burnout: Recent Developments in Theory and Research](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink18rf0095)*[. New York, NY: Taylor & Francis; 1993:115–129.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink18rf0095)

19.[Toppinen-Tanner S, Ahola K, Koskinen A, Väänänen A. Burnout predicts hospitalization for mental and cardiovascular disorders: 10-year prospective results from industrial sector.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink19rf0100) *[Stress Health](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink19rf0100)*[. 2009;25:287–296.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink19rf0100)

20.[Ahola K, Hakanen J. Burnout and health. In: Leiter MP, Bakker AB, Maslach C, eds.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink20rf0105) *[Burnout at Work: A Psychological Perspective](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink20rf0105)*[. London: Psychology Press; 2014:10–31.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink20rf0105)

21.[Toker S, Shirom A, Shapira I, Berliner S, Melamed S. The association between burnout, depression, anxiety, and inflammation biomarkers: C-reactive protein and fibrinogen in men and women. *J Occup Health Psychol*. 2005;10:344–362.](file:///D:\womat-filecopy\Ed-Reference\0002570127.html#rfLink21rf0110)

22.[Ahola K, Hakanen J. Job strain, burnout, and depressive symptoms: a prospective study among dentists.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink22rf0115) *[J Affect Disord](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink22rf0115)*[. 2007;104:103–110.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink22rf0115)

23.[Leiter MP, Maslach C. Nurse turnover: the mediating role of burnout.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink23rf0120) *[J Nurs Manag](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink23rf0120)*[. 2009;17:331–339.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink23rf0120)

24.[Laschinger H, Wong CA, Grau AL. The influence of authentic leadership on newly graduated nurses' experiences of workplace bullying, burnout and retention outcomes: a cross-sectional study.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink24rf0125) *[Int J Nurs Stud](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink24rf0125)*[. 2012;49:1266–1276.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink24rf0125)

25.[Bakker AB, Le Blanc PM, Schaufeli WB. Burnout contagion among intensive care nurses.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink25rf0130) *[J Adv Nurs](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink25rf0130)*[. 2005;51:276–287.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink25rf0130)

26.[GonzÆlez-Morales M, Peiró JM, Rodríguez I, Bliese PD. Perceived collective burnout: a multilevel explanation of burnout. *Anxiety Stress Coping*. 2012;25:43–61.](file:///D:\womat-filecopy\Ed-Reference\0002570127.html#rfLink26rf0135)

27.[Gascon S, Leiter MP, AndrØs E, et al. The role of aggression suffered by healthcare workers as predictors of burnout.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink27rf0140) *[J Clin Nurs](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink27rf0140)*[. 2013;22: 3120–3129.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink27rf0140)

28.[Savicki V, Cooley E, Gjesvold J. Harassment as a predictor of job burnout in correctional officers.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink28rf0145) *[Crim Justice Behav](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink28rf0145)*[. 2003;30:602–619.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink28rf0145)

29.[Kalimo R, Pahkin K, Mutanen P, Toppinen-Tanner S. Staying well or burning out at work: work characteristics and personal resources as long-term predictors.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink29rf0150) *[Work Stress](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink29rf0150)*[. 2003;17:109–122.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink29rf0150)

30.[Lambert EG, Hogan NL, Barton-Bellessa SM, Jiang S. Examining the relationship between supervisor and management trust and job burnout among correctional staff. *Crim Justice Behav*. 2012;30:938–957.](file:///D:\womat-filecopy\Ed-Reference\0002570127.html#rfLink30rf0155)

31.[Leiter MP, Maslach C. A mediation model of job burnout. In: Antoniou ASG, Cooper CL, eds.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink31rf0160) *[Research Companion to Organizational Health Psychology](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink31rf0160)*[. Cheltenham: Edward Elgar; 2005: 544–564.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink31rf0160)

32.[Leiter MP, Maslach C. Interventions to prevent and alleviate burnout. In: Leiter MP, Bakker AB, Maslach C, eds.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink32rf0165) *[Burnout at Work: A Psychological Perspective](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink32rf0165)*[. London: Psychology Press; 2014: 145–167.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink32rf0165)

33.[Awa WL, Plaumann M, Walter U. Burnout prevention: a review of intervention programs.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink33rf0170) *[Patient Educ Couns](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink33rf0170)*[. 2010;78:184–190.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink33rf0170)

34.[Osatuke K, Mohr D, Ward C, Moore SC, Dyrenforth S, Belton L. Civility, respect, engagement in the workforce (CREW): nationwide organization development intervention at Veterans Health Administration. *J Appl Behav Sci*. 2009;45:384–410.](file:///D:\womat-filecopy\Ed-Reference\0002570127.html#rfLink34rf0175)

35.[Leiter MP, Laschinger H, Day A, Oore D. The impact of civility interventions on employee social behavior, distress, and attitudes.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink35rf0180) *[J Appl Psychol](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink35rf0180)*[. 2011;96:1258–1274.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink35rf0180)

36.[Leiter MP, Day A, Oore D, Laschinger HK. Getting better and staying better: assessing civility, incivility, distress, and job attitudes one year after a civility intervention.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink36rf0185) *[J Occup Health Psychol](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink36rf0185)*[. 2012;17:425–434.](file:///D:\\womat-filecopy\\Ed-Reference\\0002570127.html" \l "rfLink36rf0185)