On Fire or Burned Out?:
The Role of Self-Monitoring on Burnout in the Workplace

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Introduction

Burnout

Three Components (Maslach, Schaufeli, & Leiter, 2001)
Exhaustion- Emotional and/or cognitive withdrawal
Cynicism- Depersonalization and cynical attitudes
Lack of Professional Efficacy – Negative personal evaluation

Self-Monitoring

Univariate Model (Snyder, 1974)

	Low (LSM)	High (HSM)
Ability	Be Themselves	Be Others
Motivation	Self-Congruence	Status Acquisition
Attention	Inward	Outward
Use of Ability	Self-Verification	Strategic Self-Presentation
Behavior	Cross-Situationally Consistent	Situationally Specific

Bivariate Model (Wilmot et al., 2015)
Two Continuous Variables
Acquisitive Self-Monitoring – Achieve status and reward gain
Protective Self-Monitoring – Avoid status and reward loss

Job Demands/Resources

Sources of Burnout (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001)
Job Demands - Sustained physical and mental effort
Job Resources -
External resources- Organizational and social
Internal resources- Stable cognitive feature

Research Questions

Primary Question

Is there a direct or indirect connection between self-monitoring and burnout?

Secondary Question

Do protective and acquisitive self-monitoring have different patterns of results?

Method

Participants

109 Participants (46% female) from mid- to large-size companies recruited using Amazon's Mechanical Turk (Mturk) System

Procedure

Self-Monitoring

25-item Self Monitoring Scale (Snyder, 1974)
Univariate Self-Monitoring

I find it hard to imitate the behavior of other people (Low)	o *True* o *False*
I would make a good actor (High)	o *True* o *False*

Bivariate Self-Monitoring

I would make a good actor (Acquisitive)	o *True* o *False*
Even if I am not enjoying myself, I often pretend to be having a good time (Protective)	o *True* o *False*

Burnout

Maslach Burnout Inventory-General Survey (Schaufeli et al., 1996)

I feel emotionally drained by my work (Emotional Exhaustion)						
I just want to do my job and not be bothered (Cynicism)						
I can effectively resolve the problems that arise in my work (Professional Efficacy)						
Never	*A Few Times a Year*	*Once a Month*	*A Few Times a Month*	*Once a Week*	*A Few Times a Week*	*Everyday*

Copenhagen Burnout Inventory (Kristenson et al., 2005)

| How often do you feel worn out? (Personal Burnout)						
Do you feel worn out at the end of the working day? (Work Burnout)						
Never	*A Few Times a Year*	*Once a Month*	*A Few Times a Month*	*Once a Week*	*A Few Times a Week*	*Everyday*

Mediator Variable

Job Demands-Resources Questionnaire (Demerouti et al., 2001)

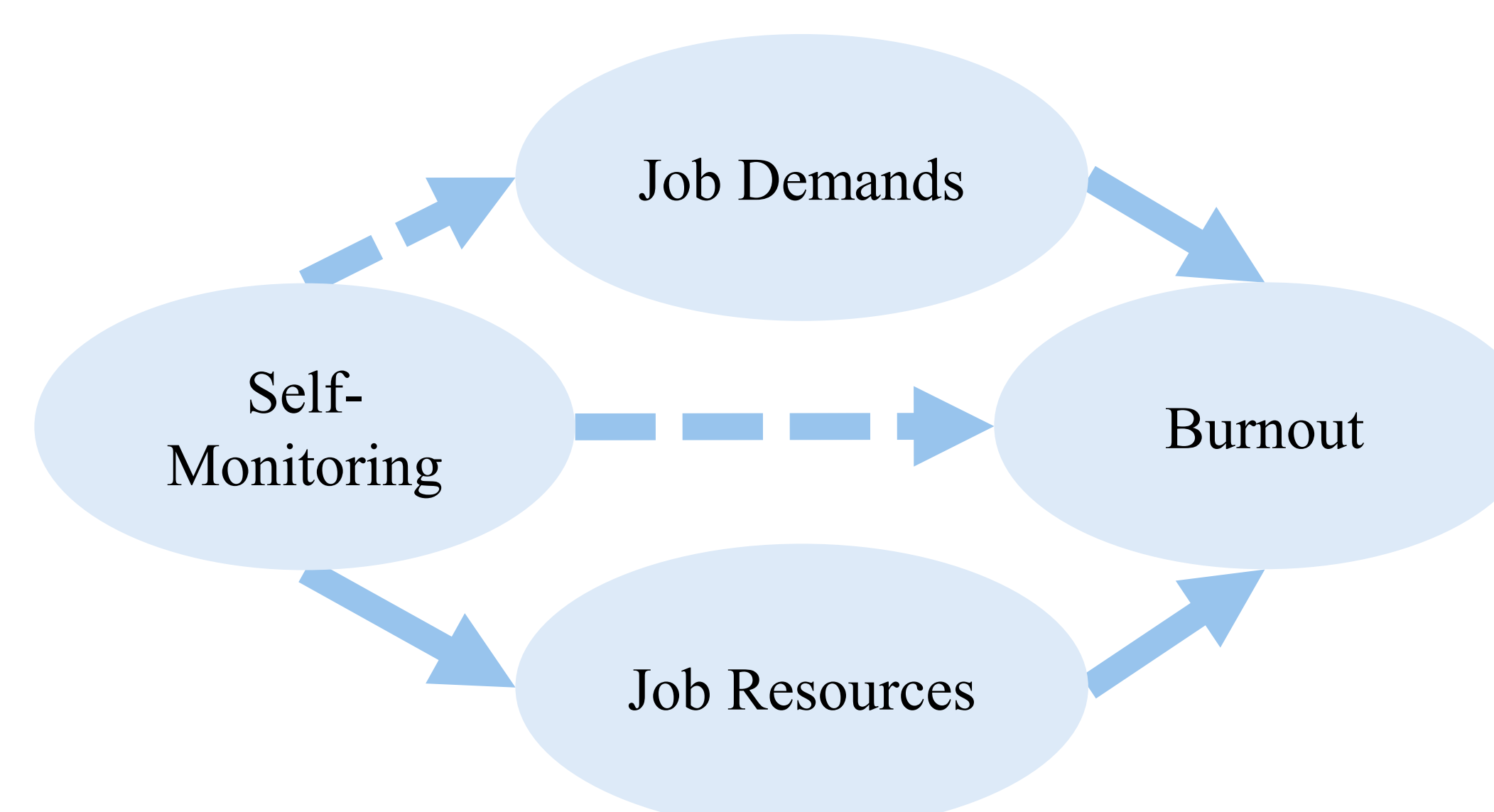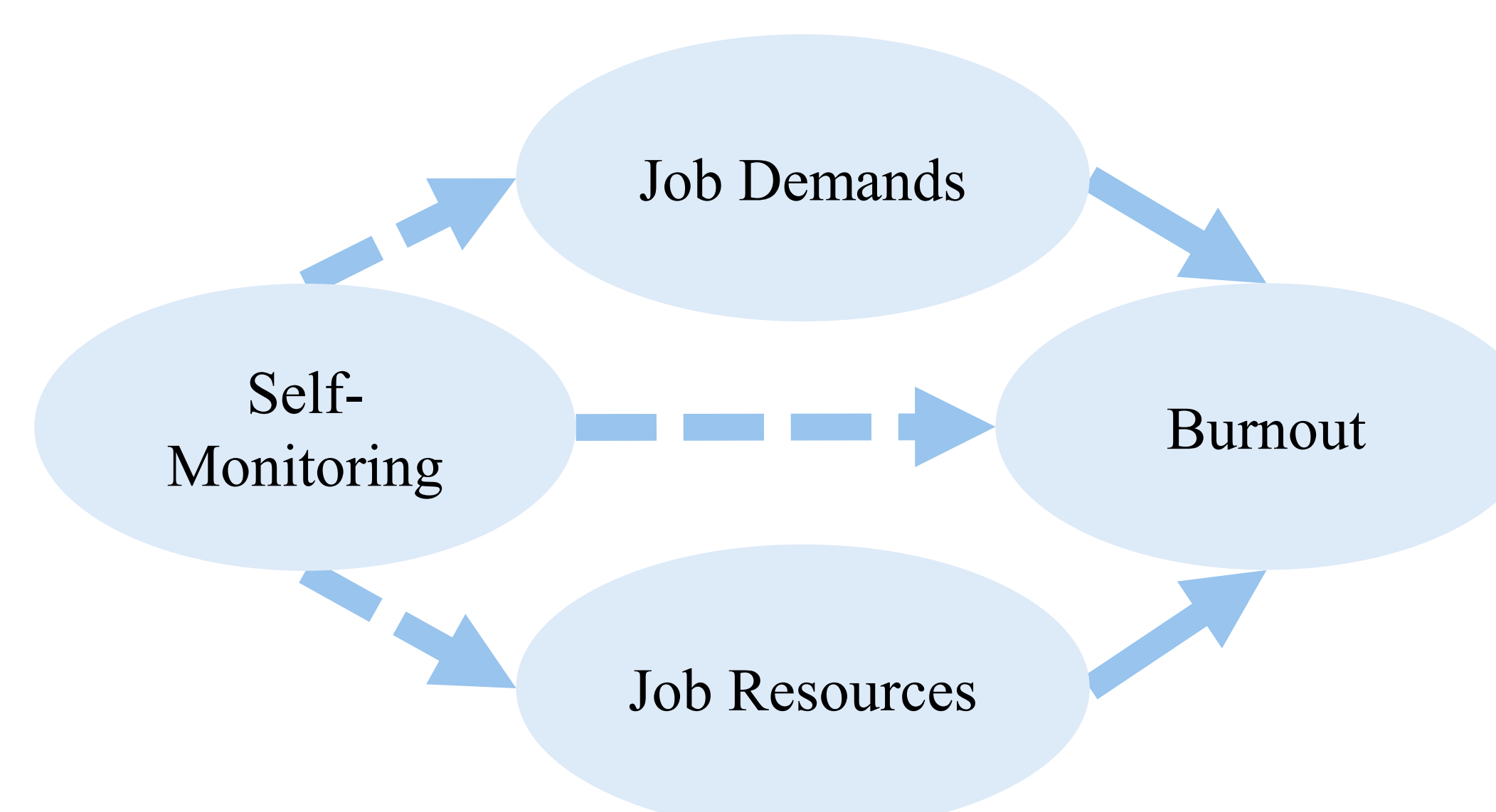| Does your work require a lot of concentration? (Demands)				
Do you have control over how your work is carried out? (Resources)				
Never	*Sometimes*	*Regularly*	*Often*	*Very Often*

Results

Primary Question
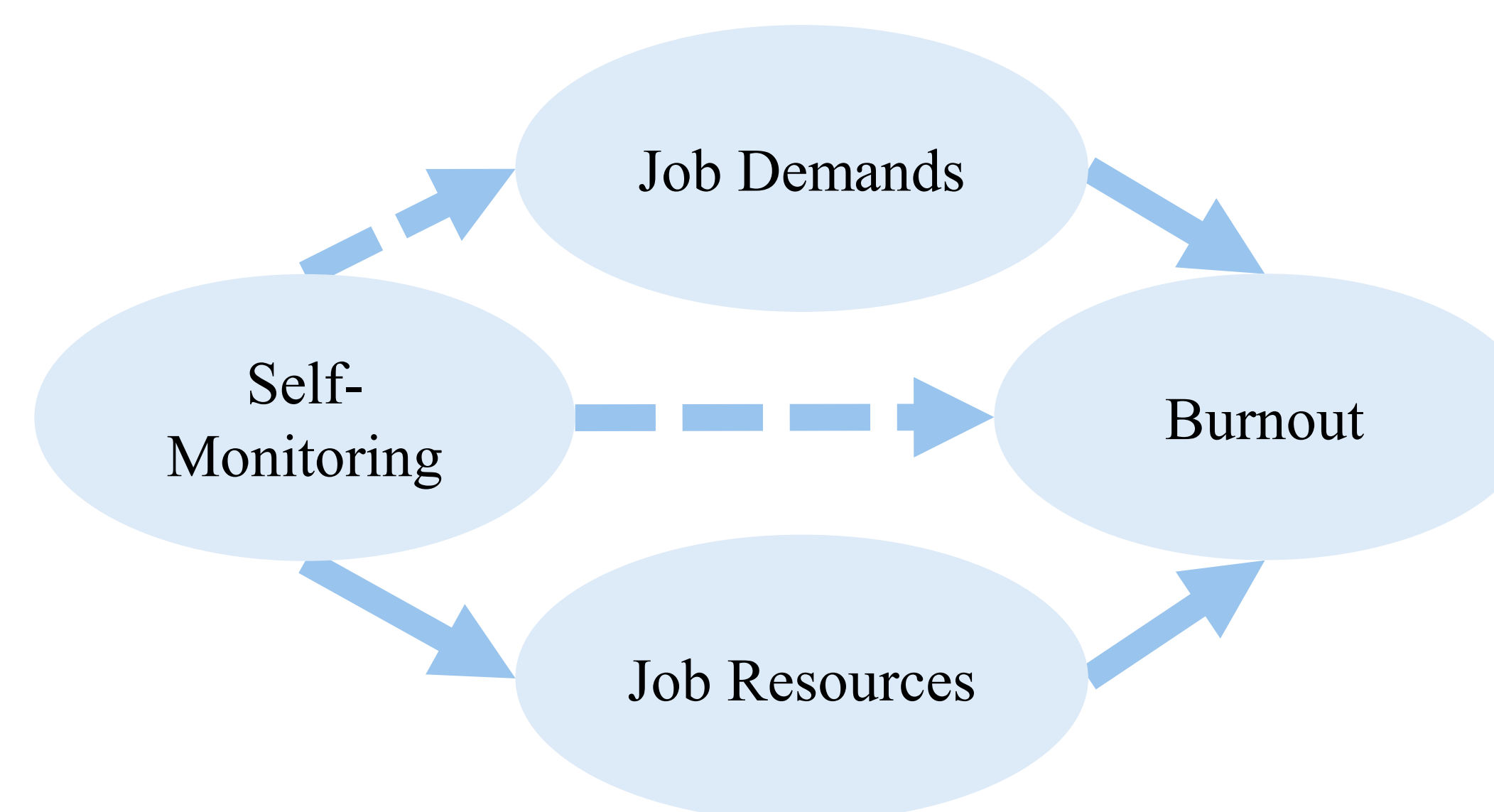
Secondary Hypotheses

Acquisitive Self-Monitoring

Protective Self-Monitoring

Discussion

Conclusion

No direct relationship between self-monitoring and burnout

No indirect relationship between protective self-monitoring and burnout

Indirect relationship through job resources of (1) univariate self-monitoring and (2) acquisitive self-monitoring and burnout

Applications

Creates a "roadmap" for managers

Implications for personality-based burnout interventions

Expands the literature on burnout and self-monitoring

Limitations

Non-Experimental Design
Directionality Problem
Third Variable Problem

Self-Report

Future Directions

Potential Predictors-
Extraversion
Neuroticism

Potential Mediators-
Areas of Worklife
Workload
Control
Reward
Community
Fairness
Values
Role Conflict/Ambiguity
Work/Family Conflict