



# Validating the reduced burnout scale and sequencing of burnout<sup>☆</sup>



Brian N. Rutherford<sup>a,1</sup>, C. David Shepherd<sup>b,2</sup>, Armen Tashchian<sup>a,2</sup>

<sup>a</sup> Marketing and Professional Sales, Kennesaw State University, 1000 Chastain Road, Kennesaw, GA 30144, USA

<sup>b</sup> Interim Chair, Department of Marketing and Logistics, Georgia Southern University, P.O. Box 8154, COBA 2204A, Statesboro, GA 30460, USA

## ARTICLE INFO

### Article history:

Received 14 August 2012

Received in revised form 14 May 2014

Accepted 16 May 2014

Available online 13 June 2014

### Keywords:

Burnout

Job performance

Maslach

Emotional exhaustion

## ABSTRACT

Given the renewed interest in salesperson burnout, three research objectives that are key to uniting and moving the sales literature forward are addressed. Specifically, sequencing issues with the ordering of the burnout facets are addressed. Then, facets of burnout as both direct and indirect predictors of job performance are examined. Finally, the study places the burnout facets within a nomological network. Findings suggest that emotional exhaustion is a direct predictor of job performance, whereas, depersonalization and personal accomplishment have an indirect affect on job performance.

© 2014 Elsevier Inc. All rights reserved.

## 1. Introduction and study development

Since their seminal research in the conceptualization of burnout and the development of the tripartite Maslach burnout inventory (Maslach & Jackson, 1981), interest in using the burnout concept continues in the marketing and sales literature (e.g. Hollet-Haudebert, Mulki, & Fournier, 2011; Shepherd, Tashchian, & Ridnour, 2011). Within the original Maslach burnout inventory (MBI), three distinct facets of burnout had emerged (emotional exhaustion, depersonalization, and personal accomplishment). However, Hollet-Haudebert et al. (2011) highlight that research often fails to examine two of the three facets. Specifically, sales research primarily focuses on emotional exhaustion (e.g. Mulki, Jaramillo, & Locander, 2006; Rutherford, Boles, Hamwi, Madupalli, & Rutherford, 2009) despite the impact that depersonalization and personal accomplishment may have on the burnout process.

Emotional exhaustion is the feeling of being emotionally overextended and exhausted by one's work which is caused by excessive psychological and emotional demands (Maslach & Jackson, 1981, 1986). Depersonalization is defined as detachment from the organization and its clients (Cordes & Dougherty, 1993). Finally, personal accomplishment is the feeling of competence and successful achievement in one's work with

people (Maslach & Jackson, 1981). However, some researchers examine personal accomplishment as reduced personal accomplishment (Singh, Goolsby, & Rhoads, 1994) or diminished personal accomplishment (Lewin & Sager, 2007). This approach allows burnout to only contain negative aspects versus one positive and two negative facets.

While the facets of burnout are unique and distinct, sales researchers know surprisingly little about burnout given issues relating to its measurement and sequencing. The purpose of this study is to begin to unify sales research pertaining to the sequencing and the impact of burnout. To accomplish the purpose of this study, three research objectives are developed and examined.

The first objective pertains to sequencing issues with the burnout process. Lewin and Sager (2007) examine three alternative models of burnout within a sales context. The Maslach and Jackson model (1981), hereafter referred to as the Maslach model, receives substantial support and use in health care settings (e.g. Leiter, 1988; Leiter & Maslach, 1988). This model asserts that emotional exhaustion predicts depersonalization which, in turn, predicts personal accomplishment.

Golembiewski and Munzenrider (1981, 1984), hereafter referred to as the Golembiewski model, propose an alternative to the Maslach model. This model proposes that burnout progresses from depersonalization to diminished personal accomplishment, to emotional exhaustion. This conceptualization of the burnout process receives support in public service worker research (e.g. Burke & Deszca, 1986; Burke & Greenglass, 1989; Rountree, 1984).

Finally, Lewin and Sager (2007) propose a third model specific to a sales context—hereafter referred to as the Lewin model. The Lewin model, asserts that: diminished personal accomplishment is an antecedent of both depersonalization and emotional exhaustion and that depersonalization is an antecedent of emotional exhaustion. While

<sup>☆</sup> All authors contributed equally to the manuscript.

E-mail addresses: Bruther1@kennesaw.edu (B.N. Rutherford), dshepherd@georgiasouthern.edu (C.D. Shepherd), Atashchi@kennesaw.edu (A. Tashchian).

<sup>1</sup> Tel.: +1 770 794 7708; fax: +1 678 797 246.

<sup>2</sup> Tel.: +1 912 478 1961; fax: +1 912 478 1523.

Lewin and Sager (2007) find support for the sequencing of the Lewin model being superior to both Maslach and Golembiewski models, additional validation of its sequencing is needed. Thus, the first objective of this study is to examine the competing burnout sequencings to provide further validation as to which of the three models is preferable within a sales context.

The second objective of this study is to assess the impact of all three facets of burnout on salesperson job performance. The vast majority of sales research examines only emotional exhaustion as a predictor of job performance. Within these studies, researchers have found a significant and negative relationship (Babakus, Cravens, Johnston, & Moncrief, 1999), while other researchers in an international context have failed to find a significant relationship (Rutherford, Park and Han, 2011). Further, using a summation of burnout, a meta-analysis of the sales literature by Verbeke, Dietz, and Verwaal (2011) did not find a significant relationship between burnout and job performance. Examining each facet of burnout, Singh et al. (1994) finds significant correlations between both diminished personal accomplishment and emotional exhaustion in relation to job performance. However, they do not find a significant correlation between depersonalization and job performance. It is important to note that this study did not address the sequencing of burnout. Fig. 1 provides a diagram of the three models

that were examined assessing the sequencing and impact of burnout on job performance.

The third objective of this study is to assess the sequenced facets of burnout in a nomological network. To build the foundation for the sequencing of burnout within the nomological network, the linkage between the burnout facets and job performance will be based on results provided by research objective two. Both role conflict (e.g. Lewin & Sager, 2007; Singh et al., 1994) and role ambiguity (e.g. Singh et al., 1994) are examined as antecedents of burnout in addition to being examined in relation to job performance and job satisfaction (Brown & Peterson, 1993, 1994). Further, this study expands the network built by Lewin and Sager (2007). Specifically, while they examine predictors of the facets of burnout within their nomological network, they do not examine outcomes of burnout. Using established sales literature, despite mixed findings on the impact of emotional exhaustion, both job satisfaction (Rutherford, Park et al., 2011) and job performance (Babakus, Cravens, Johnston, & Moncrief, 1999) are examined as outcomes. Paths between role ambiguity and personal accomplishment (Lewin & Sager, 2007; Rutherford, Hamwi, Friend and Hartmann, 2011), job performance (Brown & Peterson, 1993), and job satisfaction (Brown & Peterson, 1993) are examined. Additionally, paths between role conflict and personal accomplishment

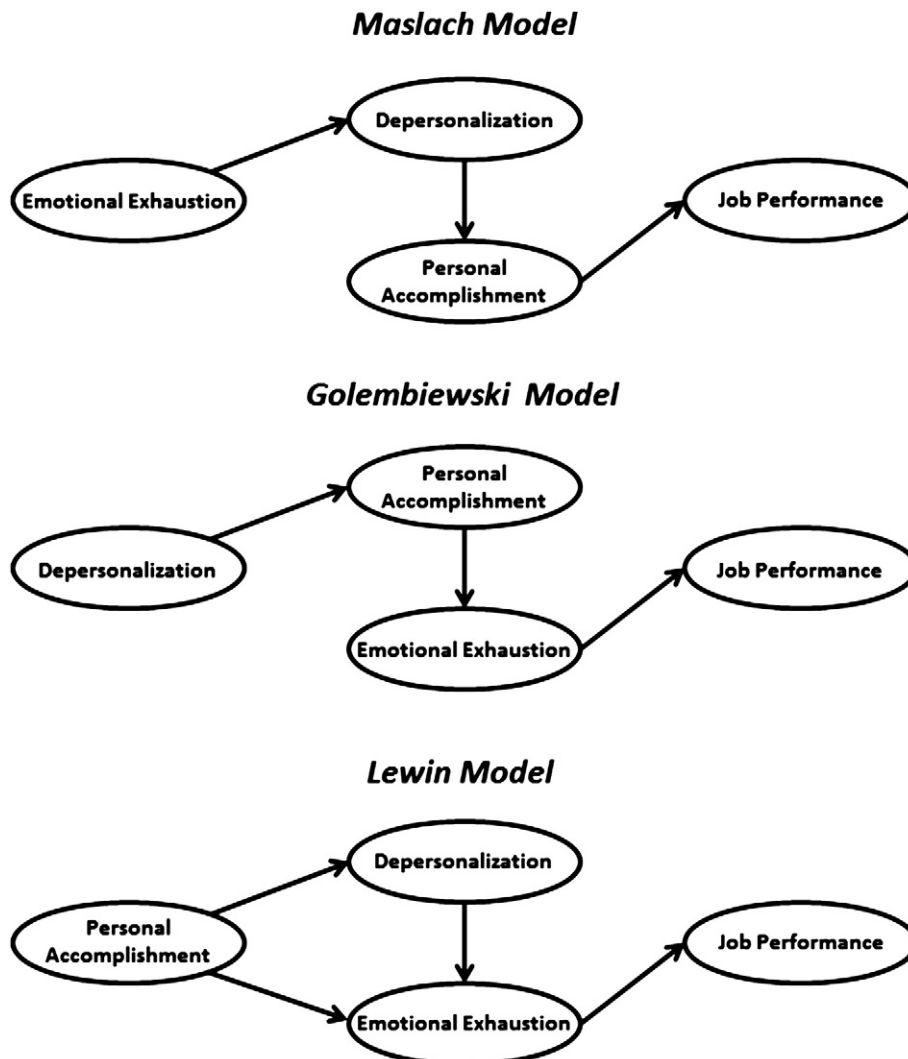


Fig. 1. Three competing models of burnout.

Download English Version:

<https://daneshyari.com/en/article/1017310>

Download Persian Version:

<https://daneshyari.com/article/1017310>

[Daneshyari.com](https://daneshyari.com)