A theoretical review of burnout syndrome and perspectives on burnout models

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ABSTRACT

With the negative effects of global financial crisis in 2008-2009 and recent Covid 19 pandemic, the need for stress management for individuals and business organizations is significantly increasing. However, the latest advances in digitalization and digital transformation of service companies are reshaping and redesigning the working conditions. This study aimed to explain how stress and burnout syndrome affects the individuals and business organizations. It is also aimed to maintain a theoretical perspective on burnout syndrome models. Main contribution of the paper to literature is its theoretical perspective with fundamental theories and models of burnout syndrome.

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Introduction

The burnout syndrome as a psychological disorder plays an important role in behavioral problem within business environment and our society. Preeminent studies working highlighted that burnout is an important factor that specifically affects organizational atmosphere, working performance, overall efficiency, social life and even drives people to suicide (Ozturk, 2020).

As Ozturk stated that “Although burnout syndrome is seen in every sector in business life, it is frequently seen especially in-service sector employees. Aviation sector is also one of the most important parts of the service sector. The structure of the aviation sector is based on constant time pressure, excessive stress, high responsibility, intense work pace and working with a shift system. Especially this working environment causes employees to be vulnerable to maximum burnout. In the aviation industry, burnout syndrome can be seen in both flight crew and cabin attendants and ground service personnel depending on the work done. This can make the personnel vulnerable to mistakes. In the event of any error / delay in the transactions made by the personnel, the passenger may often be subject to verbal and physical violence” (Ozturk, 2020).

Following the demise of global economic activity in 2009, companies in financial service and aviation industry (Dincer et al., 2017) implemented strategies out of global recession in order to manage the economic and financial turbulence (Hacioglu, 2019). Especially, downsizing strategy caused a big threat for employees. Additionally, the stress resulted in increase of the burnout syndrome for individuals and business organizations.

Today, there is another source of stress during the pandemic. Companies sought new ways out of pandemic conditions by adapting digital transformation strategies (Hacioglu, 2020) increasing automated systems (Hacioglu and Sevgilioglu, 2019) and blockchain technologies (Hacioglu, 2020b) which may result in downsizing but increase in firm level outputs such as innovation efficiency and decreasing overall manufacturing or operating costs.

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This study aims to evaluate the fundamental models of burnout syndrome within a theoretical perspective. Burnout dimensions, causes and its effects on workers will be evaluated using a wholistic approach.

This paper also aims to highlight the main dimensions of burnout syndrome, its phases and consequences for individuals and business organizations.

This paper organizes as follows. Following this part, it continues with theoretical background and conceptual framework. After reviewing the related studies in the field, this study introduces the fundamental models of burnout syndrome. Finally, this paper concludes with final remarks and recommendations.

Theoretical Review and Perspectives

The concept of burnout was first used in the USA in the 1970s to express the problems faced by customer service employees in their business life and mental problems. However, when the literature is examined, it can be seen that the concept of burnout dates back to the 1970s. Henry Graham Greene, an English story and novel writer, in his work titled "An Burnout Event" written in 1961, is about an architect's settlement in African forests due to the problems he experienced in his business life (Maslach et al., 2001).

Burnout, which was first defined by Herbert Freudenberger in 1974 as the state of exhaustion that occurs in the internal resources of the individual as a result of failure, wear, decrease in energy and power or unsatisfied desires (Freudenberger, 1974). Many studies about burnout have been conducted since its first definition. However, the most common and accepted definition of burnout today was made by Christina Maslach, who also developed the Maslach Burnout Inventory (MBI), which was also named after him. According to Maslach, burnout is a syndrome emerging as a result of the reflection of feelings of physical exhaustion, long-term fatigue, helplessness and hopelessness in people who are exposed to intense emotional demands due to their job and who constantly work face to face with other people, with negative attitudes towards work, life and other people (Maslach and Jackson, 1981). More simply, Maslach defined burnout as emotional exhaustion, depersonalization and low personal accomplishment seen in individuals who have an intense relationship with people because of their job (Maslach, 2003; Maslach, Schaufeli and Leiter, 2001).

According to Cherniss (1980), burnout means showing negative changes in attitudes and behaviors related to work as a reaction to problems arising from work, decreased interest towards the person served, negativity, anger towards other friends and people they serve, tendency to rationalize failure, resistance to change. It is a phenomenon that involves the increase of rigidity and loss of creativity towards people. Pines (2013), who examines burnout from a psychoanalytic-existential perspective, defines burnout as the state of fatigue and emotional exhaustion that occurs in the individual as a result of the progressive disappointment process.

According to Pines (2013), the basis of burnout is that people do not meet their need to believe that their lives are meaningful, what they do is useful, important, and even heroic. According to this approach, individuals' perceptions of work and the burnout they may experience are related to unresolved childhood problems. According to this approach, the individual wants to work in a way that heals the emotional injuries experienced in his/her childhood. While the success achieved by the individual can help to heal childhood wounds, on the other hand a failure can trigger childhood traumas and causes burnout.

Figure 1: Maslach burnout model

The figure below shows the successive stages of the Maslach's burnout model. Maslach et.al (1986) expressed burnout as a three-component psychological syndrome consisting of emotional exhaustion, depersonalization, and reduced personal accomplishment. Burnout occurs primarily when the individual consumes his emotional resources and results in emotional exhaustion of the person. The emotionally exhausted individual restricts his / her relationship with the people around him / her and moves away from people psychologically. In this way, the dimension of depersonalization shows itself. At the last stage, the individual notices the distinction between his/her previous positive attitudes and his/her current attitudes and, as a result, thinks that their distant attitudes limit their contribution to the organization and society they work for. Thus, the individual feels inadequate in business and human relations, in short, he/she begins to see himself inadequate in doing his/her job and providing services to his/her customers. A person's tendency to negatively evaluate himself is defined within the reduced personal accomplishment dimension (Cordes and Dougherty, 1993; Maslach, Schaufeli and Leiter, 2001; Maslach, 2003).

Burnout Models

There are many models in the literature that explain burnout. Among these models, the most discussed models are Maslach Burnout Model, Perlman and Hartman Burnout Model, Meier Burnout Model and Cherniss Burnout Model. These models are briefly described below.

Maslach Model

Maslach (2003) defines burnout as the syndrome of emotional fatigue and cynicism common among individuals who continue their business life in the service sector. The most striking point of this syndrome is the increase in feelings of emotional fatigue. Physical exhaustion in an individual who tries to cope with emotional desires because of his/her job is the result of the negative reflection of feelings of long-term fatigue, helplessness and hopelessness on his work, life and other people (Karakaş and Bilen, 2014). Burnout consists of three dimensions as mentioned above. These are (Maslach, 2003; Maslach, Schaufeli and Leiter, 2001):

- (i) *Emotional exhaustion,*
- (ii) *Depersonalization, and*
- (iii) *A reduced personal accomplishment.*

These three dimensions are briefly explained below and their roles on burnout are revealed.

Emotional Exhaustion

It is the discharge and depletion of energy in emotional resources. It is a state of emotional tiredness and boredom. The main sources of emotional exhaustion are excessive workload and personal conflicts at work. Individuals feel exhausted because they are exhausting their existing resources. Individuals experiencing emotional exhaustion lack sufficient energy for another day or other people's needs. This stage represents the basic stress dimension from burnout components (Maslach and Goldberg, 1998). In this situation, the person who feels the stress dimension of burnout feels that he/she is very worn physically and emotionally, cannot pay attention to his/her work, and does not feel responsible for the people he/she serves and his/her colleagues (Maslach, 2003). When the individual is emotionally exhausted and disconnected from clients, they will experience a low level of job satisfaction (Martin, 2012).

In addition to mobbing, psycho-social and mental and occupational stress factors such as economic pressures, multitasking at work, family and leisure activities also affect this situation (Weber and Jaekel-Reinhard, 2000). The key part of burnout syndrome is an increased sense of emotional exhaustion. Emotional exhaustion dimension emerges with the discharge or decrease of the emotional resources of the employee (Rothmann, 2008). When the employee's emotional resources are exhausted, he/she begins to feel that he/she can no longer hold him/herself at a psychological level (Maslach and Jackson, 1981).

This dimension is expressed as the most critical and determinant dimension of burnout in the literature. In other words, emotional exhaustion is the internal dimension of burnout. The person who experiences emotional exhaustion thinks that he/she does not treat the people he/she serves as responsibly as he/she did in the past, and the obligation to go back to work the next day becomes a major concern for the individual who is loaded with feelings of tension and frustration (Sağlam Arı and Çına-Bal, 2008).

Depersonalization

Depersonalization is an attempt to distance the person him/herself from the people he/she serves (Maslach et al., 2001). In other words, depersonalization is defined as the negative attitudes and emotions that a person has towards the people he/she serves, regardless of their individuality (Balcıoğlu et al., 2008). The depersonalized individual exhibits a cold, rigid and indifferent attitude towards the people to their clients, and visibly distances him/herself from the people he/she provides services to. In other words, the individual creates an emotional buffer (Sürgevil-Dalkılıç, 2014). It also refers to indifference to work, emotional detachment from customers, showing a skeptical approach to the organization, and following strict order and rules instead of adapting to the needs of customers (McShane and Glinow, 2016).

It is the negative, rigid and excessively indifferent reactions to the people they serve and those around them (Maslach and Goldberg, 1998). This negative reaction, which increases in intensity, manifests itself in different ways. The individual behaves rude by humiliating the people he / she serves, and ignores their demands and requests. Depersonalization manifests itself by treating people to whom they serve as objects rather than people. Depersonalized individuals display a distant, sarcastic and reckless behavior towards the organization they work with and the people they interact with. The feeling of otherness and the activation of the defense mechanism are the source of their behavior (Sürgevil-Dalkılıç, 2014). Depersonalization usually develops in response to the overload in emotional exhaustion and the person first creates an emotional buffer to protect him/herself, but the risk is that this dissociation becomes inhumane (Maslach and Goldberg, 1998).

Depersonalization represents the interpersonal dimension of burnout and indicates unresponsiveness to work (Maslach and Goldberg, 1998; Budak and Sürgevil, 2005). The depersonalized individual thinks that his/her whole life is taken over by others, he/she wants to take people out of his/her life and stay alone (Ardıç and Polatçı, 2009).

Reduced Personal Accomplishment

The third dimension of burnout, reduction in personal accomplishment, is the perception that one's work success falls short of personal expectations, and therefore includes a negative self-assessment (Maslach and Jackson, 1982). It is about the decrease in one's sense of competence and productivity in his/her job. This situation causes inability to cope with demands at work and a decrease in sense of self-efficacy associated with depression. It may be exacerbated by the lack of opportunities in social support or professional development. Reduction in personal accomplishment is expressed within the self-assessment dimension of burnout. An individual who judges him/herself as failure develops a sense of inadequacy about his/her own abilities (Maslach and Goldberg, 1998).

These kind of people are unhappy especially as they tend to evaluate themselves negatively about the service they provide and they are not satisfied with their success at work (Maslach and Jackson, 1981). The person feels guilty because of these negative thoughts and behaviors. He/she develops the feeling that no one likes him/her and that he/she is inadequate in the service he/she offers to his/her customers (Örmen, 1993).

Believing that he/she can no longer cope with negativities and that new negativities will arise in the future, the individual enters the psychology of defeat by reaching the conclusion of failure about him/herself (Ergun Özler, 2015). Consequently, the person believes that his / her effort is useless and stops striving for the better (Kurçer, 2005). At the same time, the person thinks that their efforts are useless with a learned sense of helplessness (McShane and Glinow, 2016). An individual's burnout occurs with increased depersonalization and decreased sense of accomplishment (Kaçmaz, 2005: 29).

Perlman and Hartman Model

In this model, burnout is a three-component response to chronic emotional stress. In the model, burnout reflects three (physiological, emotional, cognitive-behavioral stress symptoms) major stress symptoms (Perlman and Hartman, 1982). Pearlman and Hartman (1982) state that individuals show different reactions to stress due to their unique characteristics, and these different reactions cause burnout. Different burnout stages have been developed by the effects of individual characteristics and social environment on burnout. The model examines burnout in three main stages (Güven and Sezici, 2016):

- i. Physical Exhaustion,
- ii. Psychological Exhaustion
- iii. Depersonalization.

The model was developed by combining different burnout approaches. As an effect of constant stress, burnout occurs with a decrease in physical strength and exhaustion of individuals, emotional depression and apathy behaviors that eventually occur. Therefore, personality traits and the corporate culture of the workplace affect the burnout levels of individuals (Altay and Akgül, 2010). The development of burnout occurs in three stages (Sürgevil-Dalkılıç, 2014):

- i. The Level of Increasing the Stress in Business Life: There are two main sources of stress in working life for individuals. The first is that the employee cannot deliver what is required of him/her, in other words, is inadequate in terms of work, and the second is that the expectations of the employees are not met in the workplace. Stress is the result of this balance being broken.
- ii. Perceived Stress Level: Due to individual characteristics, not every employee gives similar answers to the same factors. While some employees have excessive reactions to stressful factors, some employees may find it natural.
- iii. Response: It is the change in an individual's emotional, physical and behavioral responses due to stress. It was stated that institutional factors were also effective in this change.

As a result, while the high level of stress causes the individual to experience emotional depression, his/her attitudes are negatively affected by losing his/her motivation. Negative attitudes towards work cause physical and psychological problems, and burnout occurs when this process is not dealt with.

Meier Model

Meier (1983)'s Burnout Model is based on the conceptualization of self-efficacy. It is argued that the lack of reinforcers, which expresses the significance of individuals' work in the workplace, causes a deterioration in their self-efficacy perceptions and this leads to burnout. Although the individual struggles to be successful continuously in the workplace, the low gains cause negative effects, and the feeling and pressure of punishment develops burnout syndrome (Yüksel, 2009):

According to this model, burnout is expressed as a situation arising from the expectation of small reward and big punishment due to the lack of meaningful reinforcement, controllable life or personal competence in the work of the employee. This model also consists of three dimensions (Meier, 1983):

- i. Low reward or high expectation of punishment: The employee has low expectations of reward or high expectation of punishment based on his/her past experiences related to his/her job and this situation leads him/her to burnout.

- ii. Lack of controllable life expectancy: Due to this expectation, the employee experiences despair especially in situations where he / she should avoid punishment. That reward and punishment will be realized through external forces. Therefore, employee believes that personal efforts and behaviors are no longer important.
- iii. Lack of sense of personal competence: The employee's personal inadequacy in exhibiting the behaviors necessary for control causes burnout.

While explaining burnout syndrome, Meier examined the meanings that individuals form in their minds and how they process the results of their behaviors related to these meanings. At the end of the process in which the individual's self-efficacy is defined as low, the onset of burnout occurs within a certain time and it has been stated that the stress experienced by the individual and the processing information in their mind cause burnout. Explanation of burnout with self-efficacy is formed by the individual's evaluation of all processes related to business life within a certain period. Therefore, it can be said that the psychological process of each individual is different (Demir, 2010).

Cherniss Model

According to the author, the gap between the expectations of employees and the realities of business life is the cause of burnout. Drawing attention to role ambiguity, overwork, and face-to-face relations with people, the author considers burnout as a result of a process spread over time. And this is a process that begins as a reaction to work-related stress sources, involves psychological disconnection and ends with coping behavior (Cherniss, 1980). Cherniss (1981) defines burnout as a way that the individual struggles against constant stress. The situation experienced by employees whose resistance to struggle against continuous stress is broken as an adaptive behavior. This situation is defined as burnout. In the model, it is argued that individuals who are prone to burnout are individuals with career goals, and that they emerge by interacting with social environment and work-related factors. Accordingly, burnout can occur at different levels in all professions.

Edelwich and Brodsky Model

According to Edelwich and Brodsky (1980), there is a relationship between burnout syndrome experienced by individuals and their expectations towards work. The despair of the newly recruited individuals because their expectations are not met over time, the low rewards they receive for their efforts and the busy work life cause burnout.

In the model, it is argued that there are four successive stages of burnout and that it emerges with a gradual transition. These are the idealistic period, the stagnation period, the frustration period and the apathy period (Sürgevil-Dalkılıç, 2014). These phases are briefly explained in the phases of burnout section in our study.

Evaluating burnout as a process, Edelwich and Brodsky (1980) argue that each process has its own characteristics and that different analyzes should be made in determining the causes of burnout experienced by individuals. The emergence of different psychological and behavioral symptoms in different periods necessitates to evaluate the burnout in terms of phases.

Pines Burnout Model

Pines (1993) states that burnout syndrome is the result of constant stress. Individuals who want to be successful and achieve their goals in working life are constantly working under pressure, causing burnout after a while. If individuals who constantly struggle in terms of material and moral rewards fail to achieve their goals, they evaluate their personal achievement level as low and this situation causes burnout.

Burnout in this model is defined as the exhaustion of the internal resources of individuals and feeling physically weak. The main reason why individuals working under pressure are constantly tired is that they experience fatigue due to their low level of coping with stress. Pines states that burnout has three main characteristics. These are psychological exhaustion and hopelessness experienced by the individual are physical fatigue and negative behaviors (Sürgevil-Dalkılıç, 2014).

In Pines Burnout Model, failure is shown as the main reason for individuals to experience burnout. Failure to meet irrational expectations at the individual level makes individuals who want to be successful in business life feel exhausted as their motivation decreases. While individuals who have idealized goals regarding business life do not achieve these goals, they perceive themselves as worthless, and burnout begins if the pressure continues (Yüksel, 2009).

The difference between expectations and gains is shown as the main cause of burnout in case of failure to balance the work life. While emphasizing the importance of individual perception in the model, it is shown that burnout levels may be different due to the different expectations of two individuals working in the same position in the same workplace. Accordingly, while the employee who cannot establish psychological balance experiences burnout syndrome, there is a possibility that another employee in the same position will not experience burnout (Sürgevil-Dalkılıç, 2014).

Phases of Burnout

Burnout can occur in different stages of working life. Burnout syndrome is a slow progressing condition with various symptoms. If these symptoms are noticed, they progress further and become untreatable. In this process, it is extremely important to observe the symptoms of burnout carefully and to get professional help (Karsavuran, 2014).

Since burnout syndrome does not occur suddenly but as a result of a certain process, it is necessary to talk about the stages of burnout. However, it should not be forgotten that burnout is not a discrete process in which it passes from one stage to another, but a continuous phenomenon (Kaçmaz, 2005). These phases are explained below:

I: Enthusiasm: In this period, professional expectations and energy are at a very high level. For the person, his/her profession is before everything. The person adopts difficult conditions and strives to adapt. Hope and expectation are very high (Balcıoğlu et al., 2008).

II. Stage: Stagnation: At this stage, there is a decrease in desire and hope. Individual becomes increasingly uncomfortable with the difficulties he/she endured while practicing his/her profession and some issues he/she did not care about before (Kaçmaz, 2005).

III. Phase: Frustration: The person who has started working to help and serve other people understands how difficult it is to change people, the system, negative working conditions. He/She feels intensely frustrated (Kaçmaz, 2005).

IV. Phase: Apathy: At this stage, the person does his/her job not because he/she likes it but because of necessity (Balcıoğlu et al., 2008). What seems attractive and important at first becomes meaningless and unhappy. Willingness to work, commitment, trust and joy are replaced by irritability, anxiety and depression (Sürgevil Dalkılıç, 2014).

Factors Effecting Burnout

It is observed that the action-reaction rule is valid for the emergence of human behavior in social life and individual psychological processes. It is seen that these effects on human behavior may come from the environment, as well as the individual's own characteristics can affect his/her behavior. Therefore, the reasons that are effective in the emergence of burnout can be examined under two headings as environmental and individual.

Organizational Factors

The individual tends to adapt himself due to his interaction with his environment. Thus, it is evaluated that changing environmental conditions can have direct or indirect effects on the behavior of individuals. In this context, Ardiç and Polatçı (2008) list environmental factors that are effective on burnout such as organizational conflict, participation in decisions, role conflict, role ambiguity, negative physical conditions of the workplace and lack of job security.

Türkman (2017), Avşaroğlu et al. (2005), together with Tekin et al. (2009), list the causes of burnout as the nature of the job, the type of the profession, seniority, the characteristics of the workplace, job intensity, job stress, role ambiguity, education, participation in decisions, organizational processes, economic and social factors. On the other hand, Hurşitoğlu (2017) shows that the organizational structure with an undemocratic functioning, the unfairness of the rewarding system, and non-constructive criticism may also affect burnout.

When the factors listed by Ramazanoğlu (2007) are examined, the type of work, working style, intensity, shortage of time between working hours, tension due to pace and transportation problems are listed among the causes of burnout. It is understood that the factors listed by Türkman (2017) are also in parallel with the aspects emphasized by the previous study.

When the social factors affecting burnout are examined, it is seen that the most important determinants are social support and family structure. Communicating with friends and colleagues for a solution and having a satisfying family life are effective in reducing burnout (Torun, 1997).

Budak and Sürgevil (2005), within the framework of the classification proposed by Maslach and Leiter, focused on workload, control, rewards, commitment, justice, and values, which they think are effective on burnout. These factors are briefly explained below:

Workload: Work is defined as the set of tasks that make up the activities of a person or the duties that the employee is responsible for (Çavuş, 2005). Workload is defined as the perception of the employee that the work imposed on him / her is above normal if the natural load of the job is not calculated mathematically (Keser, 2006). It has been observed that as the workload increases, burnout increases in individuals. Workload can wear the individual both physically and mentally. Just as a lever is exhausted and broken as a result of a weight that cannot be lifted, the employee may also suffer from burnout syndrome by being crushed under the work that he/she cannot bear (Bolat, 2011).

Control: In the classical sense, control is defined as the process that guides an activity towards predetermined goals (Can, 2005). When we consider the concept of control together with burnout, control also determines the employee's ability to choose, make decisions, solve problems and the freedom of the individual while fulfilling his / her responsibilities in the work environment (Budak and Sürgevil, 2005; Can, 2005). Lack of organizational authority and therefore lack of control power can create burnout in employees (Ersoy et.al., 2001).

Reward: The reward, which can be divided into two groups as external and internal. Rewards may include wage and salary increases given to the individual, praise by superiors, appreciation, job security, promotion, increasing responsibility, developing status, changing working conditions, sharing important decisions and knowledge, giving more important tasks etc. (Koçel, 2011). Reward

and punishment are items used to evaluate the employee's performance. The employee sees himself or his supervisor as the source of his performance score (Tümkaya, 2000). Especially if the employee thinks that his/her negative performance score is caused by himself or his supervisor, he/she may experience a feeling of burnout. For this reason, it is important to use reward and punishment mechanisms in organizational settings to the necessary extent (Bilgin, 1981).

Commitment: The concept of "Commitment" that can be handled together with the concepts of social identification and organizational identification, can be defined as the perception of belonging to some human groups and being unity, or the emotional involvement of a person in a specific group (social identification) or the identification of the person with the organization (organizational identification) (Tüzün and Çağlar, 2008). It is normal for individuals who gain a sense of commitment within their organization to have a lower level of burnout, as they will be more committed to the organization, job and professions (Arı and Bal, 2008).

Justice: Considered as distributive and procedural justice. Distributive justice refers to the ideal amount of reward that the employee should receive regarding the value he / she has added to the organization he / she is in. Procedural justice is defined as the degree of fairness of the methods, procedures and policies used in determining and measuring elements such as wage, promotion, financial opportunities, working conditions and performance evaluation (Doğan, 2002). The phenomenon of justice allows individuals to conclude that they are fairly evaluated by their superiors and colleagues within the organization. It has been found that individuals who believe that they are not treated fairly are more prone to burnout (Şeşen, 2010).

Values: It is a concept that the individual accepts as "good", "right" or "desired" and includes basic beliefs (Robbins and Judge, 2018). Values are a result of an individual's lifestyle, perhaps his/her life itself. Over time, values can turn into attitudes and attitudes into character. When the individual falls between his career and personal values, he or she becomes more vulnerable to burnout. (Leiter and Maslach, 2003). Studies have determined that values are related to all three dimensions of burnout (Leiter and Harvie, 1997).

The incompatibility to be experienced in the mentioned areas between the individual and the work environment will cause the individual to burnout, and contrarily the adaptation will increase the individual's commitment to work (Budak and Sürgevil, 2005).

Individual Factors

While everyone is likely to have burnout, it is recognized that people with certain characteristics have more risk. These characteristics include empathy ability, unrealistic expectation level, external locus of control, and lack of emotional control. In addition to these features, parameters such as the incompatibility between what people actually do and their expectations, personality traits, control over their life, education, age, marital status, performance and motivation, negativity in life outside work, job dissatisfaction are among the individual factors that lead to burnout. Yıldız et al. (2018) and Gögercin (2017) have revealed that demographic characteristics affect the burnout levels of people. On the other hand, Ardiç and Polatçı (2008) have asserted that personality has an effect on burnout. It has been also observed that people who lack self-efficacy and empathy are closer to burnout. Ardiç and Polatçı (2008) have mentioned demographic variables such as age, marital status, having children, commitment, high expectations, motivation and performance among the individual causes of burnout. Gögercin (2017), on the other hand, has evaluated that dimensions such as work enthusiasm, commitment to work, and trust may be effective in the burnout experienced by individuals.

The education level of individuals is one of the demographic factors that affect the level of burnout. As the level of education increases, the possibility of encountering stressful responsibilities and situations increases. In addition, the increase in unrealized expectations causes burnout to be seen more in individuals with a high level of education (Maslach et al., 2001).

It is observed that factors such as temperament and perspective on life are also effective on burnout. Individual factors include doubts about the religion and values of the person, the need to make changes such as the end of the marriage and the divorce, the desire to go and settle in a different place, changing the job, not feeling the feeling of pity, anxiety and stress, alcohol and drug addiction. McCranie and Brandsma (1988), as a result of their research on a group of 440 practitioners, found results such as unhappiness, decreased sense of confidence, feeling inadequate, embarrassment from people around, withdrawal from sociality, ongoing anxiety, and social anxiety. In addition, it has been observed that Türkman (2017) and Ramazanoğlu (2007) also emphasized that excessive commitment to the job and lack of realistic expectations are also associated with burnout.

Symptoms of Burnout

Burnout syndrome is not a sudden occurrence, but rather a slow and insidious web of symptoms. Ignoring the symptoms of burnout also causes it to progress and become unmanageable. For this reason, it is very important to know the symptoms of the insidious process of exhaustion and to take the necessary precautions by timely diagnosis. Although burnout symptoms differ from person to person, they are generally examined under three headings as physical, psychological and behavioral symptoms.

Physical Symptoms

Burnout shows itself primarily as mild symptoms in the physical sense. These symptoms are tiredness and fatigue, headache, drowsiness, sleep disorders. If no measures are taken, in the ongoing process, perishable colds, reduced resistance to infections, weight loss or obesity, respiratory distress, general aches and pains, gastrointestinal diseases, high blood pressure, high cholesterol, muscle strains, heart palpitations and skin diseases may begin to occur (Freudenberger, 1974; Maslach and Jackson, 1981; Potter,

1996; Pines, 2003; Maslach and Leiter, 2008). In case of continuous complaints of these and similar disorders, the individual should not ignore these symptoms and take measures without delay.

Psychological Symptoms

Psychological symptoms are less experienced than other symptoms that may be seen in people experiencing burnout. These symptoms are feelings of frustration and irritability, vulnerability to psychological injury, unexpected feeling of uneasiness and anxiety, impatience, decreased self-esteem, sense of enmity towards the environment, weakness, loss of energy, hopelessness about work, criticism of other people, indifference, increase in domestic problems, dissatisfaction, life negative attitudes towards people, decrease in positive feelings such as kindness, respect and friendship, uncertainty and complexity in thoughts, unfounded doubts and paranoia, depression, guilt and helplessness. In addition, the psychological symptoms of burnout show themselves as thinking to quit work and not wanting to go to work frequently (Leiter and Maslach, 1988; Çam, 1992; Perlman and Hartman, 1982; Sabuncuoğlu ve Tüz, 2008; Potter, 2009).

Behavioral Symptoms

Behavioral symptoms are symptoms of burnout that can be observed more easily than physical and psychological symptoms. These symptoms include (Perlman and Hartman, 1982; Freudenberger and Richelson, 1981; Çam, 1992; Leiter and Maslach, 1988; Potter, 2009):

- *Forgetfulness, feeling of failure, family conflicts, low concentration, irritability, sudden bursts of nervousness, frequent crying spells, desire to be alone, petulance and thinking not to be appreciated, slowing down work, stealing tendencies, withdrawal from work, growing dissatisfaction with work, deterioration in the quality of the service, erroneous interventions to the clients, the increase in the number of complaints from clients, fraud in documents, low job performance, being cynical and accusing towards colleagues, job dissatisfaction, tendency to receive a new vocational training, late arrivals to workplace and not going to work, decrease in commitment, increase in workforce turnover, increase in absenteeism and late arrivals due to illness, desire to quit the job and transfer to other business areas.*

Conclusion

This paper evaluated the fundamental framework of burnout syndrome for individuals and businesses. In the study, we summarized the origins of burnout stemming from individual factors and social (environmental or organizational) factors. This study highlighted the main factors behind the burnout syndrome such as age, education, marital status, number of children, excessive commitment to work, personal expectation level, individual performance, individual's ego power, personality traits, work-related stress, job satisfaction and motivation, relationship and communication with colleagues and managers. Apart from these factors, the following factors related to this job's nature, unlike the general ones in the aviation industry, can be shown as factors that cause burnout (Ozturk, 2019; Ozturk, 2020). To boost the overall performance of companies, it will be beneficial to manage the burnout syndrome by following important measures such as:

- i. Working programs should be rescheduled to facilitate the social lives of employees and managers,
- ii. Establishing and institutionalizing performance-based reward system
- iii. Maintaining continuous learning programs
- iv. Encouraging team participation
- v. Creating a supportive business culture
- vi. Decreasing the excessive workload, excessive responsibility, and time pressure

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