BURNOUT AND WORKPLACE DEVIANT BEHAVIOR

AHMAD NIZAN MAT NOOR

UNIVERSITI UTARA MALAYSIA 2006



BURNOUT AND WORKPLACE DEVIANT BEHAVIOR

A thesis submitted to the Faculty of Business Management in partial fulfillment of the requirements for the Master of Science (Management),
Universiti Utara Malaysia

by Ahmad Nizan Mat Noor

© Ahmad Nizan Mat Noor, 2006. All rights reserved



(Date)

Fakulti Pengurusan Perniagaan (Faculty of Business Management) Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK (Certification of Project Paper)

Saya, yang bertandatangan, memperakukan bahawa (I, the undersigned, certify that)

	AHMAD NIZAN MAT NOOR
calon untuk ljazah (candidate for the degree of)	SARJANA SAINS (PENGURUSAN)
telah mengemukakan kertas p (has presented his/her project	
BURNOUT A	ND WORKPLACE DEVIANT BEHAVIOR
Conorti vana torcat	
	at di muka surat tajuk dan kulit kertas projek title page and front cover of project paper)
(as it appears on the bahawa kertas projek tersebi dan meliputi bidang ilmu deng	title page and front cover of project paper) ut boleh diterima dari segi bentuk serta kandungar gan memuaskan. eptable in form and content and that a satisfactory
(as it appears on the bahawa kertas projek tersebi dan meliputi bidang ilmu deng (that the project paper acce	title page and front cover of project paper) ut boleh diterima dari segi bentuk serta kandungar gan memuaskan. eptable in form and content and that a satisfactory
(as it appears on the bahawa kertas projek tersebidan meliputi bidang ilmu deng (that the project paper accelended by the field is covered by the fiel	title page and front cover of project paper) ut boleh diterima dari segi bentuk serta kandungar gan memuaskan. eptable in form and content and that a satisfactory red by the project paper).
(as it appears on the bahawa kertas projek tersebidan meliputi bidang ilmu deng (that the project paper accelended by the field is cover the second cover the field is cover the field i	title page and front cover of project paper) ut boleh diterima dari segi bentuk serta kandungar gan memuaskan. eptable in form and content and that a satisfactory red by the project paper).

PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a post graduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part for scholarly purposes may be granted by my supervisor or, in her absence, by the Dean of the Faculty of Business Management. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or take use of materials in this thesis, in whole or in part, should be addressed to:

Dean of the Faculty of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ACKNOWLEDGEMENT

Syukur alhamdulillah, my highest gratitude to Allah s.w.t. for the blessings in giving me strength to complete this research as scheduled. I would like to express my sincere gratitude and appreciation to each and every person who have in one-way or another, give me the valuable contribution through out conducting this project paper.

My greatest appreciation first goes out to my beloved wife, Aznira and my daughter, Dania. For my parents, Haji Mat Noor Mat Zin and Hajjah Kamariah Selimin and the rest of my family.

I would like to express my appreciation and owe a special debt of gratitude to my supervisor, Mrs. Noraini Othman for her comments, guidance, ideas, critiques, suggestions and imparted knowledge which enabled me to complete this project and report.

I wish to thank all UiTM Perlis staff for their cooperation through out of the period of this research. And last but not least, I hope this research would at least benefit those people concerned.

ABSTRAK

TOUR

Secara umumnya, kajian ini bertujuan untuk mengkaji hubungan di antara hilang daya upaya berkerja dan gelagat "deviant" di tempat kerja di kalangan staf akademik UiTM Perlis. Kajian ini juga bertujuan untuk mengkaji perbezaan di antara faktor demografi dengan hilang daya upaya bekerja dan gelagat "deviant" di tempat kerja. Kajian ini mengkaji tahap hilang daya upaya bekerja dengan menggunakan skala Maslach Burnout Inventory-Educator Survey (MBI-ES; Maslach, Jackson, and Schwab (1986), dan gelagat "deviant" di tempat kerja dengan menggunakan skala Deviant Behavior (Lewis, and Bradfield, 1999). Sebanyak 169 soalan kaji selidik telah diberikan kepada 169 peserta kajian dengan menggunakan persampelan rawak mudah. Berdasarkan kepada objektif, tujuh hipotesis telah dibina dan diuji dengan menggunakan Korelasi Pearson, Ujian t, dan ANOVA. Hasil dari ujian hipotesis menunjukkan bahawa wujudnya hubungan negatif di antara hilang daya upaya bekerja dan gelagat "deviant" di tempat kerja dan membuktikan bahawa hilang daya upaya bekerja tidak memberikan sumbangan yang nyata dalam mengamal gelagat "deviant" di tempat kerja. Di samping itu, faktor demografi tertentu juga ditemui tidak mempunyai perbezaan yang nyata atau hubungan kepada hilang daya upaya bekerja dan gelagat "deviant" di tempat kerja.

ABSTRACT

There are main assumptions that burnout syndrome can lead to workplace deviant behavior and negatively effect the organization seriously. Generally, the purpose of the study was to discover the relationship between burnout and workplace deviant behavior among academic staffs in UiTM Perlis. This study also discovers the differences between demographic factors with burnout and workplace deviant behavior. This study aims to assess the burnout level by using Maslach Burnout Inventory-Educator Survey scale (MBI-ES; Maslach, Jackson, and Schwab (1986), and workplace deviant behavior by using Deviant Behavior scale (Lewis, and Bradfield, 1999). 169 questionnaires were distributed to 169 participants by using simple random sampling. Based on the objectives, seven hypotheses were developed and tested using Pearson Correlation, t-Test, and ANOVA. The result from hypotheses testing shown that there are negative relationship between burnout and workplace deviant behavior and shown that burnout are not having significant contribution to predict workplace deviant behavior. Furthermore, certain demographic factors also were not found to have any significant difference or relation to burnout and workplace deviant behavior.

TABLE OF CONTENT

		Page
Darn	mission to use	i
Ackı	nowledgement	ii
Abst	trak	iii
Abst	tract	iv
Tabl	le of Content	v
List	of Tables	ix
List	of Figures	x
Abb	reviations	xi
CHA	APTER ONE: INTRODUCTION	
1.0	General	1
1.1	Significance of Study	2
1.2	Problem Statement	2
1.3	Research Objective	4
	1.3.1 General Objective	4
	1.3.2 Specific Objective	4
1.4	Research Questions	5
1.5	Research Assumptions	5
1.6	Scope of the Study	6

1.7	Limita	ation	6
1.8	Organ	nization of the Study	7
1.9	Opera	tional Definition	7
CHA	PTER T	TWO: LITERATURE REVIEW	
2.0	Introd	uction	10
2.1	Burno	out Defined	10
2.2	The C	auses and Symptoms of Burnout	15
	2.2.1	Psychological Causes and Symptoms	15
	2.2.2	Physical Causes and Symptoms	16
	2.2.3	Behavioral Causes and Symptoms	17
	2.2.4	Social Causes and Symptoms	17
	2.2.5	Organizational Causes and Symptoms	18
2.3	Work	place Deviant Behavior Defined	19
2.4	Devia	nce and Its Variance	22
2.5	Burno	out and Workplace Deviant Behavior	24
2.6	Demo	graphic Factors and Burnout	28
2.7	Demo	graphic Factors and Workplace Deviant Behavior	29
2.8	Theor	etical Framework of the Study	30
2.9	Meası	urement of the Study	31
	2.9.1	Independent Variables	31
	2.9.2	Dependent Variables	31
2.10	Hypot	theses	32

CHAPTER THREE: METHODOLOGY

3.0	Introd	uction	33
3.1	Partici	pants	34
3.2	Sampl	ing Method	34
3.3	Instrumentation		
3.4	Data Collection		
3.5	Pilot Test		
3.6	Data A	Analysis Procedure	37
3.7	Appro	priateness of Test	38
	3.7.1	Descriptive Analysis	38
	3.7.2	Reliability Testing	38
	3.7.3	Hypotheses Testing	40
		3.7.3.1 Pearson Correlation	40
		3.7.3.2 t-Test	40
		3.7.3.3 One Way ANOVA	41
CHAI	PTER F	FOUR: FINDINGS	
4.0	Introd	uction	42
4.1	Surve	y Responses	43
4.2	Data Analysis		
	4.2.1	Getting a Feel for Data	44
	4.2.2	Respondents Demographic Background	44
4.3	Hypot	heses Testing	48

	4.3.1	Pearson Correlations for Hypotheses 1	48
	4.3.2	t-Test for Hypotheses 2(a)	49
	4.3.3	t-Test for Hypotheses 2(b)	50
	4.3.4	One Way ANOVA for Hypotheses 2(c)	51
	4.3.5	t-Test for Hypotheses 3(a)	52
	4.3.6	t-Test for Hypotheses 3(b)	53
	4.3.7	One Way ANOVA for Hypotheses 3(c)	55
4.4	Overa	Il Results	56
СНАН	PTER I	FIVE: DISCUSSION AND CONCLUSION	
5.0	Introd	uction	57
5.05.1		uction ssion on Findings	57 57
	Discus	ssion on Findings	57
	Discus	Reliability	57 57
	Discus	Reliability Hypotheses Testing	57 57 58
	Discus	Reliability Hypotheses Testing 5.1.2.1 Burnout and WDB	57 57 58 58
	Discus 5.1.1 5.1.2	Reliability Hypotheses Testing 5.1.2.1 Burnout and WDB 5.1.2.2 Demographic Factors and Burnout	57 57 58 58 59
5.1	Discus 5.1.1 5.1.2	Reliability Hypotheses Testing 5.1.2.1 Burnout and WDB 5.1.2.2 Demographic Factors and Burnout 5.1.2.3 Demographic Factors and WDB	57 57 58 58 59 59

References

.

Appendix

LIST OF TABLES

Table		Page
3.1	Reliability Testing of Instruments	31
4.1	Survey Responses	35
4.2	Respondents by Gender	36
4.3	Respondents by Age	37
4.4	Respondents by Marital Status	38
4.5	Respondents by Working Experience	38
4.6	Respondents by Income per month	39
4.7	The result on Correlation Pearson r Test Burnout and WDB	40
4.8	Mean Burnout by Gender	41
4.9	t-test Result on Burnout and Gender	41
4.10	Mean Burnout by Marital Status	43
4.11	t-test Result on Burnout by Marital Status	43
4.12	Mean Burnout by Working Experience	44
4.13	ANOVA on Burnout by Working Experience	44
4.14	Mean WDB by Gender	45
4.15	t-test Result on Burnout by Gender	45
4.16	Mean WDB by Marital Status	46
4.17	t-test Result on WDB by Marital Status	46
4.18	Mean WDB by Working Experience	47
4.19	ANOVA on WDB by Working Experience	47
4.20	Overall Results for Hypotheses Testing	48

LIST OF FIGURES

F 5

Figure	Page	
2.1	Theoretical Framework of the Study	23

ABBREVIATIONS

UiTM - Universiti Teknologi MARA

UiTM Perlis - Universiti Teknologi MARA Perlis

WDB - Workplace Deviant Behavior

MBI-ES - Maslach Burnout Inventory-Educator Survey

US - United States

2 1

ANOVA - Analysis of Variance

SPSS - Statistical Package for the Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 GENERAL

For many years, burnout has been recognized as an occupational hazard for various people-oriented professions (Maslach, 1998, Pines, 1993), like human services, education, and health care (e.g., Kahill, 1998; Maslach, 1982; Vandenberghe & Huberman 1999). Research on burnout among those individuals working in teaching professions has shown that the potential effects of burnout for the individual and for the organization are serious. Costs to the organization include absenteeism, turnover, low morale, and impaired professional performance (Farber, 1991; Jenkins & Calhoun, 1991; Kierstead, 1983; Kyriacou & Sutcliffe, 1997; Litt & Turk, 1985; Needle, Griffin, Syendsen & Berney, 1980). As indicated in Maslach's (1982) definition, burnout has been shown to be most prevalent among professionals who do "people work", as opposed to those work does not involve direct contact when serving people in need. Indeed, burnout has been found to be prevalent among human service professionals such as teachers (e.g., Farber, 1991).

The contents of the thesis is for internal user only

REFERENCES

- Abrams, D., Marques, J., Bown, N., & Dougill, M. (2002). Anti-norm and pro-norm deviance in the bank and on the campus: Two experiments on subjective group dynamics. *Group Processes and Intergroup Relations*, 5(2), 163-182.
- Acker, G. (2003). Role conflict and ambiguity: do they predict burnout among mental health service providers? Social Work in Mental Health, 1(3), 63-80.
- Ackroyd, S., & Thompson, P. (1999). Organizational misbehaviour. London: Sage.
- Akers, Ronald L. and Gang Lee. 1999. "Age, Social Learning, and Social Bonding in Adolescent Substance Use." *Deviant Behavior* 20:1-25.
- Ambrose, M. L., Seabright, M. A., & Schminke, M. (2002). Sabotage in the workplace: The role of organisational injustice. *Organisational Behavior and Human Decision Processes*, 89, 947-965.
- Anderson, M.B.G. and Iwanicki, E.F. (1984) Teacher motivation and its relationship to burnout. EducatioruLl Administration Quarterly, 20, 109-132.
- Aquino, K., Lewis, M. U., & Bradfield, M. (1999). Justice constructs, negative affectivity, and employee deviance: A proposed model and empirical test. *Journal of Organizational Behavior*, 20, 1073-1091.
- Bakker, A., Schaufeli, W.B. and Van Dierendonck, D. (2000) burnout: prevalentie, risicogroepen en risicofactoren. [Burnout: prevalence, risk-groups and risk factors In: LL.D. Houtman, W.B. Schaufeli and T. Taris, (Eds.), Psychische vermoeidheid en werk: Cijfers, trends en analyses (pp. 65-82). Alphen a/d Rijn: Samsom.
- Baron, R. A. and J. H. Neuman. 1996. "Workplace Violence and Workplace Aggression: Evidence on Their Relative Frequency and Potential Causes." Aggressive Behavior 22: 161-173.
- Belcastro, P.A. and Gold, R.S. (1983) Teacher stress and burnout: Implications for school health personnel. Journal of Schnol Health, 53, 404-407.
- Belcastro, P. A. & Hays, L. C. (1984). Ergophilia. . . ergophobia. . . ergo. . burnout? Professional Psychology: Research and Practice, 15, 260-270.
- Belcastro, P. A. (1982). Burnout and its relationship to teachers' somatic complaints and illnesses. Psychological Reports, 50, 1045-1046.

- Bennett, R.J. 1998. "Perceived Powerlessness as a Cause of Employee Deviance." In Dysfunctional Behavior in Organizations: Violent and Deviant Behavior. Ed. S. B. Bacharach. Stamford, CT: JAI Press, pp. 221-239.
- Bennett, R. J., & Robinson, S. L. (2003). The past, present and future of workplace deviance research. In J. Greenberg (Ed.), *Organizational behavior: The state of the science* (2 ed., pp. 247-281). Mahwah, NJ: Lawrence Erlbaum Associates.
- Ben-Yehuda, Nachman and B.J. Schindell.1981. "The Addict's Family of Origin: an Empirical Survey Analysis." *International Journal of the Addictions* 16:505-525.
- Berg, B. (1994). Educator Burnout revisited: Voices from the staffroom. *Clearing House*, 67(4), 185-189.
- Bettenhausen, K. L. (1991). Five years of groups research: What we have learned and what needs to be addressed. *Journal of Management*, 17, 345-382.
- Blau, T. (1994). Psychological Services for Law Enforcement. NY: Wiley.
- Bradley, J. & Sutherland, V. (1995). Occupational stress in social services: A comparison of social workers and home help staff. *British Journal of Social Work, 25*, 313 331.
- Brenner, S. O., Sorbom, D., and Wallius, E. (1985), 'The stress chain: a longitudinal confirmatory study of teacher stress, coping and social support', Journal of Occupational Psychology 58, 1-13.
- Brouwers, A., and Tomic, W. 'Teacher burnout, perceived self-efficacy in classroom management, and student disruptive behaviour in secondary education', Curriculum and Teaching 14 (2), 7-26.
- Brouwers, A. & Tomic, W. (2000). A longitudinal study of teacher burnout and perceived self-efficacy in classroom management. <u>Teaching and Teacher Education</u>, <u>16</u>, 239-253.
- Burke, R. J. & Greenglass, E.R. (1995). A longitudinal study of psychological burnout in teachers. Human Relations, 48, 187-202.
- Burke, R. J., and Richardsen, A. M. (1996), 'Stress, burnout, and health', in C. L. Cooper (ed.), Handbook of Stress, Medicine, and Health, Boca Raton FL: CRC Press, pp. 101-17.
- Byrne, B. M. (1991). Burnout: Investigating the impact of background variables for elementary, intermediate, secondary, and university educators. Teacher and Teacher Education, 72, 197 209.

- Cherniss, C. (1980). Professional Burnout in Human Service Organizations. New York: Praeger.
- Collings, J.A., & Murray, P.J. (1996). Predictors of stress amongst social workers: An empirical study. British Journal of Social Work, 26, 375-387.
- Daly, Kathleen and Meda Chesney-Lind. 1988. "Feminism and Criminology." *Justice Quarterly* 5: 497-538.
- Dworkin, A.G. (1987). Teacher Burnout in the Public Schools: Structural Causes and Consequences for Children. Albany, NY: State University of New York Press.
- Dworkin, A.G. and Townsend, M. (1994). Teacher burnout in the face of reform: Some caveats in breaking the mold. In B. A. Jones and K. M. Borman (Eds) *Investing in United States Schools: Directions for Educational Policy*. Norwood, NJ: Ablex, 68-86.
- Dwyer, D.J., and Ganster, D.C. (1991). The effects of job demands and control on employee attendance and satisfaction. *Journal of Organizational Behavior*, 12, 595-608.
- Dyer, S., & Quine, L. (1998). Predictors of job satisfaction and burnout among the direct care staff of a community learning disability service. Journal of Applied Research in Intellectual Disabilities, 11 (4), 320-332.
- Elmes, M. (1990). Radical dissent and learning in human systems. *Consultation*, 9(2), 141-151.
- Eskridge, D., and Coker, D. (1985), 'Teacher stress: symptoms, causes, and management techniques', The Clearing House 58, 387-90.
- Farber, B. A. (1991). Crisis in education: Stress and burnout in the American teacher. San Francisco: Jossey-Bass.
- Farber, B. A. (2000). Understanding and treating burnout in a changing culture. <u>JCLP/In Session: Psychotherapy in Practice</u>, 56(5), 589-594.
- Farber, B. A., & Miller, J. (1981). Teacher burnout: A psycho-educational perspective. Teachers College Record, 83(2), 235-243.
- Feitler, F., and Tokar, E. (1980), 'Getting a handle on teacher stress: how bad is the problem?' Educational Leadership 39, 456-57.
- Fox, S., P. E. Spector and D. Miles. 2001. "Counterproductive Work Behavior (CWB) in Response to Job Stressors and Organizational Justice: Some Mediator and Moderator Tests for Autonomy and Emotions. "Journal of Vocational Behavior 59: 291-309.

- Friedman, Alfred S., E. Pomerance, R. Sanders, Yoav Santo, and Arlene Utada. 1980. "The Structure and Problems of the Families of Adolescent Drug Abusers." *Contemporary Drug Problems* 9:327-56.
- 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.
- Gottfredson, Michael and Travis Hirschi. 1990. A General Theory of Crime. Stanford, CA: Stanford University Press.
- Greenberg, J. (1998). The cognitive geometry of employee theft: Negotiating "the line" between taking and stealing. In R. W. Griffin, A. O'Leary-Kelly, J. M. Collins (Eds.), *Dysfunctional behaviour in organisations*, Vol. 2: 147-193. Stamford, CT: JAI press.
- Greenberg, J. (2003). Organizational behavior: The state of the science (2nd ed.). Mahwah, NJ: Lawrence Erlbaum.
- Greenglass, E., Burke, R., & Fiksenbaum, L. (2001). Workload and burnout in nurses. Journal of Community & Applied Social Psychology, 11, 211-215.
- Grcenglass, E., Burke, R.J. and Ondrack, M. (1990) A gender-role perspective of copingand burnout. Applied Psychology: An International Review, 39, 5-27.
- Greenglass, E. and Julkunen, J. (1991) Cook-Medley hostility, anger, and the Type A behavior pattern in Finland. P.sychnlogical Reports, 68, 1059-1066.
- Greenglass, E., Burke, R.J. and Konarski, R. (1998) Components of burnout, resources and gender-related differences. Journal nfApplied Social Psychology, 28, 1088-1106.
- Griffin, R.W., O'Leary-Kelly, A., & Collins, J. M. (1998b). Dysfunctional behavior in organizations: Non-violent dysfunctional behavior. Monographs in organizational behavior and industrial relations (Vol. 23, Part B). Greenwich, CT: JAI.
- Griffin, R.W., O'Leary-Kelly, A., & Collins, J. M. (1998a). Dysfunctional behavior in organizations: Violent and deviant behavior. Monographs in organizational behavior and industrial relations (Vol. 23, Part A). Greenwich, CT: JAI.
- Hackman, R. J. (1992). Group influences on individuals in organizations. In M. D.
- Hair, Anderson, Tatham, and Black (1998). *Multivariate Data Analysis. (International Edition)*. Upper Saddle River, New Jersey: Prentice Hall.

- Hollinger, R. C. and J. P. Clark. 1983. "Deterrence in the Workplace: Perceived Certainty, Perceived Severity, and Employee Theft." Social Forces 62: 398-418.
- Hollinger, R. C. & Clark, J. P. (1983). *Theft by Employees*. Lexington, MA: D. C. Heath. Homel, R., Clarke, R., & Macintyre, S. (1995). The prevention of corruption in public sector organisations. Paper presented at the *Fourth International Seminar on Environmental Criminology and Crime Analysis*, Cambridge University, July 7 9 1995.
- Huiras, J., Uggen, C., & McMorris, B. (2000). Career jobs, survival jobs, and employee deviance: A social investment model of workplace misconduct. *The Sociological Quarterly*, 41, 245-263.
- Huiras, Jessica, Christopher Uggen, and Barbara McMorris. 2000. "Career Jobs, Survival Jobs, and Employee Deviance: A Social Investment Model of Workplace Misconduct." *The Socio-logical Quarterly* 41:245-63.
- Iwanicki, E.F. & Schwab, R.L. (1981). A cross-validational study of the Maslach burnout inventory. Educational and Psychological Measurement, 41, 1167-1174.
- Jackson, S.E., Schwab, R.L., and Schuler, R.S. (1986). Toward an understanding of the burnout phenomenon. Journal of Applied Psychology, 71, 630-640.
- Jang, Sung-Joon and Marvin D. Krohn. 1995. "Developmental Patterns of Sex Differences in Delinquency among African American Adolescents: a Test of the Sex-invariance Hypothesis." *Journal of Quantitative Criminology* 11:195-222.
- Jenkins, S. & Calhoun, J. F. (1991). Teacher stress: Issues and intervention. Psychology in the Schools, 28, 60-70.
- Kahill, S. (1988). Symptoms of professional burnout. A review of the empirical evidence. Canadian Psychology, 29, 284-297.
- Kahn, R. (1978). Job burnout: Prevention and remedies. *Public Welfare*, 36, 61-63.
- Kaplan, H.B. 1975. Self-attitudes and deviant behavior. Pacific Palisades, CA: Goodyear.
- Kidwell, Jr., R.E. & N. Bennet, 1993. Employee Propensity to Withhold Effort: A Conceptual Model to Intersect Three Avenues of Research. Academy of Management Review. 18:429-456.
- Kierstead, F. D. (1983). The burnout of educational leadership: A firefighter's mentality in a world of brushfires. Focus on Learning, 9, 23-28.
- Koeske, G.F., & Kelly, T. (1995). The impact of over involvement on burnout and job satisfaction. American Journal of Orthopsychiatry, 65(2), 282-292.

- Kop, N., Euwema, M., & Schaufeli, W. (1999). Burnout, job stress, and violent behaviour among Dutch police officers. Work & Stress, 13, 326-340.
- Kremer-Hayon, L., and Kurtz, H. (1985), 'The relation of personal and environmental variables to teacher burnout', Teaching and Teacher Education 1 (3), 243-9.
- Kyriacou, C. & Sutcliffe, J. (1977). Teacher stress: A review. Educational Review, 29, 299-306.
- Lambert, E.G., Hogan, N.L., & Barton, S.M. (2001). The impact of job satisfaction on turnover intent: A test of a structural measurement model using a national sample of workers. Social Science Journal, 38(2), 233-251.
- LeCompte, M.D. and Dworkin, A.G. (1991). Giving Up on School: Student Dropouts and Teacher Burnouts. Newbury Park, CA: Corwin Press.
- Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87, 131-142.
- LePine, J.A., Erez, A. & Johnson, D.E. (2002). The nature and dimensionality of organizational citizenship behavior. A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.
- Lewin, K. (1951). Field theory in social science. New York: Harper.
- Litt, M. & Turk, D. C. (1985). Sources of stress and dissatisfaction in experienced high school teachers. Journal of Educational Research, 78, 178-185.
- Lowenstein, L. (1991). Teacher stress leading to burnout-its prevention and cure. Education Today, 41(2), 12-16.
- Mangjone, T. W., & Quinn, R. P. (1975). Job satisfaction, counterproductive behavior, and drug use at work. *Journal of Applied Psychology*, 60, 114-116.
- Maslach, C. (1982). Burnout: The sost of caring. N.J.: Prentice-Hall.
- Maslach, C. & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2, 99-113.
- Maslach, C. & Jackson, S. E. (1981). The measurement of experienced burnout. Journal of Occupational Behavior, 2, 99-113.
- Maslach, C. & Leiter, M. P. (1997). The truth about burnout. San Francisco: Jossey-Bass.
- Maslach, C. & Leiter, M.P. (1998). Burnout. Oorzaken, gevolgen, remedies. Amsterdam: Contact (Burnout. Causes, consequences, remedies.)

- Maslach, C. (1976). Burnout Human Behavior, 5, 16-22.
- Maslach, C. (1998). A multidimensional theory of burnout. In C.L. Cooper (Ed.), Theories of organizational stress (pp. 68-85). Oxford, U.K.: Oxford University Press.
- Maslach, C. (1998). A multidimensional theory of burnout. In C.L. Cooper (Ed.). Theory of organizational stress (pp. 68-86). New York: Oxford University Press.
- Maslach, C., Jackson, S., & Leiter, M. (1996). *Maslach burnout inventory manual* (3rdEd.). California: Consulting Psychologist Press.
- Maslach, C., Jackson, S.E. & Schwab, R.L. (1986). Maslach burnout inventory: Educators survey. Palo Alto, CA.: Consulting Psychologists Press.
- McLanahan, Sara and Karen Booth. 1991. "Mother-only Families." Pp. 405-28 in *Contemporary Families: Looking Forward, Looking Back* edited by A. Boot. Minneapolis, MN: National Council on Family Relations.
- McLanahan, Sara and Larry Bumpass. 1988. "Intergenerational Consequences of Family Disruption." *American Journal of Sociology*. 94:130-52.
- Murphy, K. R. (1993). *Honesty in the Workplace*. Belmont, CA: Brooks & Cole.
- Myung-Yong, U., and Harrison, D.F. (1998). Role stressors, burnout, mediators and job satisfaction: a stress-strain-outcome model and an empirical test. *Social Work Research*, 22(2), 100-116.
- Needle, R. H., Griffin, T., Svendsen, R. & Berney, C. (1980). Teacher stress: Sources and consequences. Journal of School Health, 50, 96-99.
- Ogus, D., Greenglass, E. and Burke, R.J. (1990) Gender role differences, work stress and depersonalization. Journal of Sncial Behavior and Per.sonality, 5, 387-398.
- Online Citation: Lee, G., R. Akers, and M. Borg 2004."Social Learning and Structural Factors in Adolescent Substance Use." *Western Criminology Review* 5 (1) http://wcr.sonoma.edu/v5n1/lee.html.
- Oranje, A. H. (2001), Van ouderenbeleid tot lerarentekort (From policy on elderly workers to teacher shortages), Nijmegen: Mediagroep KUN.
- Pick, D., & Leiter, M. P. (1991). Nurses' perceptions of the nature and causes of burnout: A comparison of self-reports and standardized measures. *Canadian Journal of Nursing Research*, 23, 33-48.
- Pierce, M. C. & Molloy, G. N. (1990). Psychological and biographical differences between secondary school teachers experiencing high and low levels of burnout. British Journal of Educational Psychology, 60, 37-51.

- Pines, A. (1993). Burnout. In L. Goldberger & S. Breznitz (Eds.). Handbook of stress. New York: Free Press (2 Ed., pp. 386-403).
- Pines, A., & Kafry, D. (1978). Occupational tedium in the social services. *Social work*, 23, 499-507.
- Pines, A., & Maslach, C. (1982). Characteristics of staff burnout in mental health settings. In A. Briggs & A. Agrin (Eds.), *Crossroads: A reader for psychosocial therapy*. Rockville, MD: The American Occupational Therapy Association.
- Pines, A.M., (1993). Burnout. In L. Goldberg and S. Breznitz. (Eds.).
- Rafferty, Y., Friend, R., & Landsbergis, P. A. (2001). The association between job skill discretion, decision authority and burnout. Work & Stress, 15(1), 73-85.
- Robinson, S. L. & Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants, and dilemmas in the study of workplace deviance. In L. Cooper and D. M. Rousseau (Eds), *Trends in Organisational Behavior*, (pp. 1-30). Chichester, UK: Wiley.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555 572.
- Robinson, S. L., & Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance. In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in organizational behavior* (Vol. 5, pp. 1-30). New York: Wiley.
- Robinson, S. L., & O'Leary-Kelly, A. M. (1998). Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41, 658-672.
- Robinson, S. L., & O'Leary-Kelly, A. M. (1998). Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41(6), 658-673.
- Robinson, S., & Bennett, R. (1997). Workplace deviance: Its definition, its manifestations, and its causes. *Research on Negotiations in Organizations*, 6, 327.
- Robinson, S.L. & O'Leary-Kelly, A.M. (1998). Monkey see, monkey do: the influence of work groups on the antisocial behavior of employees. <u>Academy of Management Journal</u>, 41(6), 658.
- Rotundo, M,. & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: a policy capturing approach. *Journal of Applied Psychology*, 87, 66-80.

- Sampson, Robert. J. and John. H. Laub. 1993. Crime in the Making: Pathways and Turning Points Through Life. Cambridge, MA: Harvard University Press.
- Schaufeli, W.B. & Dierendonck, D. van (1993). The construct validity of two burnout measures. Journal of Organizational Behavior, 14, 631-647.
- Schaufeli, W. & Buunk, B. (1992). Burnout. In Winnubst, J.A.M & Schabracq, M.J. (ed.) Handboek Arbeid en Gezondheid. Psychology. Utrecht: Lemma (Industrial and Health Psychology Textbook).
- Schaufeli, W.B. and Enzmann, D. (1998) The Burnout Campanion to Study and Practice: A Critical Analysis. London: Taylor and Francis.
- Schneider, K.T., Swan, S., & Fitzgerald, L.F. (1997). Job-related and psychological effects of sexual harassment in the workplace: Empirical evidence from two organisations. *Journal of Applied Psychology*, 82, 401-415.
- Schulz, R., Greenley, J.R., & Brown, R. (1995). Organization, management, and client effects on staff burnout. Journal of Health and Social Behavior, 36, 333-345.
- Schwab, R.I_. and Iwanicki, E.F. (1982) Who are out bttrned out teachers? Educational Research Quarterly, 7,5-16. Schwarzer, R. (1993) Measurement of perceived .selJ=efficient v. Unpublished manuscript. Berlin: Free University of Berlin.
- Seeman, M. (1959). On the meaning of alienation. *American Sociological Review*, 24, 783-791.
- Seeman, M. (1975). Alienation studies. Annual Review of Sociology, 1, 91-123.
- Seidman, S. A. & Zager, J. (1991). A study of coping behaviors and teacher burnout. Work and Stress, 5, 205-216.
- Sekaran, Uma (2003). Research method for business: a skill building approach. New York: John Wiley & Sons.
- Shapiro, J. P., Burkey, W.M., Dorman R.L., & Welker, C.J. (1996). Job satisfaction and burnout in child abuse professionals: Measure development, factor analysis, and job characteristics. Journal of Child Sexual Abuse, 5(3), 21-37.
- Skarlicki, D. & Folger, R. (1997). Retaliation in the workplace: the roles of distributive, procedural and interactional justice. *Journal of Applied Psychology*, 82, 416-425.
- Spector, P. E. 1975. "Relationships of Organizational Frustration with Reported Behavioral Reactions of Employees." Journal of Applied Psychology 60: 635-637.
- SPSS (Statistical Package for Social Science) Version 12.0 for Windows: 2003.

- Teacher burnout: a flickering flame: an empirical study among teachers from a social exchange perspective / Joan Ellen van Horn [S.l.]: [s.n.], 2002 Tekst Proefschrift Universiteit Utrecht.
- Tittle, Charles R. 1995. Control Balance: Toward a General Theory of Deviance. NY: Westview Press.
- Tittle, Charles R. 1995. Control Balance: Toward a General Theory of Deviance. NY: Westview Press.
- Van Dierendonck, D., Schaufeli, W. B., and Buunk, B. P. (1998), 'The evaluation of an individual burnout intervention program: the role of inequity and social support', Journal of Applied Psychology 83 (3), 392-407.
- Vandenberghe, R., & Huberman, A. M. (Eds.) (1999). Understanding and preventing teacher burnout: A sourcebook of international research and practice. New York, New York: Burnout Discriminant Validity 27.
- Vardi, Y., & Wiener, Y. (1996). Misbehavior in organizations: A motivational framework. *Organization Science*, 7, 151-165.
- Vardi, Y., & Weitz, E. (2004). *Misbehavior in organizations: Theory, research and management*. Hillsdale, NJ: Lawrence Erlbaum.
- Volksrant (29 April 1989). Help, de chef brand uit (Help, the manager is burning up).
- Warr, Mark. 1993. "Age, Peers, and Delinquency." Criminology 31:17-40.