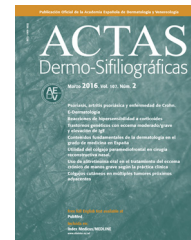




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## PRACTICAL DERMATOLOGY

# Burnout Syndrome and Demotivation Among Health Care Personnel. Managing Stressful Situations: The Importance of Teamwork<sup>☆</sup>



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### KEYWORDS

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**Abstract** Almost one-third of our lives is spent in the workplace, where much of our interaction with others takes place and where we are exposed to stressful situations. Work-related stress has consequences for the individual's physical and mental health. Stress and professional burnout syndrome are the main consequences of work situations characterized by a constant state of tension. Stress is the second leading cause of absenteeism in the European Union, and around 12% of European workers are currently affected by burnout syndrome. It is therefore vital to identify demotivated and stressed staff in both large organizations (hospitals and clinics) and smaller centers (private practices) so as to facilitate preventive measures and ensure early intervention in situations of stress, with a view to improving the performance of work teams.  
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**PALABRAS CLAVE**

Estrés;  
*Burnout*;  
 Síndrome del profesional quemado;  
 Trabajo en equipo;  
 Psicodermatología;  
 Dermatología

### Desmotivación del personal sanitario y síndrome de *burnout*. Control de las situaciones de tensión. La importancia del trabajo en equipo

**Resumen** Las personas invertimos casi un tercio de nuestra vida en el lugar de trabajo, donde se desarrollan gran parte de las relaciones interpersonales y las situaciones de tensión. El estrés laboral asociado a estas conlleva consecuencias para la salud física y mental de las personas. El estrés laboral y el síndrome del profesional quemado (*burnout*) son las principales consecuencias derivadas de las situaciones de tensión constantes en el trabajo. El estrés es la segunda causa de baja laboral en la Unión Europea, y alrededor de un 12% de los trabajadores europeos podría padecer actualmente el síndrome del profesional quemado. Por todo esto, es fundamental la detección en las organizaciones, grandes (hospitales y clínicas) y pequeñas (consultas), del personal desmotivado y estresado, ya que permitirá una prevención e intervención precoz en las situaciones de tensión generadas y una mejora en el funcionamiento de los equipos de trabajo.

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People spend almost a third of their lives at work. The workplace is where many of our interpersonal relationships are developed and where our vital interests are channeled. Work is therefore one of the key activities of human beings, and stressful situations at work and work-related stress are among the most important consequences for people's physical and mental health.

### Work-Related Stress

Stress is defined as a relationship or transaction in terms of adaptation and interaction between a person and the setting or environment that can place a burden on individual well-being and lead to psychological disorders, unhealthy conducts, and, ultimately, disease.<sup>1</sup> Stress can be a consequence of multiple factors and circumstances. However, due to its importance in people's lives, the world of work is one of the main generators of stress.<sup>2</sup> Therefore, stress must be understood as an interactive problem involving both the worker and the organization.

Work-related stress has important consequences both for people (Table 1) and for organizations. Many studies have demonstrated the relationships between stress and health.<sup>3-5</sup> In dermatology, for example, psychosocially induced stress can trigger or exacerbate numerous skin diseases, including rosacea, lichen planus, various types of eczema including seborrheic dermatitis, psoriasis, and many others.<sup>6,7</sup> Stress is one of the main risk factors for heart disease, stroke, chronic pain, etc. It plays a role in the appearance of burnout syndrome<sup>8</sup> and is linked to workplace harassment (or "mobbing")<sup>9</sup> and adaptive disorders.<sup>10</sup> It also affects quality of life in general.<sup>11</sup>

### Burnout Syndrome

Burnout syndrome develops as a result of situations of chronic work-related stress. According to Maslach and

**Table 1** Health Impact of Stressful Situations at Work.

Physical	Behavioral	Psychological
Muscle tension	Lack of involvement in work	Hostility
Ulcers	Reduced performance	Anxiety
Headaches	Increase in smoking and use of other addictive substances	Depression
Hypertension	Changes in appetite	Apathy
Insomnia	Abandonment of healthy habits	Emotional exhaustion
Chronic pain		Cynicism
Tachycardia		Dissatisfaction
Cardiovascular disease		Irritability
Gastrointestinal disorders		Frustration
Cerebrovascular disease		Adaptive problems
Skin diseases		Interpersonal conflicts

Jackson,<sup>12</sup> burnout syndrome affects workers' emotional responses and includes symptoms such as emotional exhaustion, depersonalization, and low personal accomplishment. Emotional exhaustion, which refers to the progressive loss of the capacity to dedicate oneself to work, represents an individual dimension of burnout. Depersonalization pertains to the worker's interpersonal context and entails distancing oneself emotionally from the users of one's services by adopting impersonal, insensitive, or hardened behaviors.

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