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**APPLIED RESEARCH OF PSYCHOLOGICAL FEATURES
OF EMOTIONAL BLESSING OF MANAGERS**

This article is devoted to the study of psychological characteristics of emotional burnout of managers, a symptom of which are frequent and long-term various diseases due to psychosomatics. Because of this, in modern psychology emotional burnout is considered as a special state of a person, which is a consequence of occupational stresses, an adequate analysis of which requires an existential level of description, the development of burnout is not limited only with the professional sphere, but manifests itself in various situations of human existence; painful disappointment at work as a way of acquiring meaning paints the whole life situation. The purpose of the study is to study the psychological characteristics of emotional burnout of middle managers. The object of research is mid-level managers. The subject of the study is the psychological features of emotional burnout of managers. Methods of research: The methodology for detecting emotional burnout is MBI (Maslach Burnout Inventory) by C. Maslach and S. Jackson, adapted by N.E. Vodopyanova, a five-factor questionnaire of the personality R. McCrae, P. Costa. During the applied research, it was concluded that there is a relationship between the manifestation of emotional burnout and the personal characteristics of managers. Thus, the results and analysis of personal characteristics of managers conducted using the Big Five methodology showed that the leading factors were the «attachment-isolation» factor and the «emotional stability-instability» factor. The factors «introversion – extraversion» were placed after and «self-control – impulsiveness». It was assumed that it is possible that these factors are mutually pollinated and affect one another.

Key words: emotional burnout, psychological features, personality traits, managers, emotional stability, etc.

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**Менеджерлердің эмоциялық жануының
психологиялық ерекшеліктерін қолданбалы зерттеу**

Бұл мақала менеджерлердің эмоциялық жануының психологиялық ерешеліктерін қолданбалы зерттеуге арналған. Зерттеудің мақсаты – орташа деңгейдегі менеджерлердің эмоциялық жануының психологиялық ерешеліктерін зерттеу. Зерттеудің объектісі – орташа деңгейдегі менеджерлер. Зерттеу пәні – менеджерлердің эмоциялық жануының психологиялық ерешеліктері. Зерттеу әдістері: Эмоциялық жануды анықтау әдістемесі (МБИ) К. Маслач пен

С. Джексон, Н.Е. Водопьянова бейімделген, бес факторлы тұлғалық сауалнама Р. Макрей, П.Коста. Қолданбалы зерттеулер барысында эмоциялық жанудың көрінісі мен менеджерлердің жеке сипаттамалары арасында байланыс бар екендігі туралы қорытынды жасалды. Осылайша, алынған нәтижелер мен менеджерлердің жеке ерекшеліктерінің талдамасы «Үлкен бестік» әдістемесі бойынша жетекші факторлар болып: «тірек-оқшаулау» және «эмоциялық тұрақтылық – тұрақсыздық» факторы болып табылатынын көрсетті. Олардың артында «интроверсия – экстраверсия» және «өзін-өзі басқару – импульсивтілік» факторлары белгіленді. Бұл факторлардың бір-бірімен өзара байланысып, бір-біріне әсер етуі мүмкін деп айтылды.

Түйін сөздер: эмоциялық жану, психологиялық ерекшеліктер, жеке ерекшеліктер, менеджерлер, эмоциялық тұрақтылық және т.б.

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Прикладное исследование психологических особенностей эмоционального выгорания менеджеров

Данная статья посвящена исследованию психологических особенностей эмоционального выгорания менеджеров, симптомом которого являются частые и длительно текущие разнообразные заболевания, обусловленные психосоматикой. Вследствие этого, в современной психологии эмоциональное выгорание рассматривают как особое состояние человека, являющееся следствием профессиональных стрессов, адекватный анализ которого нуждается в экзистенциальном уровне описания, поскольку развитие выгорания не ограничивается только профессиональной сферой, а проявляется в различных ситуациях бытия человека; болезненное разочарование в работе как способе обретения смысла окрашивает всю жизненную ситуацию. Цель исследования – изучение психологических особенностей эмоционального выгорания менеджеров среднего звена. Объект исследования – менеджеры среднего звена. Предмет исследования – психологические особенности эмоционального выгорания менеджеров. Методы исследования: Методика выявления эмоционального выгорания (МВИ) К. Маслач и С. Джексон, адаптированная Н.Е. Водопьяновой, пятифакторный опросник личности Р. МакКрае, П. Коста. В ходе проведения прикладного исследования был сделан вывод, что существует взаимосвязь между проявлением эмоционального выгорания и личностными особенностями менеджеров. Таким образом, полученные результаты и анализ личностных особенностей менеджеров, проведенный по методике «Большая пятерка», показали, что ведущими факторами явились: фактор «привязанности – обособленности» и фактор «эмоциональной стабильности – нестабильности». За ними расположились факторы «интроверсия – экстраверсия» и «самоконтроль – импульсивность». Было сделано предположение, что, возможно, эти факторы взаимоопыляемые и влияют один на другой.

Ключевые слова: эмоциональное выгорание, психологические особенности, личностные особенности, менеджеры, эмоциональная стабильность и др.

Introduction

The very concept of «emotional burnout syndrome» was introduced into psychology for the first time by G. Freidenberger in 1974. The American psychiatrist considered it primarily as the growing emotional exhaustion, which entails personal changes in the sphere of communication with people (up to the development of deep cognitive distortions), may manifest indifference to one's duties and what is happening at work, dehumanization in the form of negativism in

relation to both to customers and employees, a sense of their own professional insolvency, dissatisfaction with work, in the phenomena of depersonalization, and ultimately in a sharp deterioration in the quality of life. In the future, – G. Freidenberger noted, – neurotic disorders and psychosomatic diseases can develop. One of the bright symptoms of a pronounced syndrome of professional burnout is frequent and long-lasting various diseases due to psychosomatics (Freidenberger, 2004:159).

Initially, in the structure of emotional burnout, the only component was singled out – depletion,

manifested in the physical, emotional and cognitive realms, which is caused by a prolonged stay in emotionally overburdened situations. So in the one-component theory of emotional burnout, proposed by A. Pines, E. Aronson (A. Pines, E. Aronson, 2008), this phenomenon is inherent in many professional groups, which also can manifest itself outside of work in other vital areas of socio-political, intimate-friendly, family (A. Pines, E. Aronson, 2008).

According to W.V. Schaufeli, D. Dierendonck emotional burnout consists of two components: emotional exhaustion and depersonalization. The first component, called «affective», manifests itself in the form of complaints about their health, physical health, nervous tension, emotional exhaustion. The second, relating to depersonalization, manifests itself in changing attitudes towards either clients or even oneself. Subsequently, it received the name «installation» (Schaufeli, Dierendonck, 2007: 225–237).

S. Maslach, S.E. Jackson describe the emotional burnout as a three-dimensional construct, which includes all the components noted in the models discussed above: emotional exhaustion, depersonalization and reduction of personal achievements (Maslach, Jackson, 2001).

Emotional exhaustion is considered by them as the main component of burnout, which manifests itself in a reduced emotional background, indifference, in feelings of emotional overstrain and in a sense of emptiness, exhaustion of one's own emotional resources.

The second component of burnout is depersonalization, revealing itself in the deformation of relations with other people, contacts with which become impersonal and formal.

The third component of burnout is revealed in the reduction of personal achievements, which manifests itself in a negative assessment of oneself, underestimation of their professional achievements, limitation of their capabilities, duties towards others. Moreover, S. Maslach emphasizes the professional character of the burnout syndrome, treating it «as a result of professional problems, and not as a psychiatric syndrome» (Maslach, Jackson, 2001).

The literature analysis (Arrumova, 2008: 107-115, Boyko, 2004: 154, Boldyrev, Boldyreva, 2015: 81-89, Tolegenova, Naurzalina, Amankeldy, 2014: 213) that we conducted gave us the opportunity to draw the following conclusion: «Burnout syndrome» is a complex psychophysiological phenomenon that is defined as emotional, mental and physical exhaustion due to a prolonged emotional load. The syndrome is expressed in a depressed state, a

feeling of fatigue and emaciation, a lack of energy and enthusiasm, the ability to see the positive results of one's labour, a negative attitude towards work and life in general. People with certain personality traits (restless, sensitive, empathetic, inclined to introversion, having a vital humanistic attitude, inclined to be identified with others) are more susceptible to this syndrome. In modern psychology, emotional burnout is considered as a special state of a person, which is a consequence of occupational stresses, an adequate analysis of which requires an existential level of description, since the development of burnout is not confined to the professional sphere, but manifests itself in various situations of human existence; painful disappointment in the work as a way of acquiring meaning paints the whole life situation. The relevance of research on emotional burnout of employees and managers of modern companies in Kazakhstan is due to the breadth of tasks facing modern companies and HR services.

Setting the purpose of the study

The purpose of the study is to study the psychological characteristics of emotional burnout of middle managers.

Main part

Starting the research, we put forward a general hypothesis: there is a relationship between the manifestation of emotional burnout and the personal characteristics of managers.

Methods of research

In order to study the psychological features of the emotional burnout of middle managers, the following methods were used: K. Maslach and S. Jackson's (Maslach, Jackson, 2001) method for identifying emotional burnout (MBI), adapted by N.E. Vodopyanova (Vodopyanova, 2009: 90-93); a five-factor questionnaire of the personality R. McCrae, P. Costa (Oryel, 2001a: 16-21), (Oryel, Rukavishnikov, 2003b: 164-167).

The total sample size was 50 people, 21 of them (42%) are young people; 29 people (58%) are young girls. The age of the subjects is from 21 to 45 years. The work experience of the participants in the study is from 1 to 18 years.

Experimental and empirical work was carried out on the basis of the production company «Senim».

The conducted research on K. Maslach's and S. Jackson's «Method of detecting emotional burnout»

(MBI), in the adaptation of N.E. Vodopyanovoi, has shown: on a scale of emotional exhaustion – very high level (0%); high level of exhaustion – 34%; the average level is 44% and the low level is 22%. On the scale of depersonalization, the data were arranged thus: a very high level was 8%; high level – 34%;

the average level was 40%; low level – 18%. The scale of professional success is very high – 12%; high level – 10%; the average level is 20%; the low level was 58%. The average values of the results obtained using the MBI methodology are shown in the table (see Table 1).

Table 1 – The average values on the scales of the method of K. Maslach’s and S. Jackson’s MBI methodology, in the adaptation of N.E. Vodopyanova

Descriptive statistics

	Selection	Minimum	Maximum	An average value
Emotional depletion	50	8	33	21,06
Depersonalization	50	0	20	9,14
Professional success	50	12	47	33,84

As can be seen from Table 1, the average values of the scales of emotional exhaustion and professional success are slightly different, which can not be said about the indices of the average value of the scale of depersonalization. Perhaps, one can conclude from this that the scales of

emotional exhaustion and professional success are interrelated, i.e. The lower the indicators of the scale of emotional exhaustion, the higher the professional success. More clearly, the levels of manifestation of scales using the MBI method can be seen in the histogram (Figure 1):

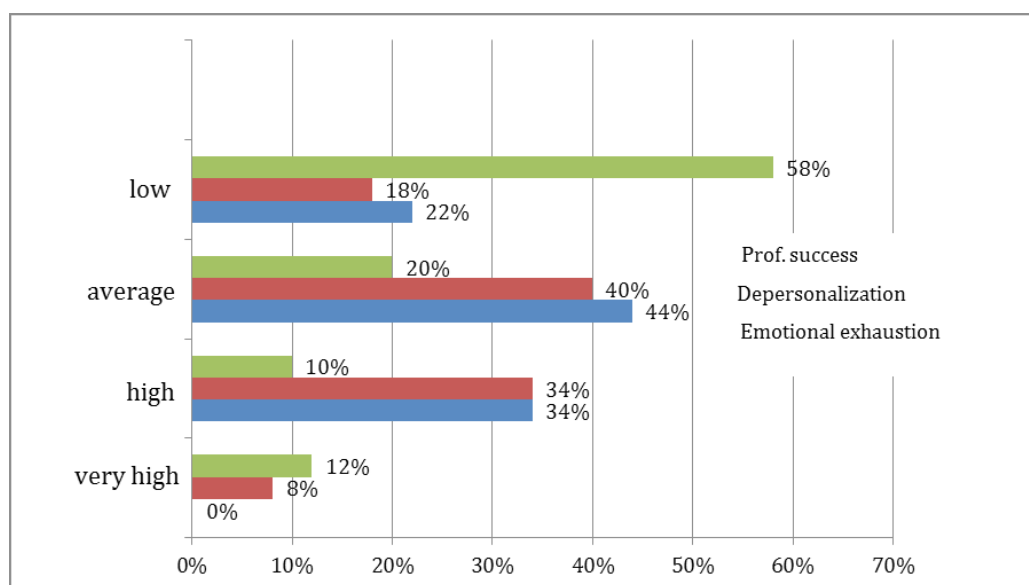


Figure 1 – Levels of the scales of professional (emotional) burnout

As can be seen in the presented histogram, the indicators of the scale of professional success are much lower than other indicators, and the indicators of depersonalization and emotional exhaustion are almost at the same level.

Thus, according to the results of a study of professional (emotional) burnout with the help of the MBI methodology, it was found that emotional exhaustion is at an average level, which indicates that there is a slight depletion in mid-level managers.

By emotional exhaustion, we mean a decrease in emotional tone, loss of interest and positive feelings towards others, increased mental exhaustion and affective lability, the formation of special, destructive relationships with others. Similarly, we can observe that with the increase in emotional exhaustion, professional success declines. The level of professional success reflects the degree of employee satisfaction with himself as a person and as a professional.

Based on the results of a study of the personal characteristics of managers, using the methodology of the Five Factor Personal Questionnaire «The Bigfive» by R. McCrae and P. Costa, the following results were obtained: on the «introversion-

extraversion» factor, the low level was 12%, the average 58% and a high level – 30% of respondents. By the factor of «attachment – detachment» low level – 8%, medium – 26%, high – 66%. Analysis of the results of the study on the following factor «self-control-impulsivity» showed: a low level of 12%, an average level of 38%, and a high level of 52%. Indicators of the factor of «emotional stability – instability» are located as follows, low level – 14%, medium – 22% and low – 64%. As for indicators, the factors «expressiveness – practicality», they are located as follows, the low level was – 14%, the average – 32, high – 54%. The average results obtained are shown in the table (see Table 2).

Table 2 – The average values for the factors of personality characteristics obtained during the procedure of the Five Factor Personal Questionnaire «The Bigfive» R. McCrae, P. Costa

Descriptive statistics

	Selection	Minimum	Maximum	Average value
F1	50	31	58	47,5
F2	50	33	61	51,8
F3	50	31	65	50,4
F4	50	33	67	50,7
F5	50	32	69	50,5

F1 extraversion-introversion; F2 attachment-detachment; F3 self-control-impulsivity; F4 emotional stability-instability; F5 expressiveness-practicality.

As shown by the results of the study, reflected in Table 2, the average values of the factors of personality characteristics are approximately equal. More clearly, the levels of the manifestation of personal characteristics factors using the Big Five method are reflected in the histogram (Figure 2):

Thus, the results and analysis of personal characteristics of managers conducted using the Big Five methodology showed that the leading factors were the «attachment-isolation» factor and the «emotional stability-instability» factor. Behind them were placed the factors «introversion – extraversion» and «self-control – impulsiveness». It was suggested that it is possible that these factors are mutually pollinated and affect one another.

Conclusion

In order to confirm the hypothesis that there is a relationship between the manifestation of emotional burnout and the personal characteristics of mid-

level managers, Pearson’s correlation analysis of the results of the research carried out in the «Big Five» questionnaires by R. McCray, P. Costa and «MBI» K. Maslach and S. Jackson. In the course of the analysis, it was found that there is a relationship on the scale «professional success» and on the scale «emotional stability» in the value of 0.252 * at the level of $p < 0.05$, which is an indication that the success in the professional activity of managers is related to the level of emotional stability personality (see Table 3).

Table 3 – Correlation table of questionnaires «MBI» and «Big Five»

Scales	Professional success
Emotional stability	0, 252 *

Note: **Correlation is reliable at the level of 0.01
*Correlation is reliable at 0.05

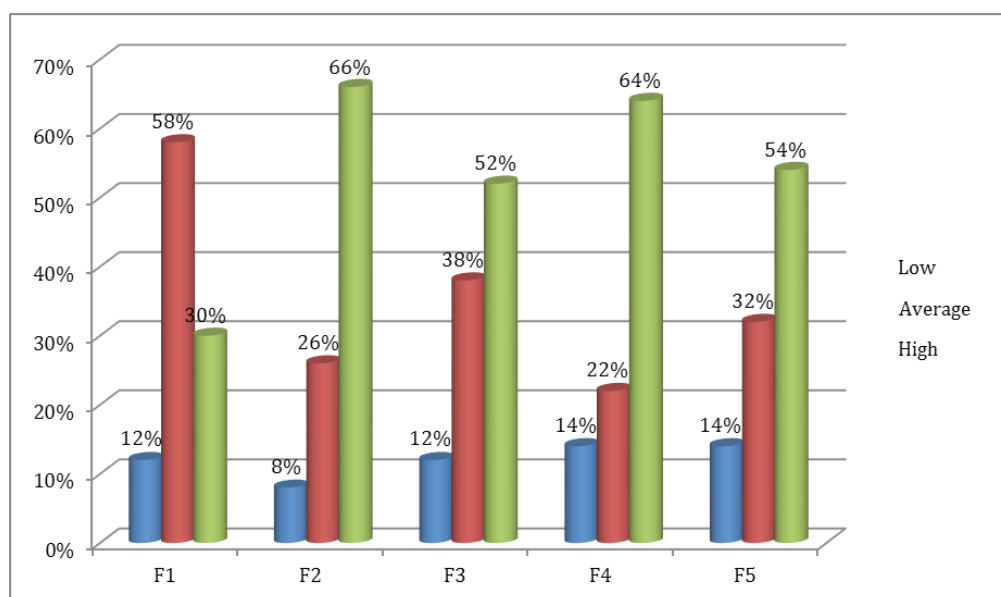


Figure 2 – Factors of personality traits

F1 extraversion-introversion; F2 attachment-detachment; F3 self-control-impulsivity; F4 emots. stability-instability; F5 expressiveness-practicality

As can be seen from the table, there is a reliable connection between professional success and emotional stability, which is a confirmation of the hypothesis of the existence of the relationship between the manifestation of emotional burnout and the personal characteristics of mid-level managers.

In order to identify significant differences in the indicators of emotional burnout, one-way ANOVA one way ANOVA analysis was performed using SPSS-15. For this purpose the sample of subjects was divided into 3 groups depending on the length of their work. The first group consisted of employees

from 1-5 years of work experience, the second group – from 6-10 years and the third group – from 11-18 years.

According to the results of the analysis, it was revealed that between the first and second, third group employees, a significant difference was found at the level of $p < 0.05$ by the LCD criterion, increasing in the first group. This shows that the length of work of employees can affect professional and emotional burnout, in particular, the professional success of employees. More details of the correlation analysis can be seen in the following Post Hoc table.

Table 4 – Results of One Way ANOVA variance analysis to identify significant differences between employees with different experience in terms of emotional burnout

Post Hoc test – multiple comparisons

Dependent variable		(I) Income group	(J) Income group	Significant differences (I-J)	Standard error	Value	95% Reliable interval	
Professional success	L	1,00	2,00	7,21667(*)	3,09471	,024	,9909	13,4424
			3,00	3,50833	3,60523	,335	-3,7445	10,7611
	S	2,00	1,00	-7,21667(*)	3,09471	,024	-13,4424	-,9909
			3,00	-3,70833	4,13548	,374	-12,0278	4,6112
	D	3,00	1,00	-3,50833	3,60523	,335	-10,7611	3,7445
			2,00	3,70833	4,13548	,374	-4,6112	12,0278

*Differences are valid at .05 level

As it can be seen from the table, the small work experience influences the difference in professional success, namely, the less the work experience, the more the employee shows interest in the work and, possibly,

leads to less emotional burnout. Thus, the conducted study showed that there are differences in the severity of emotional burnout among mid-level managers, depending on the length of professional activity.

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