

RELATIONSHIP BETWEEN COUNSELING
PSYCHOLOGIST BURNOUT, TYPE
OF PRACTICE SETTING, AND
SELECTED DEMOGRAPHIC
VARIABLES

By

LARRY DALE VREDENBURGH

Bachelor of Science
Iowa State University
Ames, Iowa
1962

Doctor of Philosophy
University of Washington
Seattle, Washington
1968

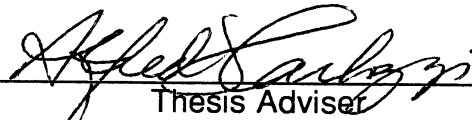
Master of Science
Oklahoma State University
Stillwater, Oklahoma
1988

Submitted to the Faculty of the
Graduate College of the
Oklahoma State University
in partial fulfillment of
the requirements for
the Degree of
DOCTOR OF PHILOSOPHY
December, 1992

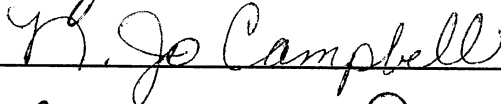
Thesis
1992D
V979r

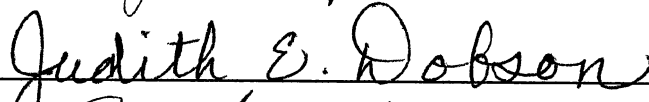
RELATIONSHIP BETWEEN COUNSELING
PSYCHOLOGIST BURNOUT, TYPE
OF PRACTICE SETTING, AND
SELECTED DEMOGRAPHIC
VARIABLES

Thesis Approved:



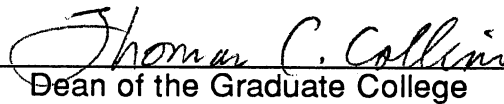
Thesis Adviser











Dean of the Graduate College

ACKNOWLEDGEMENTS

I wish to express a special thanks to Dr. Al Carlozzi, my committee chairperson and program adviser, for his friendship, encouragement, and for his role as mentor. Also, I sincerely thank the other members of my committee for their consideration, kindness, and encouragement. Thanks, Dr. Judy Dobson, Dr. Jo Campbell, Dr. Brent Snow, and Dr. John Rusco.

A very special thanks goes to four dear friends – Theresa, Liz, Pam, and Randy – who shared this experience and provided immeasurable support. Their friendship and sense of humor kept this experience fun and personally meaningful.

I would also like to express my appreciation and love to my family. Many years ago my parents, Margaret and Dale, instilled within me a sense of independence and confidence that has served me well. My children, Kristina and Brad, have always been a wonderful source of enjoyment, pride, and love. They were especially supportive of this endeavor.

Finally, I would like to thank a very special friend, Mary, for her encouragement and support during much of this project.

TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION	1
Introduction	1
Statement of the Problem	4
Significance of Study	6
Definition of Terms.	7
Burnout	7
Counseling Psychologist	8
Practice Setting	8
Research Hypotheses	8
Limitations	9
II. REVIEW OF LITERATURE	11
Introduction	11
Theoretical Models of Burnout	17
Phase Model	17
Communication Patterns Model.	22
Integration Model	24
Summary	26
Burnout in the Human Services Professions	27
Research on Burnout Among Psychologists.	29
Evidence of Distress in Psychologists	29
Psychologist Burnout	32
Correlates of Burnout	36
Research Organization Correlates	36
Work Setting Correlates of Burnout	38
Care-Giver Attribute Correlates of Burnout	40
Client-Related Correlates of Burnout	42
Summary	43
III. METHOD	45
Introduction	45
Subjects	45
Dependent Variables	46

Chapter	Page
Independent Variables	46
Instrumentation	47
Demographics Questionnaire.	47
Maslach Burnout Inventorys.	47
Procedure for Data Collection	53
Statistical Hypotheses	54
Statistical Analysis.	55
Summary	55
 IV. RESULTS.	 57
Introduction	57
Tests of Assumptions and Limitations	57
Means and Standard Deviations.	58
Statistical Analysis.	58
Test of Hypotheses.	68
Hypothesis One.	68
Hypothesis Two.	69
Hypothesis Three	70
Summary	71
 V. DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS.	 72
Introduction	72
Summary of Study	72
Interpretation of Statistical Findings	74
Conclusions.	76
Discussion	77
Type of Practice Setting	79
Hours of Client Contact	81
Age	81
Gender	82
Recommendations.	83
 REFERENCES.	 84
 APPENDIXES	 94
APPENDIX A – COVER LETTER	95
APPENDIX B – DEMOGRAPHIC QUESTIONNAIRE	97
APPENDIX C – SUMMARY OF DEMOGRAPHICS.	99

LIST OF TABLES

Table	Page
1. List of Mean Values for Occupational Subgroups for the Maslach Burnout Inventory	29
2. Means Scores on MBI Subscales Reported from Various Studies	33
3. Gender of Respondents	100
4. Marital Status of Respondents	101
5. Age Ranges of Respondents.	102
6. Primary Practice Settings of Respondents	103
7. Secondary Practice Settings of Respondents.	104
8. Hours of Client/Recipient Contact Per Week	105
9. Years Employed in Present Position	106
10. Pearson Correlation Matrix	59
11. Criterion Mean Scores and Standard Deviations	60
12. Summary of Hierarchical Multiple Regression Analyses Between Emotional Exhaustion and Predictor Variables	64
13. Summary of Hierarchical Multiple Regression Analyses Between Depersonalization and Predictor Variables	65
14. Summary of Hierarchical Multiple Regression Analysis Between Sense of Personal Accomplishment and Predictor Variables	66
15. Summary of Post Hoc Comparison of Means.	67
16. Frequency of Respondents' Reports of High, Moderate, or Low Levels of Burnout	80

LIST OF FIGURES

Figure	Page
1. Eight Phases of Burnout as Proposed by Golembiewski, Munzenrider, and Carter (1983) and Golembiewski and Munzenrider (1984, 1988).	18
2. Phase Model of Burnout (After Golembiewski and Munzenrider, 1988).	20
3. Communication Pattern Model of Burnout Demonstrating the Relationships Between Type of Supervisor/Co-worker Contact and Burnout Domains (After Leiter & Maslach, 1988) .	23

CHAPTER I

INTRODUCTION

Introduction

The mental health of psychotherapists is instrumental in their work. The very foundation of the therapist's craft is his or her mental and emotional well-being. In recent years the phenomenon of burnout in the human services profession has become a topic of increasing concern. Burnout is a complex syndrome of emotional exhaustion, depersonalization of the people with whom one works, and a sense of lack of personal accomplishment that can occur among those in the human services professions (Maslach, 1982).

Research has amply demonstrated that significant levels of burnout exist in the human services professions (Golembiewski & Munzenrider, 1988; Maslach & Jackson, 1984a). However, a review of the literature reveals that very little has been done to ascertain levels and correlates of burnout in psychologists.

Ackerley, Burnell, Holder, and Kurdek (1988) examined levels of burnout for 562 licensed, doctoral-level psychologists, primarily practicing in private practice, and found that 39.9% of the subject psychologists were experiencing high levels of emotional exhaustion, 34.3% were experiencing high levels of depersonalization of clients, and 0.9% were experiencing low levels of sense of personal accomplishment. In an earlier study, Farber (1985) found that out of 222 licensed psychologists responding from a state psychological association, 36% indicated moderate levels of emotional exhaustion and 6.3% indicated that

they were highly affected. No studies of burnout have been reported, to date, that focus exclusively on counseling psychologists.

A critical concern of some burnout researchers is that, while much of the burnout research effort has been directed towards attempts to identify demographic and personality correlates of burnout, characteristics of the work environment may provide a more productive direction (Golembiewski & Munzenrider, 1988; Leiter, 1988; Maslach and Jackson, 1984b). Specific work environment characteristics that have been studied and found to correlate significantly with measures of burnout include: expectations of supervision (Davis, Savicki, Cooley, & Firth, 1989; Penn, Romano, & Foot, 1988); involvement with co-workers (Leiter, 1988); perceptions of job-related stressors (Huberty & Huebner, 1988; Friesen & Sarros, 1989). Whereas, there has been no study to ascertain potential variations in level of burnout across different types of practice setting for a given profession, Boice and Myers (1987) found that, based on 124 psychologists responding to a stress questionnaire, private practitioners reported lower indices of job-related stress and lower health-related concerns than did academicians. Further evidence that types of practice setting may contribute significantly to variations in level of burnout is provided by Raquepaw and Miller's (1989) observation from 68 psychotherapists that those in agency settings reported higher levels of burnout than those in private practice. Ackerley et al. (1988) reported that for their 562 subjects, those in private practice experienced less emotional exhaustion, less depersonalization, and greater sense of personal accomplishment than those in the public sector.

Watkins, Loper, Campbell, & Himmell (1989), in a demographics study of APA Division 17 (Counseling Psychologists), reported the following membership distribution per type of practice settings: Private practice (21.5%); University Academic Department (33.8%); University Counseling Center

(17.8%); Hospital (6.9%); Community Mental Health Center (3.3%); Other (16.7%).

Certain demographic variables have been analyzed for their potential to influence levels of burnout. Age has been consistently found by researchers (Ackerley et al., 1988; Huberty & Huberty, 1988; Rogers & Dodson, 1988) to correlate negatively with the subscale burnout measures of emotional exhaustion and depersonalization. However, no significant results were reported by these studies for the relationship between age and the burnout subscale of sense of lack of personal accomplishment. Gender has also been considered as a potential variable of burnout. While Ackerley et al. (1988) and McGee's (1989) research did not find a significant relationship between gender and measure of burnout, Maslach and Jackson (1985) reported that females scored higher on measures of emotional exhaustion than males. Gender was evaluated in the present study because the literature presents varying observations relative to the relationship between gender and burnout and the present study focused on a specific population. Another variable studied in relation to burnout is years experience in present position. Ackerley et al. (1988), Farber (1985), and Ross, Altmaier, and Russell (1989) reported a significant negative relationship between years experience in one's profession and the level of reported emotional exhaustion (a subscale measure of burnout).

The relationship between burnout and number of hours of client contact per week also has been investigated. The literature indicates considerable variation in results of studies to identify relationships between case load and burnout. While all reports of significant relationships suggest that, if a relationship exists, it is a positive one – not all researchers have reported finding significant relationships. Friesen and Sarros (1989) and Rogers and

Dodson (1988) report a positive relationship between case load and the two burnout subscale measures of emotional exhaustion and depersonalization. Huberty and Huebner (1988), however, only found a significant relationship between case load and emotional exhaustion. On the other hand, Ross et al. (1989) only found a significant relationship between case load and the burnout subscale measure of depersonalization.

In summary, while studies suggest that psychologists and psychotherapists as a group experience meaningful levels of burnout (Ackerley et al., 1988; Farber, 1985), there has been no study to date that identifies levels of burnout in counseling psychologists. Furthermore, while research has identified many significant correlates of burnout among human services professions (Golembiewski & Munzenrider, 1988; Maslach & Jackson, 1984b), there has been no study to date to demonstrate the potential for different types of practice setting to correlate significantly with burnout for a given profession.

Statement of the Problem

This study was designed to determine the extent of burnout experienced by counseling psychologists and to investigate the relationship between levels of burnout and the different types of practice settings wherein counseling psychologists are employed. The prevalence of burnout in the human services professions has been well documented (Farber, 1983a; Golembiewski & Munzenrider, 1988; Maslach, 1982; Maslach & Jackson, 1984a, 1984b). However, very few studies have been done to ascertain levels and correlates of burnout in psychologists, in general, and, to date, no studies have focused specifically on counseling psychologists (Ackerley et al., 1988; Raquepaw & Miller, 1989).

It has been demonstrated that a significant amount of the variance observed in levels of burnout in human services professions can be explained by certain characteristics of the work setting (Friesen & Sarros, 1989; Leiter, 1988; Ross, Altman, & Russell, 1989). Furthermore, Ackerley et al. (1988) observed that psychologists in private practice scored significantly lower on measures of burnout than did those in the public sector. However, to date, there has been no comprehensive study to identify the relationship between levels of burnout across different practice settings for a given profession.

Because of the various research studies that indicate age, gender, years employed in present position, and hours of client contact per week may contribute to variations in observed burnout, these covariates were included in this study. It is believed that evaluation of the relationship between certain demographic variables and burnout can be better assessed when the research subjects are from a single profession than when they represent a multi-discipline population. Furthermore, inclusion of these demographic variables in this study allows for statistical control of their potential contribution to variability in measured burnout through multiple regression analysis.

The specific question investigated in this study is: Is there a relationship between levels of burnout experienced by counseling psychologists and different types of practice settings, hours of client contact, and years employed in present position when selected demographic variables (gender, age, and marital status) are controlled? The demographic variables were included to control for their potential effects on relationships between the principal variables under investigation, i.e. burnout and type of practice setting.

Significance of Study

Burnout is a well documented and costly occupational hazard experienced in the human services professions. The emotional exhaustion, cynicism, and sense of reduced personal accomplishment associated with burnout are often accompanied by deterioration in physical health as well. The results may impact negatively, not only on the professional, but also on his/her clients, family, peers, and organization as well (Golembiewski & Munzenrider, 1988; Maslach, 1982).

The increased research emphasis on burnout in the human services profession during the late 1980s evidences the growing awareness and sensitivity to the needs and stresses of those in the helping professions. While burnout research has progressed during the past decade from the gathering of empirical data and documenting the extent of burnout to theory building, the paucity of data on specific work settings has been described by Golembiewski (1989), Leiter and Maslach (1988), and Ross et al. (1989). Golembiewski specifically notes that burnout research data is lacking from national surveys that differentiate subjects by occupational groups. Such data is believed necessary for development of burnout models and theory.

It is believed that this study will contribute, in general, to the theoretical understanding of the burnout phenomenon and, specifically, to the pragmatic awareness that different types of practice settings may represent potentially different levels of risk for experiencing burnout.

Definition of Terms

Burnout

Burnout is a complex psychological and physiological response to interpersonal stressors in jobs wherein an overload of contact with people results in changes in attitudes and behaviors toward them. Specifically, burnout is defined as a syndrome of emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment which can occur among individuals who work with people in some professional capacity (Maslach, 1982; Maslach & Jackson, 1984a, 1986). Emotional exhaustion is described by Maslach as feelings of being emotionally overextended and drained by one's contact with other people. Depersonalization refers to the development of negative attitudes and impersonal responses towards people in one's care. Maslach describes this depersonalization as a very cynical and dehumanized perception of clients/patients. Finally, Maslach describes a reduced sense of personal accomplishment as feelings of inadequate personal achievement accompanied by a diminished sense of self-esteem, and a tendency to evaluate oneself negatively with regard to one's work with clients/patients (Maslach, 1982).

For purposes of this study, burnout was operationally defined in terms of the scores from the three subscales of the Maslach Burnout Inventory (MBI) Maslach & Jackson (1986). The three MBI subscales are emotional exhaustion, depersonalization, and sense of lack of personal accomplishment. According to the MBI Manual (Maslach & Jackson, 1986, p. 2), the emotional exhaustion subscale "assesses feelings of being emotionally overextended and exhausted by one's work"; the depersonalization subscale "assesses an unfeeling and impersonal response towards recipients of one's service, care, treatment, or

instruction"; and the personal accomplishment subscale "assesses feelings of competence and successful achievement in one's work with people."

Counseling Psychologist

For purposes of this study, a counseling psychologist is operationally defined as a doctoral-level graduate from an academic counseling psychology program and a member of the American Psychological Association.

Practice Setting

Practice setting refers to the primary institutional affiliation (place of employment) of the respondent counseling psychologists. For purposes of this study, practice settings were defined in terms of the distribution of APA's Division 17 (counseling psychologists) primary institutional affiliations identified by Watkins, Lopez, Campbell and Himmell (1986). Specific practice settings (institutional affiliations) include: private practice, university academic departments, university counseling centers, hospitals, community mental health centers, and other settings.

Research Hypotheses

The following research hypotheses were tested at the .05 alpha level of significance:

1. There is a significant relationship between emotional exhaustion scores for counseling psychologists and type of primary practice setting, hours of client/recipient contact, and years employed in present position when demographic variables of gender, age, and marital status are controlled.

2. There is a significant relationship between depersonalization of clients scores for counseling psychologists and type of primary practice setting, hours of client/recipient contact, and years employed in present position when demographic variables of gender, age, and marital status are controlled.

3. There is a significant relationship between sense of personal accomplishment scores for counseling psychologists and type of primary practice setting, hours of client/recipient contact, and years employed in present position when demographic variables of gender, age, and marital status are controlled.

Limitations

The conclusions resulting from this study are subject to the following limitations.

1. Because this is a correlational study, no statements of causality were presented. Such a study can only point to certain variables related to the self-reported experiences of burnout in some, as yet undetermined, way.

2. Because the measures of experienced burnout included in this study were obtained by self-report, mail-in questionnaires, the resultant sample constitutes a volunteer sample. As such, the results may reflect a sampling bias characterizing the motives of those responding to the survey.

3. Because this study relies solely on respondents' self-reporting of their experienced level of burnout, there was no independent verification of reported levels of burnout.

4. Though restricting the sampled subjects to a specifically defined population (doctoral-level graduates of a counseling psychology program who are members of the American Psychological Association) was believed

necessary to achieve the objectives of this study, the resultant conclusions are limited to this defined group and will not necessarily be generalizable beyond this population.

CHAPTER II

REVIEW OF LITERATURE

Introduction

In reviewing the literature on burnout, it becomes evident that while burnout is a very real syndrome experienced by certain individuals in response to complex work-related activities, it is by no means clearly understood. Though there is a growing body of literature on burnout in the human services professions, there is a paucity of studies focusing on psychologists, in general, and no studies specifically ascertaining the level of burnout experienced by counseling psychologists. Furthermore, the relationship of level of burnout to different practice settings has not been studied in detail.

The first objective of this study was to examine the level of burnout in a national sample of counseling psychologists using the Maslach Burnout Inventory to assess levels of emotional exhaustion, depersonalization, and sense of reduced personal accomplishment. The second objective was to examine the relationship between the work-related variable of type-of-practice-setting and burnout. The potential covariates of gender, age, years employed in present position, and hours of client contact per week were controlled for in the multiple regression analysis.

The term "burnout" was first used to describe a state of physical and emotional depletion experienced by human services professionals by Herbert Freudenberger (1974) while intensively involved in the free clinic movement of

the late 1960s and early 1970s. Freudenberger apparently took the 1960s colloquial term used to reference the effects of chronic drug abuse (i.e. "burned out" on drugs) and used it to describe the psychological state of certain volunteers working in free clinics and halfway houses (Farber, 1983a).

Freudenberger (1975) observed that after several months of work in a free clinic setting, it was not uncommon for young, idealistic counselors to become more tired, depressed, apathetic, and needy than their clients. Furthermore, it was observed that these symptoms were typically accompanied by feelings of guilt, paranoia, and a sense of omnipotence which prevented these counselors from reducing their work involvement.

Coincidentally, Christina Maslach (1976) was studying emotional arousal and how some people manage to keep such arousal from disrupting certain necessary job-related behavior. Specifically, Maslach was interested in crisis and chaos situations that might be encountered by hospital emergency room staff, police, and fire-fighter rescue personnel, and therapists doing crisis counseling. Maslach's (1976, 1979) original research focused on the study of the constructs of "detached concern" (the blending of compassion with emotional distance) and "dehumanization in self-defense" (the process of protecting oneself from overwhelming emotional feelings by responding to other people more as objects than as persons). Using questionnaires and interviews, Maslach's early research systematically investigated hundreds of workers representing many different types of human services professionals (Maslach, 1976, 1978, 1979; Maslach & Jackson, 1981).

During the late 1970s and early 1980s (following the initial works of Freudenberger and Maslach), numerous anecdotal reports, case studies, and testimonials were published that qualitatively described important incidences of the so-called burnout syndrome within the human services professions. The

burnout syndrome was described among police officers, counselors, teachers, nurses, social workers, psychiatrists, psychologists, attorneys, physicians, agency administrators, and mental health workers (Cummings & Nall, 1982; Daley, 1979; Farber & Heifetz, 1982; Forney, Wallace-Schutzman, & Wiggins, 1982; Garte & Rosenblum, 1978; Kremer & Owen, 1979; Maslach, 1976, 1979; Morgenthau & Morgenthau, 1980; Pines, 1982; Savicki & Cooley, 1982; Warnath & Shelton, 1976). Thus, while the importance of the burnout phenomenon as a significant issue among human services professions had been qualitatively demonstrated by the early 1980s, both a precise theoretical basis for researching the syndrome and a substantial empirical basis were lacking. As a result, the conceptual and operational definitions of the burnout syndrome varied widely in the early literature.

Freudenberger (1975) described burnout as a state of fatigue or frustration brought about by the individual's devotion to a cause or way of life that failed to meet expectations. Edelwich and Brodsky (1980, p. 14) defined burnout as a "progressive loss of idealism, energy, purpose, and concern as a result of conditions of work". Meier (1983, p. 899) proposed that burnout represents a "state in which individuals expect little reward and considerable punishment from work because of lack of valued reinforcement, controllable outcomes, or personal competence".

While most researchers suggested that the burnout syndrome represented a process rather than an event (Cherniss, 1980; Edelwich & Brodsky, 1980; Golembiewski, Munzenrider, & Carter, 1983), it was most commonly described by its associated symptoms. Specific symptoms detailed by Savicki and Cooley (1982) include: loss of concern and emotional feeling for the people with whom one is working, chronic fatigue, lower resistance to illness, cynicism, stereotyping and depersonalizing of clients, feelings of helplessness,

absenteeism, and leaving the job or profession. Perhaps Farber (1983a) most succinctly captured the early understanding of the essence of burnout with the observation that burnout describes a process characterized by a subtle pattern of symptoms, behaviors, and attitudes that are unique for each individual and that can be conceptualized as a function of the stress and related to personal, professional, and societal factors.

A significant milestone in the study of burnout from Freudenberger's first usage of the term to the present was the development of the Maslach Burnout Inventory (Maslach & Jackson, 1981). Based on extensive empirical research, the Maslach Burnout Inventory (MBI) provided, for the first time, the necessary research methodology to quantify potentially significant aspects of the burnout syndrome. The MBI subscales enabled quantitative assessment of significant aspects of burnout that had previously only been described in qualitative terms of anecdotal and case history reports. The three MBI subscales are: emotional exhaustion, depersonalization of clients, and lack of feelings of personal accomplishment. Operationally, Maslach and Jackson (1981) viewed burnout as a complex configuration of phenomena that included: being emotionally exhausted due to an unfavorable job situation, a change in perception of performance competence (low personal accomplishment), and a change in the worker's perception of the clientele (depersonalization).

The psychometrics of the Maslach Burnout Inventory have been extensively evaluated (Corcoran, 1986; Gold, 1984; Koeske & Koeske, 1989a; Powers & Gose, 1986; Rafferty, Lemkau, Purdy, & Rudisill, 1986) and found to describe a reliable, valid, and meaningful instrument for researching burnout. The MBI provides the most research-oriented definition for the construct of burnout and has been used exclusively in recent burnout research projects (Ackerley et al., 1988; Friesen & Sarros, 1989; Golembiewski & Munzenrider,

1988; McGee, 1989; Ross, Altmaier, & Russell, 1989). The development and subsequent validation of the Maslach Burnout Inventory as a viable research instrument has resulted in an accumulation of a significant body of data that documents significant levels of burnout in the human services professions (Golembiewski & Munzenrider, 1988).

During the late 1980s, burnout research has focused primarily on two objectives; (a) to identify and evaluate the significance of a wide spectrum of potential correlates and covariants of burnout, and (b) to develop comprehensive theoretical models of the burnout syndrome that will fully integrate the related constructs of stress and job satisfaction. There are three logical categories of potential burnout correlates; (a) characteristics of practice setting, (b) personal attributes and demographics of the human service professionals, and (c) client/patient-related components (Beck, 1987).

For any psychological construct to make a meaningful contribution to the understanding of human behavior, it is necessary for it to be based on a theoretical model. Burnout is no exception. In the mid-1970s, Freudenberger used the slang term "burnout" to describe a pattern of observed behaviors in free clinic counselors who appeared to be repetitive, consistent, and predictable in certain adverse work situations (Freudenberger, 1974, 1975). Subsequent research studies of this "burnout" phenomenon quickly progressed from the anecdotal reports of the late 1970s and early 1980s to the statistically grounded, multiple regression analyses of complexly related covariants during the mid-1980s. The resultant enhanced empirical data base has provided the necessary foundation for postulating comprehensive models of the burnout syndrome. Specifically, Leiter and Maslach's (1988) communication patterns model, Golembiewski and Munzenrider's (1988) phase model, and Koeske and Koeske's (1989b) integrated model represent important efforts to develop

comprehensive theoretical models of burnout. Of particular importance is the development of a more precise definition, understanding, and integration of burnout with such constructs as stress and job satisfaction.

While burnout is currently recognized as a valid and meaningful psychological construct (Burke, 1989; Koeske & Koeske, 1989a; Golembiewski & Munzenrider, 1988) and has been well documented within the human services professions, there remain critical gaps toward developing a clear understanding of this phenomenon. Selection of research subjects has typically involved mixed professions and job categories too divergent for meaningful generalization or replication. Recent research suggests that burnout represents a more complex syndrome with multiple interrelated antecedent and consequences correlates than previously hypothesized.

Although there is a growing body of published empirical research on burnout in the human service professions, little has been done to ascertain levels and correlates of burnout in psychologists. Furthermore, it appears that there has been no comprehensive study of potential levels of burnout across different practice settings for psychologists. The importance for researching correlates of burnout in psychologists is demonstrated, in part, by a recent survey of licensed, APA member psychologists who indicated that 39.9% of the polled psychologists were experiencing high levels of emotional exhaustion and that 34.3% were experiencing high levels of feelings of depersonalization (Ackerley, Burnell, Holder, & Kurdek, 1988). Furthermore, this same study found that 21% of the 562 respondents indicated that, in retrospect, they would choose a different career.

Theoretical Models of Burnout

Phase Model

Maslach's original burnout studies of the late 1970s and early 1980s culminated in factor analyses efforts to isolate the significant domains of burnout. Maslach and her group concluded that the dimensions of emotional exhaustion, depersonalization, and sense of lack of personal accomplishment most effectively defined burnout in the research sense. Subsequent factor analytic studies have confirmed Maslach's original three-factor conclusions (Belcastro & Gold, 1983; Gold, 1984; Golembiewski & Munzenrider, 1984; Green & Walkey, 1988).

While most burnout researchers report results of burnout studies in terms of the three MBI subscale measures, Golembiewski's efforts at developing a theoretical burnout model attempts to utilize the three domains in a complex approach to exploit their differential seriousness or virulence (Golembiewski, 1986; Golembiewski & Munzenrider, 1984, 1988). To effect this approach, Golembiewski's group utilized two steps. First, they developed norms from 1535 employees of a federal agency whose jobs involved interacting with needy clients. These norms were used to distinguish between two arbitrary clusters of scores from each of the three MBI subscales. The subjects' scores were dichotomized at the median for each subscale, and those falling above the median point were labeled as experiencing high levels of burnout, and those falling below the median were labeled as presenting low levels of burnout (Golembiewski & Munzenrider, & Carter, 1983).

The second aspect in the development of Golembiewski's phase mode was the assumption that the three Maslach Burnout Inventory subscales characterize progressively more serious consequences, with depersonalization

being the least virulent and emotional exhaustion the most serious in potential consequences (Golembiewski, Munzenrider, & Carter, 1983). By combining the high/low status of each of these MBI domains with the progressive seriousness of each domain, they were able to assign each research respondent to one of eight discrete "phases" of burnout as demonstrated in Figure 1.

Figure 1. Eight Phases of Burnout as Proposed by Golembiewski, Munzenrider, and Carter (1983) and Golembiewski and Munzenrider (1984, 1988).

MBI Domains	Progressive Phases of Burnout ^a							
	I	II	III	IV	V	VI	VII	VIII
Depersonalization	L	H	L	H	L	H	L	H
Personal Accomplishment ^b	L	L	H	H	L	L	H	H
Emotional Exhaustion	L	L	L	L	H	H	H	H

^aHigh (H) and low (L) levels of burnout are based on dichotomization at the median position for the three MBI subscale measures of burnout.

^bReversed from MBI Manual (Maslach & Jackson, 1986).

Golembiewski (1986) notes that this phase model approach to understanding burnout attempts to describe the progressive seriousness of phases

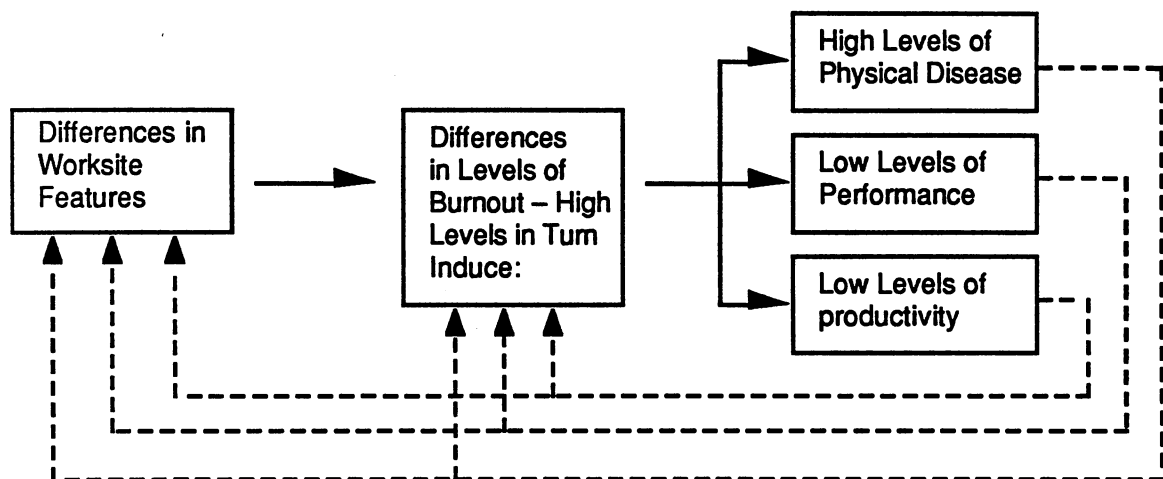
alone, and does not imply that an individual would, or even could, progress through each phase in order. Rather, Golembiewski suggests that the significance of the phase model is in the recognition and demonstration that the phases are associated with a range of variables that tend to become increasingly more serious as the phase designation progress from Phase I to Phase VIII (Golembiewski, 1986).

A significant aspect of the phase model research by Golembiewski and his associates is the conceptualization that not only is burnout a process that can be demonstrated to occur in stages, but that the three components of burnout as measured by the MBI (emotional exhaustion, depersonalization, and personal accomplishment) also represent a sequential progression of degree of potential virulence to the individual. The phase model is based on the conceptualization that depersonalization is considered the initial burnout phase, wherein significant increases in incidence and intensity of depersonalization of clients would occur before the human service worker experienced the onset of any meaningful reductions in sense of personal accomplishment. In fact, Golembiewski (1986) suggests that in certain cases and to a substantial degree, treating people as objects might actually lead the professional to a heightened, albeit temporary, sense of accomplishment. However, following a sufficient increase in levels of depersonalization and sense of lack of personal accomplishment, the potentially more serious phase of emotional exhaustion would occur.

Based on their empirical observations of employee behaviors in organizations, Golembiewski, Munzenrider, & Carter (1983) concurred with Freudenberger's (1974, p. 160) observation that burnout is an "unending cycle of accelerating effort and decelerating reward". Golembiewski et al. further conceptualized a self-reinforcing cycle of burnout wherein the individual first

begins to demonstrate a quickness to become angry, irritated, and frustrated followed by excessively rigid, stubborn, and inflexible thought processes that tend to block any progressive and constructive change. The final result, then, is the individual expending an ever increasing amount of physical time to accomplish less and less until the person becomes so preoccupied with work and isolated from peers and friends that the desperately needed support network is lost (refer to Figure 2).

Figure 2. Phase Model of Burnout (After Golembiewski and Munzenrider, 1988).

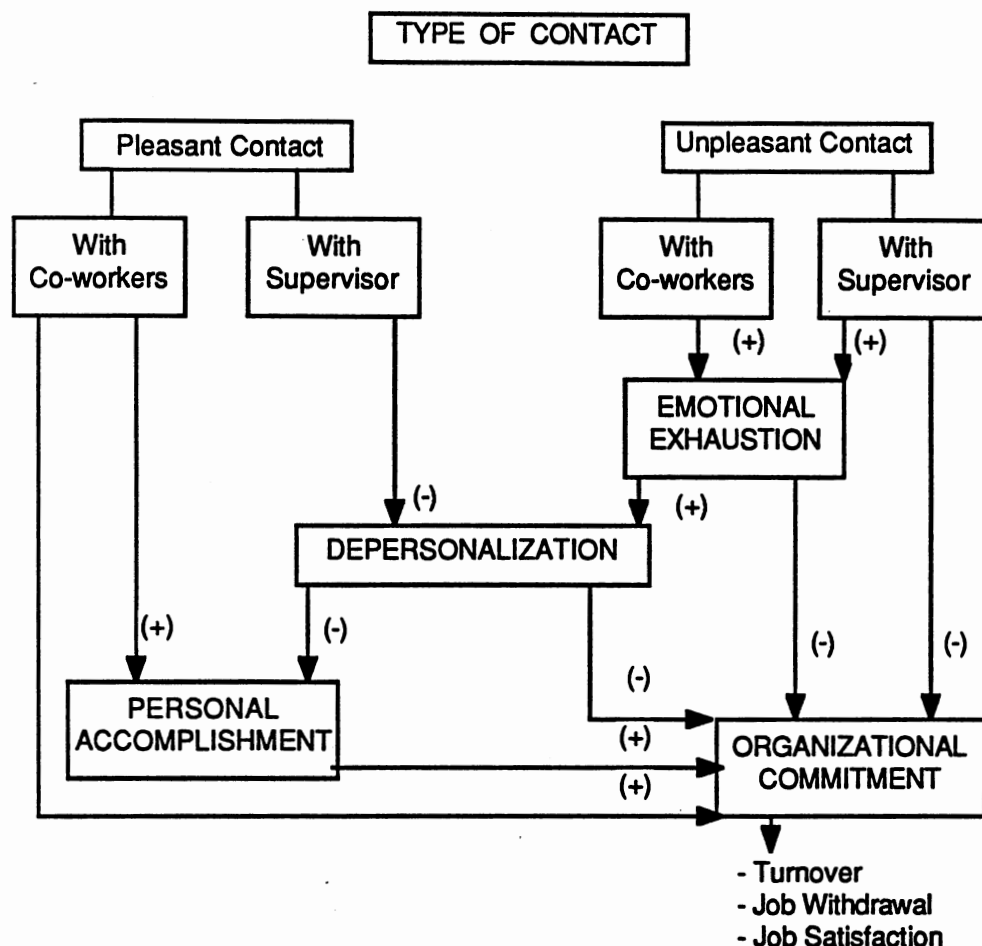


In an attempt to evaluate the usefulness of their proposed phase model, Golembiewski (1986) conducted an elaborate study to validate the structure of the phase model against 22 target variables derived from: (a) six characteristics of individual human service workers; (b) six measures from the Job Descriptive Index (which measures worker satisfaction with five different facets of work and a composite score; and (c) the Job Diagnostic Survey (which measures satisfaction with ten aspects of the job). As predicted by Golembiewski, Munzenrider, & Carter (1983), a comparison of the eight phases of their model against the 22 selected variables demonstrated a strong pattern of covariation in the anticipated direction with the various measures from the Job Descriptive Index, the Job Diagnostic Survey, and the individual characteristics. However, two significant criticisms and limitations of the Golembiewski research are recognized by Golembiewski (1989) and Leiter (1989). Leiter (1989) suggests that the convention of using a high vs. low dichotomy of burnout scores from the three MBI subscales could be expected to obscure potentially significant and meaningful relationships. Golembiewski (1989) acknowledges that the high vs. low division of scores is, in fact, based on convenience rather than definitive data. An additional concern with the eight-stage phase model (Golembiewski, 1986; and Golembiewski & Munzenrider, 1988) is that there is no consideration given to the potential directionality of whether the person is experiencing progressively more serious levels of burnout or may, in fact, be recovering from experienced burnout. While the Golembiewski phase model is based on progressively more severe symptoms of burnout from Phase I through Phase VIII, there is no consideration given to how the stages may differ if the individual is actually in the process of recovering from burnout.

Communication Patterns Model

Whereas Golembiewski's theory-building research focused on phases of progressive burnout, Leiter (1988) and Leiter and Maslach (1988) developed an interpersonal communication patterns model. Drawing upon research that demonstrates a significant and meaningful correlation between measures of burnout and such interpersonal work characteristics as percent of time in client contact, difficulty of client problems, case load, and degree of peer support (Maslach & Jackson, 1984a, 1985b), Leiter and Maslach concluded that interactions with co-workers represent a potentially meaningful source of variation in measures of organizational commitment. Leiter and Maslach (1988) conceptualized that the nature of contact between peers would not necessarily be the same as that between an employee and his/her supervisor. Specifically, it was postulated that positive communication from a superior might involve praise, guidance, and promotions, while positive contact with a co-worker would more likely involve friendship, help, and comfort. Negative interpersonal communications typically involve conflicts, disagreements, multiple demands, warnings, threats, and role conflicts. As conceptualized in Figure 3, Leiter and Maslach's (1988) model of burnout suggests that the quality of interpersonal communication (pleasant or unpleasant) and the source/recipient (co-worker or supervisor) may have different relationships to burnout and organizational commitment. The parenthesized signs in Figure 3 indicate the research-based direction of correlation between adjacent covariants. As expected, Leiter and Maslach found that increased levels of emotional exhaustion and decreased measures of organizational commitment are related to unpleasant contacts while lower levels of burnout and increased measures of organizational commitment are related to pleasant contacts.

Figure 3. Communication Pattern Model of Burnout Demonstrating the Relationships Between Type of Supervisor/Co-worker Contact and Burnout Domains (After Leiter & Maslach, 1988).



The communication patterns model suggests that burnout may represent an important mediating variable between interpersonal aspects of the work environment and organizational commitment. Leiter (1988) and Leiter and Maslach (1988) further hypothesize that emotional exhaustion is likely to show up as the first phase of burnout because it is primarily a response to the

emotional stressors of the job. They suggest that once emotional exhaustion occurs, an individual may attempt to cope by withdrawing from others and gradually adopting a depersonalization response towards others. Finally, as depersonalization occurs, they further hypothesize that the individual would then become more susceptible to feelings of being less successful on the job and would tend towards a self-evaluation of low accomplishments.

It is of significant interest to note that the sequence of the three burnout domains as proposed by Leiter (1988) and Leiter and Maslach (1988) is opposite of that postulated by Golembiewski and Munzenrider (1988). The Leiter and Maslach communication patterns model theorizes that emotional exhaustion leads to depersonalization which leads to a sense of lack of personal accomplishment. Conversely, the Golembiewski and Munzenrider phase model postulates that depersonalization contributes to reduced sense of personal accomplishment which then combine to produce emotional exhaustion.

Integration Model

Koeske and Koeske (1989a, 1989b) concluded that the three MBI domains of emotional exhaustion, depersonalization, and sense of personal accomplishment should be viewed as three related constructs that function in different ways within a complex theoretical framework. Based on their factor analysis of the MBI items and intercorrelation studies of the three MBI subscales, they concurred with Golembiewski & Munzenrider (1984) and Leiter & Maslach (1988) that combining subscale scores into a composite burnout measure may obscure complex but potentially important relationships.

While recognizing the validity of a three-domain conceptualization of burnout, Koeske and Koeske (1989a) developed an alternative model for conceptualizing burnout that considers emotional exhaustion as the essence of burnout and then treats depersonalization and sense of personal accomplishment as different but theoretically related variables. The uniqueness of the Koeske and Koeske model is that it focuses on the concept of antecedents and consequences of burnout and recognizes the potentially complex effects of moderation variables. They propose an integrated model of burnout that can be expressed as a sequence of conditions that begins with "demand" and progresses through "stress", "strain", and "outcome".

In their model, Koeske and Koeske (1989b) view demand as the possible combination of various work load variables (e.g. average hours per day of direct client contact, percentage of total work time spent in direct practice, percentage of interventions that were of a crisis nature, and percentage of interventions that were of an intensive nature). Stress is identified by Koeske and Koeske in terms of social stressors encountered in the work setting (e.g. suicide of a client, conflict with a co-worker). Strain is equated to the burnout domain of emotional exhaustion as measured by the Maslach Burnout Inventory. Outcome is considered by Koeske and Koeske to be a consequence of strain (emotional exhaustion) and most readily measured in terms of one's intention to quit his/her job and other job satisfaction measures.

Koeske and Koeske (1989a) conclude from their research that using burnout as a predictor of outcome (consequences) demonstrates larger effects and is more consistent than attempts to predict burnout from measures of antecedent variables. A significant aspect of the Koeske and Koeske model is that it enables resolution of and integration of the psychological construct of burnout with identification of job stressors and measures of job satisfaction.

Summary

Three different groups of burnout theorists have proposed comprehensive models to explain the theoretical aspects of the burnout phenomenon. The Golembiewski group developed a phase model to empirically demonstrate the progressive phase aspect of burnout and to integrate the three burnout domains of depersonalization, sense of personal accomplishment, and emotional exhaustion. While their model is supported by a large empirical database and aptly demonstrates the progressive phase aspect of burnout, it can be criticized for being too cumbersome to utilize in most research efforts and certainly too theoretical in nature to have much practical application. As a result, to date, it has not been replicated; however, Burke (1989) suggests that the sequence of ordering of the three burnout domains poses meaningful research questions.

The communication pattern's model of Leiter and Maslach, while based on a much smaller sample than Golembiewski's phase model, is the first comprehensive model to consider the ramifications of separating burnout correlates into antecedent and consequences variables. The communication pattern's model attempts to demonstrate in a pragmatic and researchable manner the importance of burnout as a moderator variable acting on/within the individual in a sequence between the job stressors and the related consequences as exhibited in terms of organizational commitment.

Finally, Koeske and Koeske's conceptualization of the integrated (demand → stress → strain → outcome) model provides a utilitarian perspective for integrating the various constructs of burnout, stress, and job satisfaction.

Burnout in the Human Services Professions

In recent years, increasing attention has been paid to the phenomena of burnout in the human services professions. Maslach and Jackson (1984) note that the study of burnout clearly has its roots in people-oriented, helping professions. It was from his involvement with the free-clinic movement of the 1970s that Freudenberger (1974) first observed the phenomena and coined the term "burnout". Subsequent research has demonstrated a particularly high incidence of burnout among human services professionals (Maslach, 1982; Maslach & Jackson, 1984a; Pines, 1982). Human service professions include such disciplines as teaching, nursing, child care, occupational therapy, social work, counselors, psychotherapy, medicine, and psychologists.

Teachers and other educators were the subjects of some of the earliest anecdotal studies of burnout (Cummings & Nall, 1982; Hendrickson, 1979; Moe, 1979; Savicki & Cooley, 1982). The teaching profession continues to receive significant attention by more recent researchers conducting empirical studies to identify significant correlates of burnout (Friesen & Sarros, 1989; Gold, 1984; Green & Walkey, 1988; Jackson, Schwab, & Schuler, 1986). Maslach and Jackson (1986) report that for a sample of 4,163 subjects in the teaching profession, the mean MBI subscale scores were 21.25, 11.00, and 33.54 for emotional exhaustion, depersonalization, and sense of personal accomplishment, respectively.

Child care and child protective workers also were targeted for early case studies and anecdotal reports of burnout (Daley, 1979; Freudenberger, 1975; Maslach, 1976). A recent study by McGee (1989) focused on child protection service workers and found that those workers who scored highest on burnout scores also were the ones who made the earliest and most rigid decisions

about there being low risk to the safety of a child in a case of chronic neglect, suggesting that burned-out personnel were coping with stress by denying the need for their involvement.

Riggan, Godley, and Hafer (1984) and Rogers and Dodson (1988) conducted research on burnout in occupational therapists and found that, on the average, occupational therapists experienced slightly lower frequencies of burnout than other human service professionals. For instance, Rogers and Dodson report mean levels for measures of emotional exhaustion, depersonalization, and personal accomplishment of 19.95, 5.62, and 36.06, respectively, while Maslach and Jackson (1986) report respective levels of 20.99, 8.73, and 34.5% for their normative sample for the MBI.

Additional studies of burnout that demonstrate the variety of human service professions concerned with burnout include the following disciplines: social workers (Koeske & Koeske, 1989a, 1989b); nursing (Green & Walkey, 1988; Leiter & Maslach, 1988); mental health workers (Savicki & Cooley, 1982); counseling center staff (Ross, Altmaier, & Russell, 1989); personnel and guidance counselors (Davis, Savicki, Cooley, & Firth, 1989); school counselors (Moracco, Butcke, & McEwen, 1984); and family service counselors (Beck, 1987). Table 1 summarizes the three MBI subscale means for different occupational subgroups evaluated by Maslach and Jackson (1986) in the norming of the Maslach Burnout Inventory.

Table 1

List of Mean Values for Occupational Subgroups for the Maslach
Burnout Inventory^a

Occupational Subgroup	MBI Subscales ^b		
	Emotional		Personal
	Exhaustion	Depersonalization	Accomplishment
Teaching (n = 4,163)	21.25	11.00	33.54
Other Education (n = 635)	18.57	5.57	39.17
Social Services (n = 1,538)	21.35	7.46	32.75
Medicine (n = 1,104)	22.19	7.12	36.53
Mental Health (n = 730)	16.89	5.72	30.87
Other (n = 2,897)	21.42	8.11	36.43
Overall Sample (n = 11,067)	20.99	8.73	34.58

^aAfter Maslach & Jackson (1986).

^bTabled values represent mean MBI subscale scores.

Research on Burnout Among Psychologists

Evidence of Distress in Psychologists

The potential professional and personal hazards of psychotherapeutic work have been well documented (Farber, 1983b; Hellman & Morrison, 1987;

Hellman, Morrison, & Abramowitz, 1986; Maslach, 1986; Thoreson, Miller, & Krauskopf, 1989; Watkins, 1983). In a study of 95 primarily psychodynamically oriented therapists, Farber (1983b) found that the single greatest source of client-related stress for psychotherapists was dealing with suicidal ideation. Other significant sources of client-related stress identified by Farber include: aggressive and hostile behavior, agitated anxiety, apathy and depression, impulsive behavior, and intensive dependency. Farber notes that these features are commonly seen as symptoms of borderline personality disorders. An important observation from Farber's study was that a relatively high degree of stress was associated with clients' premature termination. The implication that therapists are emotionally invested in their clients suggests that a sense of lack of personal accomplishment (a burnout domain) may be involved if the client terminates prematurely.

A factor analytic study of 227 licensed psychologists practicing in northern California conducted by Hellman, Morrison, and Abramowitz (1986) demonstrated numerous important sources of stress. Hellman's group reported that for their research subjects, the single most stressful aspect of client contact was dealing with suicidal gestures, thus replicating Farber's (1983b) observations. In addition, they report that additional significant stressors for their sample of psychologist subjects included: client expression of hostility and anger, maintaining the therapeutic relationship, professional self-doubt, work over-involvement, and feeling personally depleted. (Though Hellman's group did not measure burnout per se, their observations that therapeutic relationships, self-doubt, work over-involvement, and feelings of being personally depleted were important stressors, strongly suggest that significant levels of experienced burnout may be involved.) Hellman, Morrison, and Abramowitz (1986) concluded that stressful client behaviors cluster into five

distinct categories: expressions of negative affect, resistances, psychopathological symptoms, suicidal threats, and passive-aggressive behaviors.

In a follow-up study on the same 227 psychologists used in their 1986 research, Hellman and Morrison (1987) evaluated the influence of institutional versus private practice setting and neurotic versus psychotic type of case load as potentially significant stressors. The data for this study came from the same 227 psychologists reported on by Hellman, Morrison, and Abramowitz in 1986. They observed that those psychologists whose case loads contain a substantial proportion of psychotic or character-disordered clients reported more work-related stress. Specific areas of enhanced stress included: maintaining the therapeutic relationship, doubts about their therapeutic effectiveness, and feelings of personal depletion. Significantly, they further found that psychologists practicing in institutional settings reported more stress from work-related issues than those practicing in private practice. Hellman and Morrison note that this relationship was due primarily to substantially greater feelings of personal depletion and tendencies to become more over-involved in their work – both being aspects of experienced burnout (Maslach & Jackson, 1986; Golembiewski & Munzenrider, 1988). On the other hand, it was found that psychologists in private practice experience greater stress from clients exhibiting psychopathological symptoms than did those in institutional practice (Hellman & Morrison, 1987).

Thoreson, Miller, and Krauskopf (1989) conducted research on 379 psychologists from a midwestern state psychological association in an effort to develop empirical data relevant to the levels and types of impairment experienced by this group. Based on the results of a self-report Psychologist Health Questionnaire, Thoreson's group observed that approximately 10% of

the psychologists responding had experienced frequent (often to very often) levels of distress within the past year in such categories as: depression (11%), marriage/relationship dissatisfaction (11%), recurrent physical illness (10%), problems with alcohol use (9%), and feelings of loneliness (8%). This study also observed that female psychologists reported being more dissatisfied with interpersonal and family relationships and more depressed than did the males in the study.

Psychologist Burnout

As indicated by the previous discussions, there are ample and well-documented studies of burnout within the multi-disciplined human services professions. Furthermore, it has been demonstrated that psychologists are no less prone to experience personal and professional distress than other human services providers. However, it has only been in the last few years that serious research efforts have been undertaken to ascertain, empirically, the existence, levels, and correlates of burnout experienced by psychologists. Table 2 compares the mean scores of the MBI subscales for several significant psychologist burnout studies.

One of the earliest efforts to empirically research burnout in psychologists was conducted in 1982 by Farber and Heiftz. While Farber and Heiftz discussed burnout in psychotherapists, their sample represented a multi-discipline group of 21 psychiatrists, 24 psychologists, and 15 social workers. Furthermore, their "measure" of burnout was semi-structured tape-recorded interviews that focused on the psychotherapists' work experiences and perceptions of the effects of the psychotherapeutic role. The resultant tapes were transcribed and coded by research assistants. Frequency counts of

Table 2

Means Scores on MBI Subscales Reported from Various Studies

Research Project	n	MBI Subscales		
		Emotional Exhaustion	Depersonalization	Personal Accomplishment
Maslach & Jackson (1986)	730 ^a	16.89	5.72	30.87
Farber (1985)	314 ^b	18.00	4.57	42.00
Ackerley et al. (1988)	562 ^c	19.44	6.31	42.27
Raquepaw & Miller (1989)	68 ^d	18.50	5.50	42.90
Huberty & Huebner (1988)	234 ^e	20.0	5.17	37.70

^a Includes Maslach and Jackson's normative group for all mental health disciplines – not just psychologists alone

^b Clinical psychologists

^c Licensed psychologists

^d Psychotherapists (includes psychologists and social workers)

^e School psychologists

critical responses provided the data for analysis. Because Farber and Heiftz's (1982) working definition of burnout was a "yes" or "no" summary, relative levels of burnout per individuals could not be assessed. However, their results show that 71% of the psychologists, 43% of the psychiatrists, and 73% of the social workers made self-reports of proneness towards feelings of "burnout".

Recognizing the importance of defining, more specifically, the researched subjects, Farber, in 1985, conducted burnout research on 314 clinical psychologists randomly selected from the membership of a large state psychological association. Farber's 1985 research was further enhanced over his earlier (1982) project by the use of the more empirically reliable and valid Maslach Burnout Inventory. Though Farber's (1985) primary research objective was to investigate the perceptions that clinical psychologists had of psychotherapeutic work, in general, he did collect and analyze burnout data. Farber found that the mean burnout subscale scores for this sample of clinical psychologists were 18.00, 4.57, and 42.00 for emotional exhaustion, depersonalization, and sense of personal accomplishment, respectively. These scores are suggestive of lower burnout than the respective mean scores of 20.99, 8.73, and 34.58 reported by Maslach and Jackson (1986) for their overall normative sample. However, Farber's observed mean scores of 18.00, 4.57, and 42.00 are quite similar to Maslach and Jackson's (1986) mean scores of 16.89, 5.72, and 30.87 for the occupational sub-grouping of mental health workers. Farber (1985) reported significant correlations ($p < .05$) between the burnout subscales and such personal and work-related variables as: total number of clients per week, experience level, and private versus institutional practice settings. Farber concluded that inexperienced therapists and those working in institutional settings were at highest risk for experiencing burnout.

Perhaps one of the most comprehensive and revealing studies of burnout in psychologists, to date, is the 1988 report by Ackerley, Burnell, Holder, and Kurdek. This group examined the extent of burnout and its correlates for a national sample of 562 licensed, doctoral-level, practicing psychologists employed within human service settings. Ackerley et al. report finding meaningful levels of burnout as measured by the MBI. They reported score

means of 19.44, 6.31, and 42.27 for the MBI subscales of emotional exhaustion, depersonalization, and sense of personal accomplishment, respectively. These scores suggest higher levels of burnout than reported by either Maslach and Jackson (1986) or Farber (1985).

Ackerley et al. (1988) found a considerably different picture of the extent of burnout in their study of 562 licensed psychologists than previously reported from Farber's (1985) report on 314 clinical psychologists or Hellman et al.'s (1986) study of 227 psychotherapists. Farber (1985) noted that only 6.3% of his sample reported feeling strongly affected by the work and 61.2% reported feeling no stress. Similarly, Hillman et al. (1986) reported that 78% of their sample reported being very comfortable with the practice of psychotherapy. Ackerley's group, however, observed that 39.9% of their study group reported experiencing high levels of emotional exhaustion and that 34.3% were also experiencing high levels of depersonalization. This level of expressed distress is reflected in the finding that 21.0% of the subjects in the Ackerley study indicated that they would choose some other career if given the opportunity. The MBI subscale means reported for the Ackerley study are also considerably higher than those reported by Maslach and Jackson (1986) for the mental health workers normative sample (Table 2).

In addition to identifying levels of burnout, Ackerley et al. (1988) also examined potential correlates of burnout for five different categories of variables: demographic variables, objective work characteristics, types of therapeutic activities, types of therapeutic issues, and factors within the therapeutic setting. Sense of personal accomplishment was found to correlate with income, work load, and types of therapeutic issues. Depersonalization and emotional exhaustion were found to be related to age, years experience, therapist involvement with clients, and negative client behavior. Ackerley et al.

(1988) further found that those in private practice reported lower levels of experienced burnout than did their colleagues in institutional settings.

Two additional burnout studies (Huberty & Huebner, 1988; Raquepaw & Miller, 1989) provide meaningful burnout data but are more diverse in their sampled population. The Raquepaw and Miller study used 68 practicing psychotherapists in Texas. Unfortunately, this group reflects a combined sample of psychologists and social workers with either doctoral or master's degree. Huberty and Huebner (1988) investigated burnout among 234 school psychologists. Regardless of the potentially questionable theoretical generalization of these results to psychologists in general and counseling psychologists in particular, Table 2 suggest that the levels of burnout reported from these two studies are quite similar to those reported by Ackerley et al. (1988) and Farber (1985).

In summary, while levels and incidence of distress and burnout have been amply demonstrated for the human services professions in general, the research documentation for psychologists is sparse and somewhat contradictory. Furthermore, to date, no research efforts have attempted to identify levels of burnout among counseling psychologists.

Correlates of Burnout

Research Organization of Correlates

The focus, structure, and objectives of burnout research have undergone an evolution during the past 15 years. The earliest literature on burnout (e.g. Daley, 1979; Freudenburger, 1974, 1975; Maslach, 1976, 1978, 1979; Morgenthau, 1980) dealt strictly with anecdotal reports and descriptive case studies.

By the early 1980s, the results of two areas of research activity had combined to more directly focus the direction of continued burnout research. First, the prevalence of the burnout phenomenon had become widely described and accepted as a real syndrome within the human services professions (Farber, 1983a; Jones, 1981; Maslach, 1982). Second, in 1981, Christina Maslach and Susan Jackson developed and published the first edition of the Maslach Burnout Inventory, a reliable and valid test instrument to efficiently and economically assess the psychological aspects of the burnout domains of emotional exhaustion, depersonalization, and sense of personal accomplishment (Maslach & Jackson, 1981a and 1986). With a psychological construct and an economical test instrument at hand, research efforts to find statistically meaningful relationships between environmental, intrapersonal, and interpersonal variables and the three burnout domains flourished during the early- and mid 1980s. The early stages of developing theoretical models to explain and understand the construct of burnout contributed to the awareness that the correlates of burnout were most likely multifold, and complexly interrelated (Golembiewski & Munzenrider, 1984; Jackson, Schwab, & Schuler, 1986; Meier, 1983).

In subsequent efforts to organize the complex array of multiple correlates of burnout, most researchers with empirical objectives began analyzing the correlates in terms of those related to work setting characteristics, those defined by the care giver's personal attributes, and those related to certain aspects of the client (Beck, 1987; Maslach & Jackson, 1984a; Ursprung, 1986). Some researchers, necessarily, continue to study the relationship between burnout and its many covariants strictly in terms of the work setting – practitioner – client categories (Ackerley et al., 1988; Hellman, Morrison, & Abramowitz, 1986, 1987a, 1987b; Beck, 1987; Huberty & Huebner, 1988; Raquepaw & Miller,

1989). On the other hand, those researchers active in developing theoretical models to explain the burnout syndrome also consider the antecedent versus consequence aspect of their research variables (Koeske & Koeske, 1989; Jackson, Schwab, & Schuler, 1986). Recognition of the antecedent versus consequences aspects of burnout correlates is a necessary step in the theorizing of the etiology and treatment of burnout.

Work Setting Correlates of Burnout

Supervision. Ross, Altmaier, and Russell (1989) and Penn, Romano, and Foat (1988) found that subjects with supportive supervisors and/or positive supervision contacts experienced lower levels of emotional exhaustion and depersonalization and higher levels of sense of personal accomplishment than their peers. Davis, Savicki, Cooley, and Firth (1989) and Leiter and Maslach (1988) in studies of the relationship between negative supervisory experiences and burnout made similar observations. Emotional exhaustion and depersonalization were both found to increase with negative supervisory experiences. Thus, research suggests that positive and negative supervisory experiences are related to lower and higher levels of burnout, respectively.

Supportive Work Environment. In studies of the relationship between the subjects' feelings towards co-workers, a significant ($p = .05$) relationship has been reported for the emotional exhaustion domain of burnout. Leiter (1988) and Ross, Altmaier, and Russell (1989) both found that as positive indicators of social integration on the job (peer contacts) increase, the level of emotional exhaustion decreases. However, their observations differ on the depersonalization and sense of personal accomplishment subscales. Leiter (1988) reported a non-significant ($p > .05$) relationship for depersonalization

and worker contact, while Ross's group reported a slightly negative relationship. For sense of personal accomplishment, Leiter found a positive relationship with worker contact while Ross's group did not find a significant ($p < .05$) relationship.

Practice Setting. While no comprehensive studies have been reported to date that assess the relationship between measures of burnout and different practice settings, Ackerley et al. (1988) found that psychologists in public practice in human service jobs experienced higher levels of burnout than those in private practice. Boice and Myers (1987) concluded from a comparative study of job-related stress, physical health problems, and mental health problems for psychologists in private versus academic positions that those in private practice were happier. On the other hand, Hellman and Morrison (1987) report that, based on a study of 227 psychologists, those in private practice experienced more stress than those in institutional practice.

Work Stressors. The research literature demonstrates a consistent relationship between certain work-related stressors (e.g. facilities, travel, politics, case load, lack of support, job role, expectations, and lack of time) and the MBI subscale measure of emotional exhaustion (Friesen & Sarros, 1989; Huberty & Huebner, 1988; Koeske & Koeske, 1989). These studies all reported significant ($p < .01$) positive relationships between levels of emotional exhaustion and work stressors. However, for the most part, non-significant ($p > .05$) relationships were observed when work stressors were correlated with the measures of depersonalization and sense of personal accomplishment.

Care-Giver Attribute Correlates of Burnout

Age. Age is consistently found to correlate negatively with measures of emotional exhaustion and depersonalization (Ackerley et al., 1988; Huberty & Huebner, 1988; Rogers & Dodson, 1988). These same studies report that no significant ($p > .1$) relationship was found between age and sense of personal accomplishment. Huberty and Huebner (1988) hypothesize that as human service providers become older they may develop a variety of behavioral and attitudinal experience patterns that reduce the likelihood of experiencing burnout. There may also be generational bias in reporting stressful events – with older individuals more reluctant to report stressful situations (Ross, Altmaier, & Russell, 1989).

Gender. In an earlier study, Maslach and Jackson (1981) found that females scored higher on measures of emotional exhaustion while males scored higher on measures of depersonalization and sense of personal accomplishment. In a later study (Maslach & Jackson, 1985), they replicated the gender difference in emotional exhaustion but found that gender differences were insignificant on the depersonalization and personal accomplishment subscales. The Maslach and Jackson subjects came from a wide range of human services professions, and it is a possibility that the gender relationships may represent spurious relationships. More recent studies that involve multiple regression analyses to control for certain demographic variables report that significant ($p < .05$) relationships between gender and any of the three MBI subscale scores have not been observed (Ackerley et al. (1988); McGee, 1989).

Marital or Personal Relationship. In their 1981 study, Maslach and Jackson found that either being married or in a personal relationship correlated significantly ($p < .05$) with emotional exhaustion but not to either depersonalization or sense of personal accomplishment. They observed that people who were single or divorced scored higher on emotional exhaustion than those who were married or otherwise in a relationship. Subsequent studies by Maslach and Jackson (1985) and Ackerley et al. (1988) failed to replicate these early findings. Interestingly, Ross, Altmaier, and Russell (1989) found that counseling center staff members who were married reported higher levels of emotional exhaustion than those who were not married.

Years Experience. As might be expected, the relationship between years of experience and measures of burnout is similar to that of age. Ackerley et al. (1988), Farber (1985), and Ross, Altmaier, and Russell (1989) report a significant ($p < .05$) negative relationship between years experience in one's profession and the level of emotional exhaustion reported. Ackerley's group and Farber also report finding a significant ($p < .05$) negative relationship between years experience and the depersonalization MBI subscale. No pattern of significant relationship between sense of personal accomplishment and years of experience was reported.

Types of Activity Engaged In. Surprisingly, little research effort appears to have been undertaken to ascertain the relationship between different types of activity options available to therapists and levels of burnout. The only study of note (Ackerley, Burnell, Holder, and Kurdek, 1988) reports no significant relationship between types of activity and either the emotional exhaustion or depersonalization subscale measures. However, they do indicate that those

therapists engaged in individual and couples psychotherapy report higher levels of a sense of personal accomplishment than those engaged in group therapy, diagnosis and assessment, consultation, teaching, clinical supervision, and administration.

Client-Related Correlates of Burnout

Work Load. The care giver's work load, in terms of client contact, is one of the most highly researched correlates of burnout. The reported results are somewhat mixed. While there are no reported differences in direction of the relationship between work load and the MBI subscales, not all research efforts have found significant relationships. Friesen and Sarros (1989), Maslach and Jackson (1981), and Rogers and Dodson (1988) report finding a positive correlation between work load and the two subscales of emotional exhaustion and depersonalization with a non-significant ($p > .05$) relationship for personal accomplishment. Huberty and Huebner (1988) found only one significant correlation, and that was a positive relationship between work load and emotional exhaustion. Ross, Altmaier, and Russell's (1989) only observed significant relationship was also positive but between work load and depersonalization. A third group, Ackerley et al. (1988) also reported only one significant relationship, also positive, but between work load and sense of personal accomplishment. Finally, Koeske and Koeske (1989) and McGee (1989) indicate that they found no significant relationship between work load and measures of burnout. It appears, however, that when a significant relationship is found it indicates that the greater one's work load the greater the risk for experiencing burnout.

Negative Client Behavior. Research strongly suggests that as the exposure to negative client behavior increases, the care giver is at increased risk of experiencing burnout. Both Ackerley et al. (1988) and Koeske and Koeske (1989) report similarly significant relationships between burnout measures and negative client behavior. High levels of reported emotional exhaustion and depersonalization and low levels of sense of personal accomplishment are reported to correlate significantly with higher levels of negative client behavior.

Over-involvement. Ackerley et al. (1988) and Koeske and Koeske (1989) also observed a significant ($p < .05$) relationship between the care giver's involvement with clients and levels of burnout. The greater the degree of involvement, the higher the levels of experienced emotional exhaustion and depersonalization. No significant ($p > .05$) relationship was found between sense of personal accomplishment and involvement.

Summary

The first objective of this study was to examine the level of burnout in a national sample of counseling psychologists. The second objective was to examine the relationship between burnout and type of practice setting. The three subscales of the Maslach Burnout Inventory (emotional exhaustion, depersonalization, and sense of lack of personal accomplishment) provided the measures of burnout.

While the prevalence of burnout in the human services professions has been well documented (Beck, 1987; Maslach & Jackson, 1984; Leiter & Maslach, 1988; Savicki & Cooley, 1982), no studies, to date, have assessed the levels of burnout among counseling psychologists. Furthermore, with few

exceptions, most burnout studies reported to date have involved multiple-discipline subjects.

In attempts to understand the etiology and consequences of burnout, a complex array of potential correlates have been researched. However, to date, no comprehensive studies have been reported that assess the relationship between levels of burnout and different practice settings within a single discipline.

CHAPTER III

METHOD

Introduction

This chapter presents a discussion and description of the procedures and methods involved in this study. Subject selection and demographics are detailed. Instrumentation and data collection are described. The procedures for statistical analysis and the statistical hypotheses are presented.

Subjects

Subjects for this study were 1,000 members of the American Psychological Association (APA) who had received a doctoral-level degree from a counseling psychology program in the United States. The sample was randomly selected by computer at the APA central office. Determination of the sample size was initially based on Cohen's (1977) power analysis study and the following assumptions: a power level of 0.80, an alpha level of significance of 0.05, an effect size of $R^2 = .04$, and a usable return rate of 35%. The actual sample size of $N = 1000$ was then obtained by arbitrarily rounding upwards to allow for a lower return rate than assumed.

Of the 1,000 members selected to receive the mailed research instruments, 584 responded with a total of 521 usable instruments for a usable response rate of 52.1%. The nonusable responses were rejected because of incomplete or inappropriate execution of instrument instruction or because the subject had

retired from active practice. The mean age of the sample subjects was 47.5 years and ranged from 30 to 79. Sixty-four percent (n=335) of respondents were female, whereas 36% (n=186) were male. Seventy-eight percent of the respondents were married, while 22% were either single, divorced, or separated. Approximately 43% of respondents indicated that their primary practice setting was in private practice, 29% were in a university setting (academic or counseling centers), 10.9% in a hospital setting, and 7.3% in a community mental health agency. The level of client/recipient contact ranged from 0 to 59 hours per week with a mean of 25.9 hours. Years of employment in present position ranged from less than one year to 39 years and averaged 11.0 years. Detailed demographics of respondents are presented in Tables 3 through 9.

Dependent Variables

In response to the primary research question, the dependent variable selected for this study was burnout. Burnout is defined in terms of the three subscales (emotional exhaustion, depersonalization, and personal accomplishment) of the Maslach Burnout Inventory (Maslach & Jackson, 1986).

Independent Variables

To investigate whether burnout of counseling psychologists is related to practice setting and selected covariates, the following independent variables were considered; type of practice setting, gender, age, years in present position, and hours of client contact per week.

Instrumentation

Two instruments were used to collect data for this study; a Demographics Questionnaire (see Appendix A), and the Maslach Burnout Inventory.

Demographics Questionnaire

This instrument was designed by the researcher to ascertain the distribution of counseling psychologists in different types of practice setting. Additional demographic variables included: age, gender, years at present practice setting, and hours of client/patient contact per week.

Maslach Burnout Inventory

The Maslach Burnout Inventory (MBI) was selected for this study to assess levels of burnout (Maslach & Jackson, 1986) because it is widely recognized and accepted by researchers of burnout as the most useful instrument for that purpose (Belcastro & Gold, 1983; Bodden, 1985; Corcoran, 1986; Green & Walkey, 1988; Offermann, 1985; Meier, 1984; Powers & Gose, 1986).

The MBI consists of 22 statements of job-related feelings that concern three aspects of the burnout syndrome: emotional exhaustion, depersonalization, and lack of sense of personal accomplishment. Each aspect is measured by a separate subscale. To avoid biasing responses, the Maslach Burnout Inventory is labeled the "Human Services Survey," and the word "burnout" is consistently avoided, with the exception of survey item number eight which is phrased as "I feel burned out from my work" (Maslach & Jackson, 1986).

The emotional exhaustion subscale, consisting of nine items, is used to assess feelings of being emotionally over-extended, exhausted, and unable to

meet the interpersonal demands of one's work. The depersonalization subscale, consisting of five items, is used to measure an unfeeling, impersonal, or negative response towards recipients of one's care, treatment, or service. The personal accomplishment subscale, consisting of eight items, is used to assess feelings of competence and successful achievement in one's work with people. Because burnout is conceptualized by Maslach and Jackson (1986) and others (Farber, 1983a; Golembiewski & Munzenrider, 1984, 1988; Leiter, 1988) as a continuous variable ranging from low to high degrees of experienced feelings, the frequency with which each of the 22 items is experienced by the respondent is measured on a seven-point Likert scale that ranges from "never" (0) to every day (6) (0 = never, 1 = a few times a year, 2 = once a month or less, 3 = a few times a month, 4 = once a week, 5 = a few times a week, 6 = every day).

Norms. The preliminary Maslach Burnout Inventory of the early 1980s was a 47-item form administered to 1,025 human services workers from such diverse occupations as nurses, teachers, police officers, counselors, social workers, physicians, mental health workers, psychologists, psychiatrists, and attorneys (Maslach & Jackson, 1986). Factor analysis resulted in reducing the MBI to its current three-subscale and 22 item format. Subsequent administrations of the MBI by Maslach and Jackson to 4,163 teachers, 635 post-secondary educators, 1,538 social service workers, 1,104 medical workers, 730 mental health workers, and 2,897 other human services workers has provided an expanded norm for these groups. While means, standard deviations, and ranges of scores for low, average, and high levels of experienced burnout are reported by Maslach and Jackson (1986) for each occupational category, they fail to provide any greater normative detail.

Reliability. Maslach and Jackson (1986) report that their internal consistency and test-retest reliability studies are based on samples not used in item selection in order to avoid erroneous inflation of reliability estimates. Internal consistency, as measured by Cronbach's coefficient alpha for 1,316 subjects is reported as; .90 for the emotional exhaustion subscale, .79 for the depersonalization subscale, and .71 for the personal accomplishment subscale. The results of test-retest reliability studies for test sessions separated by two to four weeks are reported by Maslach and Jackson as; .82 for emotional exhaustion subscale, .60 for depersonalization subscale, and .80 for personal accomplishment subscale. In an independent study of 462 teachers, Gold (1984) found internal consistency coefficients (alpha) of .88, .74, and .72 for emotional exhaustion, depersonalization, and personal accomplishment, respectively. Iwanicki and Schwab (1981), from a study of 469 teachers, report internal consistency coefficients (alpha) of .90, .76, and .79 for emotional exhaustion, depersonalization, and personal accomplishment, respectively.

Convergent Validity. The construct validity of the Maslach Burnout Inventory has been demonstrated in numerous studies of its convergent validity (Corcoran, 1986; Maslach & Jackson, 1986; Stout & Williams, 1983). Maslach and Jackson report significant external validation of the MBI by independent assessment of the individual's self-rating. Job co-workers and subject's spouse were identified as external assessment sources that would provide meaningful corroboration of the individual's self-rating. Within the job setting, they conducted a study of 40 mental health workers who were solicited to provide an anonymous behavioral evaluation of designated co-workers who had completed the MBI. It was found that individuals who were rated by co-workers as appearing physically fatigued and emotionally drained by the job also

scored higher on the MBI emotional exhaustion and depersonalization subscales. Furthermore, those individuals who scored high on the MBI depersonalization subscale also were described by co-workers as frequently complaining about their clients. However, the correlation between co-worker ratings and the individual's MBI personal accomplishment subscale scores failed to demonstrate statistical significance (Maslach & Jackson, 1986).

A second convergent validity study reported by Maslach and Jackson involved a home-setting external validation assessment. The spouses of 142 policemen who had taken the MBI were questioned as to the frequency of several behaviors exhibited at home by their husbands that might be indicative of emotional exhaustion and personal accomplishment related to the job. As predicted, those individuals who scored high on the MBI emotional exhaustion subscale were rated by their wives as coming home upset and angry, tense or anxious, physically exhausted, and complaining about problems at work. On the other hand, those who scored high on sense of personal accomplishment were rated by their wives as coming home in a cheerful or happy mood, and expressed a sense that their work was a source of pride and prestige for the family.

Further evidence of convergent validity has been demonstrated by studies correlating MBI scores with various job characteristics that are hypothesized to relate to burnout. In a study of 845 public contact employees, Maslach and Jackson (1984b) found that when employee case loads were very large, scores on the MBI emotional exhaustion and depersonalization subscales were high and scores on the sense of personal accomplishment subscale were low.

A third source of indication of the convergent validity of the MBI is represented by several studies that have evaluated the relationship between experienced burnout and personal outcome reactions. MBI scores have been

found to correlate significantly with: intention to leave one's job, desire to be by oneself or to get away from others, increased likelihood of getting angry at one's spouse and children, increased insomnia, and increased use of medications (Maslach & Jackson, 1986).

A fourth method that has contributed to demonstration of convergent validity of the MBI is the study by Stout and Williams (1983) that correlated the MBI with another burnout instrument – the Tedium Measure (TM). The Tedium Measure is a 21-item, one-score questionnaire that measures physical, emotional, and mental exhaustion (Stout & Williams, 1983). Stout and Williams found that correlating the Tedium Measure and the Maslach Burnout Inventory yielded significant correlations in the expected directions for each of the pairings: positive correlations ($r = .54, p < .05$ and $r = .52, p < .05$) between TM and the MBI emotional exhaustion and depersonalization subscales, respectively; and negative correlation ($r = .30, p < .05$) between TM and the MBI personal accomplishment subscale. Corcoran (1986) demonstrated that when the MBI and TM results for 147 social workers were analyzed as unidimensional measurement instrument scores, they were highly correlated ($r = .75, p < .001$).

Discriminate Validity. Further evidence of the construct validity of the Maslach Burnout Inventory is provided by the studies of Maslach and Jackson (1986) and Riggan, Godley, and Hafer (1984) that demonstrate its discriminate validity. Other psychological constructs that might be hypothesized to be confounded with burnout include: job satisfaction, social desirability response set, and clinical depression.

Maslach and Jackson (1986) report that for a study of 91 social service and mental health workers, measures of general job satisfaction obtained from the

Job Descriptive Index (JDI) show low negative correlation with MBI emotional exhaustion and depersonalization subscales ($r = -.23, p < .05$ and $r = -.22, p < .05$, respectively). JDI and MBI personal accomplishment show a slight positive correlation ($r = .17, p < .05$). Further evidence that burnout and job satisfaction are not just opposite poles of the same continuum is provided by Riggall, Godley, and Hafer (1984). In a comparative study of burnout and job satisfaction in a sample of 239 rehabilitation administrators and service providers, Riggall, Godley, and Hafer used the Maslach Burnout Inventory to measure experienced burnout and the Job Satisfaction Inventory (JSI) to evaluate job satisfaction variables. They report that, as expected, MBI emotional exhaustion and depersonalization scores are inversely related to certain job satisfaction components as assessed with the JSI, and personal accomplishment is positively related. However, statistical analysis of variance shows that no set of variables from one scale accounts for more than 27% of the variance in the other scale.

Maslach and Jackson (1986) report that in a study of 40 social welfare workers, none of the MBI subscales significantly correlated with the Crowne-Marlow Social Desirability Scale at the .05 level. They conclude, therefore, that though it may be argued that while certain responses to some MBI items involve ideas that distort social desirability, there is no evidence that reported burnout is influenced by a social desirability response set.

In the only reported investigation of the relationship between clinical depression and burnout, Meier (1984) used a multitrait-multimethod matrix to evaluate the convergent and discriminate validity for the constructs of burnout and depression. Meier's results suggest strong support for the convergent validity of burnout because of the high correlation between different measures of burnout. However, Meier reports that measures of burnout also correlate

highly and significantly ($p < .01$) with measures of depression, suggesting that considerable overlap exists between burnout and depression. While this finding does not support discriminate validity of the MBI, Maslach and Jackson (1986) point out that because Meier used an unorthodox treatment of the burnout subscale by collapsing them into one total burnout score rather than three subscale scores, his conclusions must be cautiously considered.

Summary. Overall, the Maslach Burnout Inventory has been demonstrated to be a well-constructed instrument. Reliability and validity data are sufficient to demonstrate both the stability and meaning of the construct being measured, i.e. burnout (Bodden, 1985; Offermann, 1985).

Procedure for Data Collection

Prior to contact with potential subjects, an Application for Review of Human Subjects Research was submitted to the Oklahoma State University Institutional Review Board. Because this study was to utilize survey procedures whereby information taken from the survey would be recorded in such a manner that subjects could not be identified directly, an exempt status was assigned by the Institutional Review Board.

One thousand subjects who had received a doctoral-level degree from an academic counseling psychology program were randomly selected from the membership of the American Psychological Association membership and mailed a survey packet in April 1991. Each survey packet contained a cover letter (Appendix A), a demographic sheet (Appendix B), the Maslach Burnout Inventory, and a stamped, addressed return envelope. The cover letter explained the researcher's study and discussed procedures to assure confidentiality. To minimize potential reactive effects of personal beliefs relative

to burnout, the research instrument was referred to as a Human Services Survey, and all references to the study, as mentioned in the cover letter, were phrased in terms of a "job-related attitudes study." The survey instrument required ten to 15 minutes to complete. A total of 584 subjects responded, for a return rate of 58.4%. Of the 584 instruments which were returned, 6.3% were incompletely or inappropriately completed, thereby resulting in 521 usable returns for a usable rate of 52.1% for the statistical analysis.

Statistical Hypotheses

Following a review of the relevant literature related to experienced burnout in the human services professions and in reference to the primary objective of this study, the following statistical (null) hypotheses were generated and tested at the .05 alpha level of significance.

1. Measures of type of practice setting, hours of client/recipient contact, and years employed in present position do not combine to predict emotional exhaustion among counseling psychologists when demographic variables of gender, age, and marital status are controlled.

2. Measures of type of practice setting, hours of client/recipient contact, and years employed in present position do not combine to predict depersonalization of clients among counseling psychologists when demographic variables of gender, age, and marital status are controlled.

3. Measures of type of practice setting, hours of client/recipient contact, and years employed in present position do not combine to predict sense of personal accomplishment among counseling psychologists when demographic variables of gender, age, and marital status are controlled.

Statistical Analysis

A correlational design was used for this study because the researcher desired to examine relationships between several variables simultaneously and in a realistic setting. Furthermore, the nature of some of the variables is very complex, whereas others do not lend themselves to manipulation. Also important to this study is the characteristic of correlation that allows for determination of degrees of relationship. While correlational studies can identify degrees of relationship and can be used for prediction of related events, they do not result in explanations of causation.

To test the research hypotheses and to determine the most economical set of predictors of burnout, a hierarchical multiple regression analysis was performed for each of the three subscales of the Maslach Burnout Inventory (Pedhazur, 1982; Wampold & Freund, 1987). The equations were defined by the dependent (criterion) variables of emotional exhaustion, depersonalization, and sense of loss of personal accomplishment. Each equation was defined by the same set of independent (predictor) variables: type of practice setting, gender, age, marital status, years employed in present position, and hours of client contact per week. The independent variables of age, years employed in present position, and hours of client contact per week were entered as continuous variables. The categorical independent variables of practice setting type, gender, and marital status were entered as dummy vectors in the regression analyses.

Summary

Chapter III presented a discussion and description of the methodology to be used in this study. The subjects, independent and dependent variables, and

instrumentation were discussed. Procedures for data collection and the statistical analysis strategy were described.

One thousand members of the American Psychological Association who had received a doctoral-level degree from a counseling psychology program were randomly selected to receive copies of a demographics questionnaire and the Maslach Burnout Inventory. Out of 584 responses (58.4%), 521 usable instruments were obtained. The mean age of respondents was 47.5 years, with 64% being female.

Burnout, defined in terms of emotional exhaustion, depersonalization, and personal accomplishment, was selected as the dependent variable for this study. Independent variables studied included types of practice settings, years in present position, and hours of client contact per week. The statistical (null) hypotheses were tested at the .05 alpha level of significance with hierarchical multiple regression analyses.

CHAPTER IV

RESULTS

Introduction

The purpose of this study is to ascertain if different types of practice settings, number of hours of client/recipient contact, and years employed in present position provided significant prediction of burnout among counseling psychologists in terms of emotional exhaustion, depersonalization of clients/recipients, and sense of personal accomplishment. Data also were collected for gender, marital status, and age in order to control for selected demographic variables. This chapter presents the statistical analyses of the data collected and the resultant evaluation of the research hypotheses formulated for this study. The results provided information regarding the contribution of certain demographic and work-place variables to prediction of levels of burnout among counseling psychologists.

Tests of Assumptions and Limitations

Application of the regression model implies certain assumptions and limitations inherent in the statistical analysis (Pedhazur, 1982). These assumptions and limitations involve information about sample size, multicollinearity, linearity, normality, and homoscedasticity. Pedhazur (1982) suggests that multiple regression analysis is generally robust to violation of these assumptions, particularly with a large sample size. The 521 subjects

used in this study significantly exceeded the sample size indicated by Cohen (1977) and Wampold and Freund (1987). Examination of the correlation matrix (Table 10) indicates relatively low levels of correlation among most pairs of predictor variables, suggesting that multicollinearity did not adversely affect the stability of the correlation matrix. Only three pairs of predictor variable correlations exceeded a coefficient value of .30. The correlation coefficients for age with years in present position, age with years at present organization, and years in present position with years at present organization were .584, .651, and .772, respectively.

Means and Standard Deviations

For the total number of subjects in this study ($N = 521$), the descriptive statistics (mean and standard deviation) for the three criterion variables were determined to be: $\bar{X} = 17.83$ and $SD = 8.90$ for emotional exhaustion; $\bar{X} = 5.22$ and $SD = 4.10$ for depersonalization of clients; and $\bar{X} = 42.09$ and $SD = 4.53$ for sense of personal accomplishment. The criterion means, standard deviations, and number of subjects for each predictor variable are reported in Table 11.

Statistical Analysis

In order to determine the relationship between the criterion variables (emotional exhaustion, depersonalization, and sense of personal accomplishment) and the predictor variables (type of primary practice setting, type of secondary practice setting, hours of client/recipient contact, years in present position, and years with present organization after controlling for gender, age, and marital status), hierarchical stepwise multiple regression

Table 10

Pearson Correlation Matrix (N=521)

VARIABLES	GEN	MS	AGE	PPS	SPS	HCC	PP	PEO	EE	DP	PA
GEN (Gender)	1.000	0.009	-0.104*	0.029	-0.024	-0.118*	-0.148*	-0.177*	0.028	-0.131*	-0.008
MS (Marital status)		1.000	0.085*	-0.020	0.071	-0.004	0.032	-0.009	-0.058	-0.080*	0.049
AGE (Age)			1.000	-0.099*	0.040	-0.020	0.584*	0.651*	-0.297*	-0.297*	0.0678
PPS (Type primary practice)				1.000	-0.287*	-0.284*	-0.234*	-0.100	0.157*	0.085*	-0.260*
SPS (Type secondary practice)					1.000	0.074*	0.041	-0.014	-0.022	-0.022	0.018
HCC (Hours client contact)						1.000	0.138*	0.027	-0.009	0.065	0.249*
PP (Years present position)							1.000	0.772*	-0.243*	-0.199*	0.100*
PEO (Years present organization)								1.000	-0.257*	-0.192*	0.032
EE (Emotional exhaustion)									1.000	0.497*	-0.248*
DP (Depersonalization)										1.000	-0.237*
PA (Personal accomplishment)											1.000

*p<.05.

Table 11(a)

Criterion Mean Scores and Standard Deviations (N = 521)

Predictor Variable	N	Criterion Variables					
		Emotional		Personal			
		Exhaustion		Depersonalization		Accomplishment	
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD
Total Sample	521	17.83	8.90	5.22	4.10	42.09	4.53
Gender							
Male	335	17.66	9.09	5.63	4.33	42.12	4.70
Female	186	18.14	8.58	4.48	3.54	42.05	4.23
Marital Status							
Married	409	17.49	8.56	5.78	4.49	41.98	4.30
Single	59	20.58	10.46	5.25	4.08	42.01	4.61
Separated	47	15.33	12.24	5.00	4.15	43.67	4.08
Divorced	6	17.72	8.96	4.32	3.81	42.77	4.22
Age							
30 - 34	18	23.61	8.92	7.67	4.52	41.00	3.66
35 - 39	61	19.66	8.41	6.25	4.84	41.18	4.71
40 - 44	150	20.31	9.02	6.04	4.03	41.93	4.12
45 - 49	115	17.48	8.15	5.60	4.00	42.72	3.89
50 - 54	61	16.90	9.19	4.66	4.13	42.03	5.09
55 - 59	54	14.02	7.20	3.54	2.81	42.41	5.99
60 - 64	45	13.69	8.43	2.93	3.13	42.51	4.80
65 - 69	12	14.00	8.79	2.75	2.42	40.25	3.05
70 - 74	4	6.00	2.94	2.00	1.63	47.25	1.50
75 - 79	1	15.00	0.00	2.00	0.00	38.00	0.00

(a) Table 11 is continued on following page.

Table 11^(b) (continued)

Predictor Variable	N	Emotional				Personal	
		Exhaustion		Depersonalization		Achievement	
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD
Primary Practice Setting							
Private practice	223	16.83	8.21	5.07	4.03	43.45	3.65
University-academic	92	16.51	9.05	5.10	4.62	41.36	4.50
University counsel- ing center	59	18.56	9.57	4.51	3.37	42.27	4.29
Community mental health	38	19.84	10.67	6.43	4.71	41.57	3.91
Hospital	57	19.82	8.64	5.44	3.75	39.54	6.22
Health Maintenance							
Organization	11	23.91	8.46	9.36	4.92	40.78	4.71
Other	41	19.02	8.98	4.88	3.26	39.64	4.86
Hours Client Contact							
0 - 9	33	16.03	8.43	3.91	3.06	40.82	5.15
10 - 19	89	18.08	10.27	5.26	4.43	40.04	5.56
20 - 29	178	17.70	9.18	5.06	3.92	42.01	4.13
30 - 39	149	18.60	8.00	5.39	4.22	43.04	3.89
40 - 49	51	17.49	8.53	5.88	4.33	42.92	4.33
50 - 59	21	16.10	8.26	5.71	4.19	44.76	2.93
Years in Present Position							
0 - 4	181	19.92	9.16	6.27	4.47	40.95	4.95
5 - 9	128	18.34	8.67	4.90	3.65	42.54	3.86
10 - 14	109	17.51	8.66	5.12	3.88	43.10	4.28

(b) Table 11 is continued on following page.

Table 11(c) (continued)

Predictor Variable	N	Emotional		Personal			
		Exhaustion		Depersonalization		Achievement	
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD
Years in Present Position (continued)							
15 - 19	43	14.81	7.96	4.47	4.42	43.23	3.94
20 - 24	40	14.40	7.07	3.90	3.14	42.03	4.94
25 - 29	11	8.82	6.34	2.36	4.08	41.27	4.56
30 - 34	8	14.00	9.67	2.50	1.69	42.75	4.33
35 - 39	1	7.00	0.00	4.00	0.00	39.00	0.00
Secondary Practice Setting							
None	204	18.07	8.49	5.25	3.90	41.90	4.57
Private practice	155	18.41	9.38	5.44	4.41	41.66	4.45
Hospital	45	15.96	7.37	4.33	3.73	43.02	4.60
University-academic	40	17.45	8.49	5.25	4.10	42.40	6.00
Community mental health	23	17.17	8.30	6.00	5.34	42.96	3.05
University-Counsel- ing Center	7	19.00	11.79	2.43	1.27	44.43	2.22
Other	45	17.31	9.35	5.42	3.80	42.40	3.83

analyses were performed on the total sample for each of the three criterion variables. Computations were calculated using the Statistics Package for the Social Sciences (SPSS-X User's Guide, 1983) software.

Gender, marital status, and age were entered into the multiple regression equations first as demographic control variables. The following work-place predictor variables of interest were then entered in a stepwise analysis: type of primary practice setting, hours of client/recipient contact per week, years employed in present position, type of secondary practice setting, and years employed with present organization. This procedure enabled identification of both those predictor variables which explained significant ($\alpha = .05$) variance in the criterion variables and those which did not provide significant additional prediction after controlling for the demographic variables. Summaries of these analyses for each of the three MBI subscales are presented in Tables 12, 13, and 14.

Upon completion of the multiple regression analyses, post hoc multiple comparisons of means were calculated for subsets of those categorical predictor variables for which a statistically significant contribution to criterion variance was demonstrated. The Scheffe test for multiple comparisons among means of groups with unequal sample size was used for this procedure (Keppel, 1982; Pedhazur, 1982). Significant results are summarized in Table 15.

The following statistical (null) hypotheses were tested at the .05 level of significance:

1. There is no significant relationship between MBI emotional exhaustion subscale scores for counseling psychologists and type of practice setting, hours of client/recipient contact, and years employed in present position when demographic variables of gender, marital status, and age are controlled.
2. There is no significant relationship between MBI client/recipient depersonalization subscale scores for counseling psychologists and type of practice setting, hours of client/recipient contact, and years employed in present

Table 12

Summary of Hierarchical Multiple Regression Analyses Between Emotional Exhaustion and Predictor Variables (N = 521)

Predictor Variable	R	R ²	Increase in R ²	F for Change	Signif. F
Gender	.028	.001	.001	.3985	.5282
Marital Status	.114	.013	.012	2.1075	.0983
Age	.311	.097	.084**	47.6380	.0000
PPS(a)	.341	.116	.019	1.8600	.0858
HCC(b)	.343	.118	.002	.8408	.3596
PP(c)	.349	.122	.004	2.4114	.1211
SPS(d)	.362	.131	.009	.8301	.5470
PEO(e)	.369	.136	.005	2.9943	.0842

**p < .01.

(a)PPS = Type Primary Practice Setting.

(b)HCC = Hours Client Contact Per Week.

(c)PP = Years Employed in Present Position.

(d)SPS = Type Secondary Practice Setting.

(e)PEO = Years with Current Organization.

Table 13

Summary of Hierarchical Multiple Regression Analyses Between
Depersonalization and Predictor Variables (N = 521)

Predictor Variable	R	R ²	Increase in R ²	F for Change	Signif. F
Gender	.131	.017	.017**	9.0610	.0027
Marital Status	.158	.025	.008	1.3660	.2524
Age	.345	.119	.094**	54.4102	.0000
PPS(a)	.375	.141	.022*	2.1411	.0474
HCC(b)	.379	.143	.003	1.7191	.1904
PP(c)	.382	.146	.003	1.5264	.2172
SPS(d)	.406	.165	.019	1.8835	.0818
PEO(e)	.406	.165	.000	0.0003	.9871

** $p < .01$.

* $p < .05$.

(a)PPS = Type Primary Practice Setting.

(b)HCC = Hours Client Contact Per Week.

(c)PP = Years Employed in Present Position.

(d)SPS = Type Secondary Practice Setting.

(e)PEO = Years with Current Organization.

Table 14

Summary of Hierarchical Multiple Regression Analysis Between Sense of Personal Accomplishment and Predictor Variables (N = 521)

Predictor Variable	R	R ²	Increase in R ²	F for Change	Signif. F
Gender	.008	.000	.000	0.0309	.8606
Marital Status	.059	.003	.003	0.5786	.6293
Age	.088	.008	.004	2.2083	.1379
PPS(a)	.319	.102	.094**	8.8240	.0000
HHC(b)	.357	.127	.026**	14.9041	.0001
PP(c)	.357	.127	.000	0.0037	.9511
SPS(d)	.377	.142	.015	1.4472	.1947
PEO(e)	.377	.142	.000	0.0197	.8884

**p < .0001.

(a)PPS = Type Primary Practice Setting.

(b)HCC = Hours Client Contact Per Week.

(c)PP = Years Employed in Present Position.

(d)SPS = Type Secondary Practice Setting.

(e)PEO = Years with Current Organization.

Table 15

Summary of Post Hoc Comparison of Means

Pairwise Comparison(a)	Criterion Variable - $F_{(11,506)}$ Values		
	EE(b)	DP(c)	PA(d)
Private vs. Total Sample	--	--	2.546**
Hospital vs. Total Sample	--	--	2.865**
Health Maintenance Organization			
vs. Total Sample	--	2.071*	--
Private vs. Academic	--	--	2.499**
Private vs. All Institutions	--	--	6.091**
Private vs. Hospital	--	--	5.813**
Private vs. Health			
Maintenance Organization	--	2.168*	--

* $p < .05$.

** $p < .01$.

(a) All comparisons are from categories of primary practice setting.

(b) EE = Emotional Exhaustion.

(c) DP = Depersonalization of Clients/Recipients.

(d) PA = Sense of Personal Accomplishment.

position when demographic variables of gender, marital status, and age are controlled.

3. There is no significant relationship between MBI sense of accomplishment subscale scores for counseling psychologists and type of

practice setting, hours of client/recipient contact, and years employed in present position when demographic variables of gender, marital status, and age are controlled.

Test of Hypotheses

Hypothesis One

Statistical hypothesis one stated that the predictor variables of type of primary practice setting, hours of client/recipient contact, and years employed in present position are not significant predictors of emotional exhaustion for counseling psychologists when gender, age, and marital status are controlled. A hierarchical stepwise multiple regression analysis was conducted to assess the contribution of the five predictor variables to the variance in emotional exhaustion when the variance due to gender, age, and marital status is controlled. Results of the multiple regression analysis reported in Table 12 indicated that, while a significant multiple correlation of .369 ($p < .0001$) existed between the criterion variable of emotional exhaustion and the predictor variables when all eight variables were entered into the full regression equation, the increase in R^2 was not significant when age, gender, and marital status were controlled. Therefore, this hypothesis was not rejected.

Evaluation of this analysis indicated that of the five predictor variables and three control variables, only the control variables contributed significantly to the explanation of variance in emotional exhaustion. The multiple R^2 for the control variables was .097 ($F_{5,512} = 47.638$; $p < .0001$), indicating that variance in the set of control variables explains 9.7 percent of the variance in emotional exhaustion. See Table 12 for a summary of these findings.

Hypothesis Two

Statistical hypothesis two stated that the predictor variables of type of primary practice, hours of client/recipient contact, and years employed in present position are not significant predictors of depersonalization of clients by counseling psychologists when gender, age, and marital status are controlled. A multiple regression analysis was conducted to assess the contribution of the predictor variables to the variance in the measure of depersonalization. Results of the hierarchical stepwise multiple regression analysis indicated that a significant multiple correlation of .406 ($p < .0001$) existed between the criterion variable of depersonalization of clients/recipients and the five predictor variables entered into the full regression equation when gender, age, and marital status are controlled.

Evaluation of this analysis indicated that of the five predictor variables, only type of primary practice setting contributed significantly to the explanation of variance in depersonalization of clients/recipients. The change in multiple R^2 for the control variables was 0.119 ($F_{5,512} = 54.410$; $p < .0001$) suggesting age, gender, and marital status explain 9.4 percent of the variance in depersonalization. The change in multiple R^2 for type of primary practice setting was .022 ($F_{11,506} = 2.141$; $p < .05$); therefore, 2.2 percent additional variance in depersonalization is explained by type of primary practice setting after gender, marital status, and age are controlled. Because the increase in multiple R^2 for type of practice setting was significant, this hypothesis was rejected. See Table 13 for a summary of these findings. Post hoc analysis (Table 15) indicates that those counseling psychologists associated with health maintenance organizations experience the greatest amount of depersonalization of clients.

Hypothesis Three

Statistical hypothesis three stated that the predictor variables of type of primary practice setting, hours of client/recipient contact, and years in present position are not significant predictors of sense of personal accomplishment for counseling psychologists when gender, age, and marital status are controlled. A hierarchical stepwise multiple regression analysis was conducted to assess the contribution of the predictor variables to the variance in sense of personal accomplishment after controlling for gender, age, and marital status. Results of the multiple regression analysis indicated that a significant multiple correlation of .377 ($p = .0001$) existed between the criterion variable of personal accomplishment and the five predictor variables entered into the full regression equation.

Evaluation of this analysis indicated that of the five predictor variables, only type of primary practice setting and hours of client/recipient contact per week contributed significantly to the explanation of variance of sense of personal accomplishment when gender, marital status, and age are controlled. The change in multiple R^2 for type of practice setting was .094 ($F_{11,506} = 8.824$; $p < .0001$), indicating that type of practice setting explains 9.4 percent more of the variance in sense of personal accomplishment when gender, marital status, and age are controlled. The change in multiple R^2 for hours of client/recipient contact per week was .026 ($F_{12,505} = 14.904$; $p < .0001$); therefore, 2.6 additional percent of the variance in sense of personal accomplishment is explained by hours of client/recipient contact when the variance due to gender, marital status, age is controlled and after type of primary practice setting is entered into the equation. Therefore, this statistical hypothesis was rejected. See Table 14 for a summary of these findings.

Post hoc analysis (Table 15) indicates that of the various types of practice settings studied, counseling psychologists in private practice experience the greatest sense of personal accomplishment compared to other settings.

Summary

Chapter IV presented a summary of the statistical analyses used to assess the three statistical hypotheses developed for this investigation. Summaries of the results were presented that identified the contribution of selected predictor variables to the prediction of variance in burnout among counseling psychologists. Statistically significant predictors of burnout were found.

When age, gender, and marital status were controlled, the predictor variables being investigated did not significantly predict emotional exhaustion; however, when only gender and marital status were controlled, age was found to be a predictor of emotional exhaustion. Type of primary practice setting was found to be a predictor of depersonalization of clients/recipients when age, gender, and marital status were controlled. Type of primary practice setting and hours of client contact were found to be predictors of sense of personal accomplishment when age, gender, and marital status were controlled. Based upon the results of this study, hypothesis one was not rejected, and hypotheses two and three were rejected.

Post hoc analyses indicated that counseling psychologists in private practice experienced the greatest sense of personal accomplishment while those associated with health maintenance organizations reported the highest degree of depersonalization of their client/recipients.

CHAPTER V
DISCUSSION, CONCLUSIONS,
AND RECOMMENDATIONS

Introduction

This chapter presents a general review of the study and an interpretation of the statistical findings. Implications of the results are discussed and recommendations for future research are suggested.

Summary of Study

The purpose of this study was to investigate the relationship between relative levels of burnout for counseling psychologists and their type of practice setting and other selected demographic and work-related variables. The criterion burnout data consisted of scores based on subjects' self-rating responses to the Maslach Burnout Inventory, subscales of emotional exhaustion, depersonalization of clients, and sense of personal accomplishment. The predictor variables considered in this study were gender, marital status, age, type of primary practice setting, type of secondary practice setting, hours of client contact per week, years in present employment position, and years with current organization.

One thousand members of the American Psychological Association who had graduated from doctoral-level counseling psychology academic programs were randomly sampled for this study. Of the 584 subjects returning the

research instruments, 521 usable sets of data were obtained. This represents a usable return rate of 52.1 percent of the survey population. Demographic information showed that of the usable data, 335 were male and 186 were female (64.3 percent and 35.7 percent, respectively). Furthermore, the mean age was found to be 47.5 years; the mean length of time in present employment position was indicated to be 8.9 years; and the mean amount of client/recipient contact was shown to be 25.9 hours per week.

Instruments used to collect the research data were a Demographic Questionnaire designed for this study (see Appendix A) and the Maslach Burnout Inventory. The Maslach Burnout Inventory yields a single score from each of the three subscales (emotional exhaustion, depersonalization of clients, sense of personal accomplishment).

The three research hypotheses generated for this study were tested at the .05 alpha significance level by using hierarchical stepwise multiple regression analyses to evaluate the increase in the R^2 contribution of each predictor variable to the total variance observed. Statistically significant and meaningful predictors of burnout were found. Type of primary practice setting was observed to be a significant predictor of depersonalization of clients and sense of accomplishment when gender, marital status, and age were controlled. Hours of client contact per week and type of primary practice setting were determined to be significant predictors of sense of accomplishment when gender, marital status, and age were controlled.

Ancillary consideration of the control variables indicated that age correlated negatively with emotional exhaustion and depersonalization of clients, and that gender correlated with measures of depersonalization of clients with males demonstrating a greater degree of depersonalization of clients.

Interpretation of Statistical Findings

The first statistical hypothesis stated that there is not a significant relationship between emotional exhaustion scores for counseling psychologists and type of primary practice setting, hours of client/recipient contact, and years employed in present position when the demographic variables of gender, age, and marital status are controlled. A hierarchical stepwise multiple regression analysis of emotional exhaustion using the five predictor variables and three control variables was calculated to test this hypothesis at the .05 significance level.

This statistical analytical procedure enabled identification of those variables which contributed significantly to the magnitude of the regression coefficient and, consequently, to the elimination of those variables which did not contribute significantly to the regression coefficient when the contributions of all the predictor variables are accounted for. The results of this analysis demonstrated that of the variables entered into the multiple regression equation, only age contributed significantly to the significance of the regression coefficient when all other predictors were allowed to enter the equation. Consideration of age resulted in a significant equation for the prediction of emotional exhaustion. Furthermore, the magnitude of the variance in emotional exhaustion (8.4%) explained by age represents a meaningful correlation between age and level of emotional exhaustion reported by the subjects in this study. However, because type of primary practice setting, hours of client contact, and years employed in present position did not contribute significantly at the .05 level to the observed variance in emotional exhaustion, this hypothesis was not rejected.

The second statistical hypothesis stated that there is not a significant relationship between depersonalization of clients scores for counseling psychologists and type of primary practice setting, hours of client contact, and years employed in present position when the demographic variables of gender, age, and marital status are controlled. A hierarchical stepwise multiple regression analysis of depersonalization of clients using the five predictor variables was calculated to test this hypothesis at the .05 significance level.

The results of this analysis indicated that of the five predictor variables entered into the multiple regression equation, only type of primary practice setting contributed significantly to the magnitude of the regression coefficient when the variance due to age, gender, and marital status were controlled. Inclusion of type of primary practice setting resulted in a significant equation for the prediction of depersonalization of clients/recipients. Therefore, this hypothesis was rejected. The magnitude of the variance in depersonalization explained by gender and type of primary practice setting (1.7 percent and 2.2 percent, respectively) represents only a marginally meaningful contribution to the observed variance. However, the variance explained by age (9.4 percent) when gender and marital status were controlled indicates a meaningful correlation between age and degree of depersonalization of clients/recipients.

The third statistical hypothesis stated that there is not a significant relationship between sense of personal accomplishment scores for counseling psychologists and type of primary practice setting, hours of client contact, and years employed in present position when the demographic variables of age, gender, and marital status are controlled. A hierarchical stepwise multiple regression analysis of sense of personal achievement using the five predictor variables and three control variables was calculated to test this hypothesis at the .05 significance level.

The results of this analysis indicated that of the five predictor variables entered into the multiple regression equation, type of primary practice setting and hours of client contact contributed significantly to the magnitude of the regression coefficient when the variance due to age, gender, and marital status was controlled. Therefore, this hypothesis was rejected. Additionally, the magnitude of the variance in sense of personal achievement explained by type of primary practice setting and hours of client contact (9.4 percent and 2.6 percent, respectively) represents meaningful correlations between these variables and sense of personal accomplishment.

Conclusions

Based on the statistical findings and within the parameters and limitations of this study, the following conclusions are presented.

1. Of the predictor variables included in this study (type of primary practice setting, type of secondary practice setting, hours of client/recipient contact, years in present position, and years employed with current organization), type of primary practice setting and hours of client/recipient contact were found to be significant predictors of certain measures of burnout when gender, marital status, and age were controlled.

2. Type of primary practice setting is a significant predictor of depersonalization of clients and sense of personal accomplishment when gender, age, and marital status are controlled. Results of this study demonstrate that those subjects in private practice report significantly higher sense of personal accomplishment. Furthermore, subjects who work in hospitals and community mental health agencies report a significantly lower sense of personal accomplishment.

3. Hours of client/recipient contact are a significant predictor of sense of personal accomplishment when gender, age, marital status, and type of primary practice setting are controlled. Results indicate that as the amount of weekly client/recipient contact increases, the counseling psychologist's sense of accomplishment increases.

Discussion

The relative levels of burnout among counseling psychologists and eight correlates of burnout were examined in this study. The results concerning the levels of burnout and the magnitude of variance in burnout explained by the correlates are both consistent and inconsistent with previous research.

The mean score results of this study are different from the mean burnout scores of subjects used by Maslach and Jackson (1986) to norm the Maslach Burnout Inventory. The mean emotional exhaustion, depersonalization, and sense of personal accomplishment burnout subscale scores for the present study are 17.83, 5.22, and 42.09, respectively. The mean emotional exhaustion, depersonalization, and sense of personal accomplishment burnout subscale scores for the Maslach Burnout Inventory norm group are 20.99, 8.73, and 34.58, respectively (Maslach & Jackson, 1986). Clearly, the subjects in the present study reported much lower levels of burnout than the MBI norm group. This difference may be due to the inclusion of a heterogeneous selection of disciplines for the MBI norm population. For instance, of the 11,067 subjects in the MBI norm group, 4,163 are teachers (Maslach & Jackson, 1986). It has been demonstrated consistently that teachers report some of the highest levels of burnout among the helping professions (Friesen & Sarros, 1989; Maslach & Jackson, 1986).

The findings of mean levels of burnout for the counseling psychologist respondents in this study are consistent with the results of other psychologist burnout studies. Whereas the mean emotional exhaustion, depersonalization, and sense of personal accomplishment scores for this study were 17.83, 5.22, and 42.09, respectively, Farber (1985) reported similar scores of 18.00, 4.57, and 42.00, respectively, for 314 clinical psychologists. Furthermore, for a study of 562 licensed psychologists, Ackerley et al. (1988) reported mean emotional exhaustion, depersonalization, and personal accomplishment scores of 19.44, 6.31, and 42.27, respectively, and Raquepau & Miller (1989) reported mean scores of 18.50, 5.50, and 42.90, respectively, for 68 psychotherapists. Comparison of these mean levels of burnout indicates that the present study meaningfully replicates the previously reported relative levels of burnout among psychologists.

Comparisons of the respondents' burnout scores with the norms for the Maslach Burnout Inventory showed that, in general, this sample of counseling psychologists reported predominantly low or moderate levels of burnout as defined by Maslach & Jackson (1986). Based on the Maslach & Jackson designation of relative levels of burnout, the subjects in the present study reported high, moderate, and low levels of emotional exhaustion of 18.6 percent, 31.1 percent, and 50.3 percent, respectively. These same subjects reported a distribution of high, moderate, and low levels of depersonalization of clients of 4.8 percent, 26.1 percent, and 69.1 percent, respectively. For the MBI burnout subscale of lack of sense of personal accomplishment, the subjects indicated high, moderate, and low level percentages of 81.4, 16.5, and 2.1 percent, respectively (see Table 16). The finding that only 18.6 percent of subjects reported experiencing high levels of emotional exhaustion and that only 4.8 percent were experiencing high levels of depersonalization is

inconsistent with results reported by Ackerley et al. (1988). In their study of 562 licensed psychologists, Ackerley et al. found that 39.9 percent of their subjects were experiencing high levels of emotional exhaustion and that 34.3 percent were also experiencing high levels of depersonalization of their clients.

Because the results of most studies of burnout are expressed in terms of means and not in terms of frequencies of high, moderate, and low levels, there is insufficient information reported to resolve these contradictory findings at the present time. Both studies, Ackerley et al. (1988) and the present study, found similarly high levels of sense of personal accomplishment.

Of the predictor variables considered in this study, type of primary practice setting and hours of client contact were found to contribute significantly to the prediction certain components of burnout. Results of this study demonstrate, for the first time, that type of practice setting may represent a meaningful correlation with relative levels of burnout. In addition, the control variables of age and gender were also found to be related to certain components of burnout.

Type of Practice Setting

While previous research has considered the general comparison of private practice versus public (institutional) practice (Ackerley, et al., 1988; Boice & Myers, 1987; Farber, 1983a; Hellman & Morrison, 1987), specific types of practice settings have not been researched. Results of this study found that type of practice setting explains 9.4 percent of the variance observed in sense of personal accomplishment and 2.2 percent of the variance in depersonalization of clients. While 9.4 percent certainly represents a meaningful explanation of variance, the 2.2 percent, though significant at the .05 level, must be considered a low-level contribution and probably not

Table 16

Frequency of Respondents' Reports of High, Moderate, or Low Levels of Burnout (N = 521)

Relative Levels of Burnout ^a	Burnout Subscale					
	Emotional Exhaustion		Depersonalization		Personal Accomplishment	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
High	97	18.6	25	4.8	424	81.4
Moderate	162	31.1	136	26.1	86	16.5
Low	262	50.3	360	69.1	11	2.1
Total	521	100.0	521	100.0	521	100.0

^aThe relative levels of burnout are based on the Maslach Burnout Inventory norms (Maslach & Jackson, 1986).

particularly meaningful. As summarized in Table 11, and consistent with the findings of Ackerley et al. (1988) and Boice & Myers (1987), results of this study found that those in private practice report the lowest levels of burnout. The highest levels of burnout are reported by those subjects working for health maintenance organizations and hospitals. University academic positions and university counseling centers represent intermediate levels of burnout. Because types of practice settings represent relatively broad-based categorical variables, the reasons for significant differences are unknown – but certainly deserve further study.

Hours of Client Contact

The 2.6 percent contribution to variance for sense of personal accomplishment (positive correlation) observed in this study, while relatively small, is consistent with the magnitude of variance reported by previous research (Ackerley et al., 1988; Rogers & Dodson, 1989; Ross et al., 1989). In general, however, there is little agreement reported in the literature for the relationship between work load (hours of client contact) and the three different subscale measures of burnout.

The present study replicates the findings of Ackerley et al. (1988) with findings of positive correlation between work load and sense of personal accomplishment and no significant correlation of work load with emotional exhaustion or depersonalization of clients. Other researchers, however, have reported positive correlations between work load and emotional exhaustion (Huberty & Huebner, 1988); between work load and depersonalization (Ross et al., 1989); or between both emotional exhaustion and depersonalization (Friesen & Sarros, 1989; Maslach & Jackson, 1981; Rogers & Dodson, 1988).

Due to the relatively low level of contribution of hours of client contact to the variance observed in burnout measures and to the reported contradictory correlations between hours of client contact and the three burnout subscales (emotional exhaustion, depersonalization of clients, and sense of accomplishment), it is suggested that work load may not represent a meaningful correlate of burnout.

Age

The results of this study confirm previous findings concerning the efficacy of age in predicting burnout (Ackerley et al., 1988; Huberty & Huebner, 1988;

Rogers & Dodson, 1988). Age is consistently found to correlate negatively with measures of emotional exhaustion and depersonalization and to be nonsignificantly correlated with sense of accomplishment. Of importance is the relatively large amount of variance in burnout explained by age in this study. The results of this study found that age explained 8.4 percent and 9.4 percent of the variance in emotional exhaustion and depersonalization, respectively. These findings partially replicate the work of Rogers & Dodson (1988) who reported an 8.0 percent contribution to emotional exhaustion by age, but only 2.0 percent contribution to depersonalization. The 8.4 and 9.4 percents of variance found in the present study mark the highest contributions for age reported in the literature to date. Huberty & Huebner (1988) hypothesize that an explanation for the large negative correlation between age and burnout may indicate the development and refinement of a variety of coping skills that may reduce the likelihood of experiencing burnout. Alternately, those who are reporting lower levels of burnout at an older age may have initiated their careers in the human service professions with certain personal characteristics that precluded experiencing significant burnout. Certainly more research is warranted in this area. Also, Golembiewski et al.'s (1983) phase model of burnout may provide explanation of the age variable.

Gender

The results of this study that males exhibit a higher level of depersonalization of clients than females is consistent with the findings of Maslach and Jackson (1981) but contradictory to results reported by Ackerley et al. (1988), Maslach and Jackson (1985), and McGee (1989). These later studies did not find significant correlations between gender and burnout. The

low level of contribution to variance found for gender in the current study (1.7 percent) does not suggest a meaningful relationship; therefore, it can be concluded that gender is not an important correlate of burnout.

Recommendations

1. While it has been consistently demonstrated that burnout is an identifiable and important phenomenon in the human services professions, it is by no means clearly understood. Continued research of the three-part conceptualization of burnout (emotional exhaustion, depersonalization, personal accomplishment) is critical to develop better theoretical understanding and practical application.

2. Results of this study suggest that a significant and meaningful amount of the variance reported for personal accomplishment is correlated with type of practice setting. Further research is necessary to replicate this finding and to ascertain the etiology of the correlation between type of practice setting and personal accomplishment.

3. Future research should replicate this study using other human service professions and their specific and unique types of practice settings.

4. Considering the rather high percentage of respondents reporting secondary practice settings (60.8 percent), future research should investigate the relationship between perceived options and burnout.

REFERENCES

- Ackerley, G. D., Burnell, J., Holder, D. C., & Kurdek, L. A. (1988). Burnout among licensed psychologists. Professional Psychology: Research and Practice, 19 (6), 624-631.
- Beck, D. F. (1987). Counselor burnout in family service agencies. Social Casework: Journal of Contemporary Social Work, 68 (1), 3-15.
- Belcastro, P. A., & Gold, R. S. (1983). Maslach burnout inventory: Factor structures for samples of teachers. Psychological Reports, 53 364-366.
- Bodden, J. L. (1985). Review of Maslach Burnout Inventory. In J. V. Mitchell, Jr. (Ed.), Ninth mental measurements yearbook: Vol. 1. Lincoln, NE: University of Nebraska Press.
- Boice, R., & Myers, P. E. (1987). Which setting is healthier and happier, academe or private practice? Professional Psychology: Research and Practice, 18 (5), 526-529.
- Burke, R. J. (1989). Toward a phase model of burnout: Some conceptual and methodological concerns. Group & Organizational Studies, 14 (1), 23-32.
- Butcke, P., Moracco, J. C., & McEwen, M. K. (1982). Measuring occupational stress among counselors: A multidimensional concept. Measurement and Evaluation in Guidance, 17 (1), 24-31.
- Cherniss, C. (1980). Professional burnout in human service organizations. New York: Praeger.
- Cohen, J. (1977). Statistical power analysis for the behavioral sciences. New York: Academic.

- Corcoran, K. J. (1986). Measuring burnout: A reliability and convergent validity study. Journal of Social Behavior and Personality, 1 (1), 107-112.
- Cummings, O. W., & Nall, R. L. (1982). Counselor burnout and school leadership style: A connection. School Counselor, 29, 190-195.
- Daley, M. R. (1979). Burnout: Smoldering problem in protective services. Social Work, 24, 375-379.
- Davis, A. H., Savicki, V., Cooley, E. J., & Firth, J. L. (1989). Burnout and counselor practitioner expectations of supervision. Counselor Education and Supervision, 28, 234-241.
- Deutsch, C. J. (1985). A survey of therapists' personal problems and treatment. Professional Psychology: Research and Practice, 16 (2), 305-315.
- Edelwich, J., & Brodsky, A. (1980). Burnout: Stages of disillusionment in the helping professions. New York: Human Services.
- Farber, F. A. (1983a). A critical perspective on burnout. In B. A. Farber (Ed.), Stress and burnout in the human service professions (pp. 1-22). New York: Pergamon.
- Farber, B. A. (1983b). Dysfunctional aspects of the psychotherapeutic role. In B. A. Farber (Ed.), Stress and burnout in the human service professions (pp. 97-118). New York: Pergamon.
- Farber, B. A. (1985). Clinical psychologists' perceptions of psychotherapeutic work. The Clinical Psychologist, 38, 10-13.
- Farber, B. A., & Heifetz, L. J. (1982). The process and dimensions of burnout in psychotherapists. Professional Psychology, 13 (2), 293-301.
- Forney, D. S., Wallace-Schutzman, F., & Wiggins, T. T. (1982). Burnout among career development professionals: Preliminary findings and implications. Personnel and Guidance Journal, 61, 435-439.

- Freudenberger, H. J. (1974). Staff burnout. Journal of Social Issues, 30 (1), 159-165.
- Freudenberger, H. J. (1975). The staff burnout syndrome in alternative institutions. Psychotherapy: Theory, Research and Practice, 12 (1), 73-82.
- Friesen, P., & Sarros, J. C. (1989). Sources of burnout among educators. Journal of Organizational Behavior, 10, 179-188.
- Garte, S. H., & Rosenblum, M. L. (1978). Lighting fires in burned-out counselors. Personnel and Guidance Journal, 57, 158-160.
- Gold, Y. (1984). The factorial validity of the Maslach Burnout Inventory in a sample of California elementary and junior high school classroom teachers. Educational and Psychological Measurement, 44, 1009-1016.
- Golembiewski, R. T. (1986). The edidemiology of progressive burnout: A primer. Journal of Health and Human Resources Administration, 9, 16-36.
- Golembiewski, R. T. (1989). A note on Leiter's study: Highlighting two models of burnout. Group & Organizational Studies, 14 (1), 5-13.
- Golembiewski, R. T., & Munzenrider, R. (1984). Phases of psychological burnout and organizational covariants: A replication using norms from a large population. Journal of Health and Human Resources Administration, 6, 280-323.
- Golembiewski, R. T., & Munzenrider, R. T. (1988). Phases of burnout: Developments in concepts and applications. New York: Praeger.
- Golembiewski, R. T., Munzenrider, R., & Carter, D. (1983). Phases of progressive burnout and their work site covariants: Critical issues in OD research and proxis. Journal of Applied Behavioral Science, 19 (4), 461-481.

- Gottfredson, G. D. (1987). Employment setting, specialization, and patterns of accomplishment among psychologists. Professional Psychology: Research and Practice, 18 (5), 452-460.
- Green, D. E., & Walkey, F. H. (1988). A configuration of the three-factor structure of the Maslach Burnout Inventory. Educational and Psychological Measurement, 48, 579-585.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. Journal of Applied Psychology, 60 (2), 159-170.
- Hellman, I. D., & Morrison, T. L. (1987). Practice setting and type of caseload as factors in psychotherapist stress. Psychotherapy, 24 (3), 427-432.
- Hellman, I. D., Morrison, T. L., & Abramowitz, S. I. (1986). The stresses of psychotherapeutic work: A replication and extension. Journal of Clinical Psychology, 42 (1), 197-205.
- Hellman, I. D., Morrison, T. L., & Abramowitz, S. I. (1987a). Therapist flexibility/rigidity and work stress. Professional Psychology: Research and Practice, 18 (1), 21-27.
- Hellman, I. D., Morrison, T. L., & Abramowitz, S. I. (1987b). Therapist experience and the stresses of psychotherapeutic work. Psychotherapy, 24 (2), 171-176.
- Hendrickson, B. (1979). Teacher burnout: How to recognize it; what to do about it. Learning, 7 (5), 36-39.
- Huberty, T. J., & Huebner, E. S. (1988). A national survey of burnout among school psychologists. Psychology in the Schools, 25, 54-61.
- Iwanicki, E. F., & Schwab, R. L. (1981). A cross validation study of the Maslach Burnout Inventory. Educational and Psychological Measurement, 41, 1167-1174.

- Jackson, S. E., Schwab, R. L., & Schuler, R. S. (1986). Toward an understanding of the burnout phenomena. Journal of Applied Psychology, 71 (4), 630-640.
- Jones, J. W. (1981). The burnout syndrome: Current research, theory, interventions. Park Ridge, IL: London House.
- Kahill, S. (1988). Interventions for burnout in the helping professions: A review of the empirical evidence. Canadian Journal of Counseling, 22 (3), 162-169.
- Keppel, G. (1982). Design & analysis: A researcher's handbook. Englewood Cliffs, NJ: Prentice-Hall.
- Koeske, G. F., & Koeske, R. D. (1989a). Construct validity of the Maslach Burnout Inventory: A critical review and reconceptualization. Journal of Applied Behavioral Science, 25 (2), 131-144.
- Koeske, G. F., & Koeske, R. D. (1989b). Work load and burnout: Can social support and perceived accomplishment help? Journal of Social Work, 34 (3), 243-248.
- Kremer, B. J., & Owen, W. A. (1979). Stress in the life of the counselor. School Counselor, 26, 40-45.
- Lalotis, D. A., & Grayson, J. H. (1985). Psychologist heal thyself: What is available for the impaired psychologist? American Psychologist, 40 (1), 84-96.
- Leiter, M. P. (1988). Burnout as a function of communication patterns. Group & Organizational Studies, 13 (1), 111-128.
- Leiter, M. P. (1989). Conceptual implications of two models of burnout. Group & Organizational Studies, 14 (1), 15-22.

- Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. Journal of Organizational Behavior, 9, 297-308.
- Leiter, M. P., & Meechan, K. A. (1986). Role structure and burnout in the field of human services. Journal of Applied Behavioral Science, 22 (1), 47-52.
- Lynn, R. (1989). Burnout in the professional care giver. Loss, Grief and Care, 3 (1-2), 21-26.
- Maslach, C. (1976). Burned-out. Human Behavior, 9, 16-22.
- Maslach, C. (1978). The client role in staff burnout. Journal of Social Issues, 34 (4), 111-125.
- Maslach, C. (1979). Negative emotional biasing of unexplained arousal. Journal of Personality and Social Psychology, 37, 953-969.
- Maslach, C. (1982). Burnout: The cost of caring. New York: Prentice Hall.
- Maslach, C. (1986). Stress, burnout, and workaholism. In R. R. Kilbug, P. E. Nathan, & R. W. Thoreson (Eds.), Professionals in distress: Issues, syndromes, and solutions in psychology (pp. 53-75). Washington, DC: American Psychological Association.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. Journal of Occupational Behavior, 2, 99-113.
- Maslach, C., & Jackson, S. E. (1984a). Burnout in organizational settings. Applied Social Psychology Annual, 5, 133-153.
- Maslach, C., & Jackson, S. E. (1984b). Patterns of burnout among a national sample of public contract workers. Journal of Health and Human Resources Administration, 7, 189-192.
- Maslach, C., & Jackson, S. E. (1985). The role of sex and family variables in burnout. Sex Roles, 12 (7-8), 837-851.

- Maslach, C., & Jackson, S. E. (1986). The Maslach Burnout Inventory (2nd ed.). Palo Alto, CA: Consulting Psychologists.
- McGee, R. A. (1989). Burnout and professional decision making: An analogue study. Journal of Counseling Psychology, 36 (3), 345-351.
- Meier, S. T. (1983). Toward a theory of burnout. Human Relations, 6 (10) 899-910.
- Meier, S. T. (1984). The construct validity of burnout. Journal of Occupational Psychology, 57, 211-219.
- Moe, D. (1979). Teacher burnout. A prescription. Today's Education, 6, 35-36.
- Moracco, J. C., Butcke, P. G., & McEwen, M. K. (1984). Measuring stress in school counselors: Some research findings and implications. School Counselor, 31, 110-117.
- Morgenthau, E. S., & Morgenthau, J. L. (1980). Burnout: A personal hazard. Journal of Correctional Education, 31 (3), 11-14.
- Motowidlo, S. J., Packard, J. S., & Manning, M. R. (1986). Occupational stress: Its causes and consequences for job performance. Journal of Applied Psychology, 71 (4), 618-629.
- Norcross, J. C., & Prochaska, J. O. (1982). A national survey of clinical psychologists: Views on training, career choice, and APA. Clinical Psychologist, 35 (4), 1-6.
- Offermann, L. R. (1985). Maslach Burnout Inventory. In D. J. Keyser & R. C. Sweetland (Eds.), Test critiques: Vol. III. 419-426. Test Corporation of America.
- Pedhazur, E. J. (1982). Multiple regression in behavioral research: Explanation and prediction (2nd ed.). New York: Holt, Rinehart & Winston.

- Penn, M., Romano, J. L., & Foat, D. (1988). The relationship between job satisfaction and burnout: A study of human service professionals. Administration in Mental Health, 15 (3), 157-165.
- Pines, A. M. (1982). Changing organizations: Is a work environment without burnout an impossible goal? In W. S. Paine (Ed.), Job stress and burnout: Research, theory, and intervention perspectives (pp. 189-211). Beverly Hills, CA: Sage Publications.
- Pond, S. B., & Geyer, P. D. (1987). Employee age as a moderator of the relation between perceived work alternatives and job satisfaction. Journal of Applied Psychology, 72 (4), 552-557.
- Powers, S., & Gose, K. F. (1986). Reliability and construct validity of the Maslach Burnout Inventory in a sample of university students. Educational and Psychological Measurement, 46, 251-255.
- Rafferty, J. P., Lemkau, J. P., Purdy, R. R., & Rudisill, J. R. (1986). Validity of the Maslach Burnout Inventory for family practice physicians. Journal of Clinical Psychology, 42 (3), 488-492.
- Raquepaw, J. M., & Miller, R. S. (1989). Psycho-therapist burnout: A componential analysis. Professional Psychology: Research and Practice, 20 (1), 32-36.
- Riggar, T. F., Godley, S. H., & Hafer, M. (1984). Burnout and job satisfaction in rehabilitation administrators and direct service providers. Rehabilitation Counseling Bulletin, 27, 151-160.
- Rodolfa, E. R., Kraft, W. A., & Reilley, R. R. (1988). Stressors of professionals and trainees at APA-approved counseling and VA medical center internship sites. Professional Psychology: Research and Practice, 19 (1), 43-49.

- Rogers, E. R. (1987). Professional burnout: A review of a concept. Clinical Supervisor, 5 (3), 91-106.
- Rogers, J. C., & Dodson, S. C. (1987). Burnout in occupational therapists. American Journal of Occupational Therapy, 42 (12), 787-792.
- Ross, R. R., Altmaier, E. M., & Russell, D. W. (1989). Job stress, social support, and burnout among counseling center staff. Journal of Counseling Psychology, 36 (4), 464-470.
- Savicki, V., & Cooley, E. J. (1982). Implications of burnout research and theory for counselor educators. Personnel and Guidance Journal, 61, 415-419.
- Savicki, V., & Cooley, E. (1987). The relationship of work environment and client contact to burnout in mental health professionals. Journal of Counseling and Development, 65, 249-252.
- Statistical Package for the Social Sciences (SPSS-X) User's Guide. (1983). New York: McGraw-Hill.
- Stout, J. K., & Williams, J. M. (1983). Comparison of two measures of burnout. Psychological Reports, 53, 283-289.
- Suran, B. G., & Sheridan, E. P. (1985). Management of burnout: Training psychologists in professional lifespan perspectives. Professional Psychology: Research and Practice, 16 (6), 741-752.
- Thoreson, R. W., Miller, M., & Krauskopf, C. J. (1989). The distressed psychologist: Prevalence and treatment considerations. Professional Psychology: Research and Practice, 20 (3), 153-158.
- Tryon, G. S. (1983). Full-time private practice in the United States: Results of a national survey. Professional Psychology: Research and Practice, 14 (5), 685-696.
- Ursprung, A. W. (1986). Burnout in the human services: A review of the literature. Rehabilitation Counseling Bulletin, 29, 190-199.

- Wampold, B. E., & Freund, R. D. (1987). Use of multiple regression in counseling psychology research: A flexible data-analytic strategy. Journal of Counseling Psychology, 34, 372-382.
- Warnath, C. F., & Shelton, J. L. (1976). The ultimate disappointment: The burned-out counselor. Personnel and Guidance Journal, 55, 172-175.
- Watkins, C. E., Jr. (1983). Burnout in counseling practice: Some potential professional and personal hazards of becoming a counselor. Personnel and Guidance Journal, 62, 304-308.
- Watkins, C. E., Jr., Lopez, F. G., Campbell, V. L., & Himmell, C. D. (1986). Contemporary counseling psychology: Results of a national survey. Journal of Counseling Psychology, 33 (3), 301-309.
- Watkins, C. E. Jr., Lopez, F. G., Campbell, V. L., & Himmell, C. D. (1989). Counseling psychologists in private practice: Who are they? What do they do? What do they practice? Psychotherapy in Private Practice, 7 (1), 135-150.
- Weiner, W. (1989). Is burnout an institutional syndrome? Loss, Grief, and Care, 3 (1-2), 95-100.

APPENDIXES

APPENDIX A

COVER LETTER



Oklahoma State University

APPLIED BEHAVIORAL STUDIES IN EDUCATION
COLLEGE OF EDUCATION

STILLWATER, OKLAHOMA 74078-0254
NORTH MURRAY HALL 116
405-744-6040

April 10, 1991

Dear Psychologist:

Your name was randomly selected from a national list of psychologists for potential participation in a research study of job perceptions. I am a doctoral student at Oklahoma State University and would like to request your assistance in this study.

Completion of the enclosed Demographic Questionnaire and Human Services Survey should require a total of about ten minutes of your time. Your response will be kept strictly confidential. A research code number assigned to each Demographic Questionnaire will be used only for follow-up purposes (if needed) relative to return response rate. Your individual response will not be shared with anyone and you are free to return your response anonymously. The results of this study will be reported only as group data.

If you elect to participate, please return the instruments in the enclosed self-addressed, stamped envelope. If you have any questions concerning this study or if you would like more information, please contact me at (918) 243-5973.

Thank you for your consideration and time. Your participation will be greatly appreciated.

Sincerely,

Larry D. Vredenburgh
Doctoral Student
Oklahoma State University

Alfred F. Carozzi, Ed.D.
Committee Chairperson
Oklahoma State University



APPENDIX B

DEMOGRAPHIC QUESTIONNAIRE

Research Code Number _____

DEMOGRAPHIC QUESTIONNAIRE

1. Marital Status: Single Separated
 Married Divorced
2. Gender: Female Male
3. Age: _____ Years _____ Months
4. How long have you been a member of your present employment organization?
 _____ Years _____ Months
5. How long have you been in your present position?
 _____ Years _____ Months
6. How many hours per week (on the average) do you spend in client/patient/student contact?
 _____ Hours
7. Please indicate your primary type of practice setting (more than 25 hours per week):
- Private Practice
 University Academic Department
 University Counseling Center
 Community Mental Health Agency
 Hospital
 Other (please specify) _____
 Retired or no longer practicing psychology
8. Please indicate your secondary type of practice setting, if any, (less than 25 hours per week):
- Private Practice
 University Academic Department
 University Counseling Center
 Community Mental Health Agency
 Hospital
 Other (please specify) _____
 None

THANK YOU FOR YOUR PARTICIPATION IN THIS STUDY

APPENDIX C

SUMMARY OF DEMOGRAPHICS

Table 3

Gender of Respondents (N = 521)

Gender	Frequency	Percent
Male	335	64.3
Female	186	35.7
Total	521	100.0

Table 4

Marital Status of Respondents (N = 521)

Status	Frequency	Percent
Married	409	78.5
Single	59	11.3
Divorced	47	9.0
Separated	6	1.2
Total	521	100.0

Table 5

Age Ranges of Respondents (N = 521)

Age Range ^a	Frequency	Percent	Cumulative Percent
75 - 79	1	0.2	100.0
70 - 74	4	0.8	99.8
65 - 69	12	2.3	99.0
60 - 64	45	8.6	96.7
55 - 59	54	10.4	88.1
50 - 54	61	11.6	77.7
45 - 49	115	22.1	66.1
40 - 44	150	28.8	44.0
35 - 39	61	11.7	15.2
30 - 34	18	3.5	3.5
Total	521	100.0	

^aMean age of respondents = 47.5 years.

Table 6

Primary Practice Settings of Respondents^a (N = 521)

Setting	Frequency	Percent
Private Practice	223	42.8
University-Academic	92	17.7
University-Counseling Center	59	11.3
Community Mental Health	38	7.3
Hospital	57	10.9
Health Maintenance Organization	11	2.1
Other	41	7.9
Total	521	100.0

^aMore than 25 hours per week.

Table 7

Secondary Practice Settings of Respondents^a (N = 521)

Setting	Frequency	Percent
None	204	39.2
Private Practice	155	29.8
Hospital	45	8.6
University-Academic	40	7.7
Community Mental Health	23	4.4
University-Counseling Center	7	1.3
Other	47	9.0
Total	521	100.0

^aLess than 25 hours per week.

Table 8

Hours of Client/Recipient Contact Per Week (N = 521)

Hours	Frequency	Percent	Cumulative Percent
50 - 59	21	4.0	100.0
40 - 49	51	9.8	96.0
30 - 39	149	28.6	86.2
20 - 29	178	34.2	57.6
10 - 19	89	17.1	23.4
0 - 9	33	6.3	6.3
Total	521	100.0	

Table 9

Years Employed in Present Position (N = 521)

Years	Frequency	Percent	Cumulative Percent
35 - 39	1	0.2	100.0
30 - 34	8	1.5	99.8
25 - 29	11	2.1	98.3
20 - 24	40	7.7	96.2
15 - 19	43	8.3	88.5
10 - 14	109	20.9	80.2
5 - 9	128	24.6	59.3
0 - 4	181	34.7	34.7
Total	521	100.0	

VITA

Larry Dale Vredenburg

Candidate for the Degree of

Doctor of Philosophy

**Thesis: RELATIONSHIP BETWEEN COUNSELING PSYCHOLOGIST
BURNOUT, TYPE OF PRACTICE SETTING, AND SELECTED
DEMOGRAPHIC VARIABLES**

Major Field: Applied Behavioral Studies

Biographical:

Personal Data: Born in Moorhead, Iowa, May 26, 1940, the son of C. Dale and Margaret E. Vredenburg.

Education: Graduated from Moorhead High School, Moorhead, Iowa, in May 1958; received Bachelor of Science degree from Iowa State University in November 1962; received Master of Science degree from Iowa State University in May 1964; received Doctor of Philosophy degree from University of Washington in May 1968; received Master of Science degree from Oklahoma State University in May 1988; completed requirements for the Doctor of Philosophy degree at Oklahoma State University in December 1992.

Professional Organizations: American Psychological Association, American Association for Counseling and Development, Oklahoma Association for Counseling and Development, Licensed Marital and Family Therapist (Oklahoma)

Professional Experience: Geochemical Research Assistant, Iowa Highway Commission, May 1963 to May 1964; Field Party Chief (Montana and Wyoming), Pan American Petroleum Corporation, May 1964 to September 1964; Teaching Assistant, University of Washington, September 1964 to May 1965 and September 1965 to May 1966; Research Consultant, Mobil Field Research Lab, May 1965 to September 1965; State Extension Lecturer, University of

Washington, September 1966 to May 1967; Geochemical Research Assistant, University of Washington, May 1967 to May 1968; Projects and Research Geologist, Amoco Production Company, May 1968 to May 1972; Area Supervisor (Colorado, Wyoming, Nebraska), Amoco Production Company, May 1972 to September 1974; Division Supervisor (Gulf Coast area), Amoco Production Company, September 1974 to December 1975; Manager, Exploration Training Center, Amoco Production Company, December 1975 to August 1978; Independent Lecturer and Consultant, Vredenburg Associates, August 1978 to present; Consultant and Technical Advisor to the Institute for Energy Development, August 1982 to September 1986; Owner and Chairman of Board, Western Periodicals, May 1984 to present; Counselor, Hominy Health Services Center, July 1987 to May 1988; Counselor, Student Mental Health Clinic, Oklahoma State University, August 1988 to August 1989; Counselor, Stillwater Domestic Violence Services, May 1989 to August 1991; Counselor, Payne County Youth Services, September 1989 to June 1990 and February 1991 to July 1991; Counselor, Oklahoma State University Marriage and Family Clinic, June 1988 to August 1990; Psychology Intern, Children's Medical Center, September 1991 to September 1992.