BURNOUT SYNDROME IN THE COMPANY

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SUMMARY

Burnout syndrome, also known as burned-out worker syndrome, is an occupational health problem that can affect anyone working in a company. It is characterized by a feeling of emotional exhaustion, depersonalization and decreased work performance. Burnout syndrome can be caused by various factors, such as work overload, lack of recognition, lack of emotional support and lack of control over the tasks performed. In companies, Burnout syndrome can be a serious problem, as it can affect the physical and mental health of workers, as well as their productivity and efficiency at work. In addition, Burnout can generate high rates of labor turnover and absenteeism, which can be costly for the company in economic and human resources terms. Therefore, it is important for companies to implement Burnout syndrome prevention and management measures, such as promoting a healthy work environment, reducing workload, recognizing and rewarding good performance, promoting good communication and encouraging the active participation of workers in decision making.

Key words: competencies, emotional competencies, instrument, measurement.

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1. Introduction

Emotional intelligence is becoming, with the passage of time, an extremely important aspect of an organization's activities. The so-called "organizational resilience" and the ability of employees to assertively manage the emotions generated by their position in the company is today an emerging issue. Hyper-connectivity, new technologies, and economic and political changes have clear and complex impacts on the labor market, individuals and organizations. Companies are adapting to new ways of working and executing different strategies to embrace these changes, maintaining and increasing their capacity to develop, adapting to the new demands of an increasingly complex and more global market. Mental and emotional labor, work flexibility, interactions, remote work (teleworking) and new management systems seek to increase efficiency and new relationships between employees and employers.

All of these changes can have clear implications and consequences for the health and well-being of workers and have important effects on the health and effectiveness of organizations. Companies are increasingly aware that part of their corporate social responsibility is to promote health and better workplaces. Moreover, there is evidence that this healthy and positive environment benefits companies and improves their bottom line. However, a large number of indicators (sickness absenteeism, occupational accidents, poor job performance) show that the situation regarding the development of healthy organizations and the promotion of health in the workplace is not as positive as it should be and, therefore, it is important that health promotion initiatives are implemented in companies. In addition, companies themselves have to develop health and safety policies and practices and have to promote improvements in work systems and working conditions. To achieve this, management plays an important role in driving change and promoting health at work.

Stress associated with a job position The concept of "burnout" is one of the focal points of our research. We have found a series of theoretical references that will help us to put into context the emotional competencies that we want to evaluate in workers of the CESAL NGO organization. The term "burnout" began to be used in 1977, after Maslach's presentation to a convention of the American Psychological Association, in which he conceptualized the syndrome as the professional burnout of people working in various sectors of human services, always in direct contact with users, especially health personnel and teachers. The syndrome would be the extreme response to chronic stress originating in the work context and would have repercussions of an individual nature, but would also affect organizational and social aspects (Martínez Pérez, 2010).

Also called "burnout", "burnout" is a specific variety of stress related to work or any activity that is psychologically equivalent to work. It is said to affect mostly those in jobs where they are in direct contact with people, because of the direct relationships that can be created. It can be understood as an extreme response to chronic stress. There are some models based on studies in which burnout syndrome is conceptualized as a process involving cognitive-aptitudinal (low personal fulfillment at work), emotional (emotional exhaustion) and attitudinal (depersonalization) elements (Gil-Monte and Peiró, 1999). However, today there are still numerous interpretations of the syndrome and related action or intervention measures.

There is general agreement that burnout syndrome is a response to chronic stress at work, with consequences for both the individual and the organization, and that it has very specific consequences in the field of work with groups of users, whether they are sick, highly dependent, or conflictive people. These cases are the most numerous, although they do not exclude others. Maslach and Jackson (1981, 1982) define "burnout" as a behavioral manifestation of work stress, and understand it as a three-dimensional syndrome characterized by emotional fatigue, depersonalization in dealing with clients and users, and difficulty in personal achievement/fulfillment. Based on these components, the "Maslach Burnout Inventory" (MBI) was developed to measure the level of burnout in human services areas. There are other definitions that complete the previous one. Some authors explain burnout as a process of adaptation to work stress, characterized by professional disorientation, burnout, feelings of guilt for lack of professional success, coldness or emotional distancing and isolation (Burke, 1987).

Others describe it as a reflection of most of today's work environments, since work competition requires trying to produce better and better results in the shortest time and with the least possible resources (Farber, 2000). Although these authors focus this syndrome only on care work, there are other authors who extend the concept to other types of professional environments, such as the works of Pines and Aronson (1988), Shirom (1989) and Hombrados (1997). In summary, the syndrome applies to different areas, which may include managers, housewives, social workers, etc., who are subjected to chronic stress and whose stress management strategies are not effective.

2. Importance of the NGO Cesal in Spain

CESAL has been working in international development cooperation for more than 30 years. Since the beginning of its activities, it has focused on the creation of a better and fairer world, seeking the involvement of society as a whole. In the search for models of cooperation that contribute more effectively to the development of peoples and individuals, CESAL has been acquiring its own identity expressed in its five values / methodological principles (www.cesal. org/somos/identidad)

CENTRALITY OF THE PERSON: To carry out development projects with the person at the center means, above all, to share his needs, to share the meaning of life and to be moved by his personal destiny: without this, the response to his needs is a gesture of kindness or a political

strategy. Starting from the person would be abstract if the person were not considered in his or her primary relationships - the family - and secondary - the community and local society.

STARTING FROM THE POSITIVE: Every person, every community, however precarious it may be, represents a wealth and has a heritage of its own. This methodological principle tends to value and reinforce what people have built, their history, existing relationships, that is to say, the fabric of social relationships and the set of experiences that constitute their vital heritage. It is a fundamental operative point that stems from a positive vision of reality and allows the person to recognize his or her own value and dignity and, at the same time, helps him or her to assume responsibility.

DOING: A project "thought from above" is either violent because it does not encourage participation, or it is ineffective because it is only welfare-oriented. CESAL's way of proposing a project and carrying it out is to work with the people to whom the project is addressed, that is, to start from the relationship with these people and build on the steps that are taken with them.

SUBSIDIARITY: To carry out development projects means to favor and develop the possibility of association, that is, to recognize and value the constitution of intermediate social bodies and of a rich social fabric that participates and is co-responsible. The right of every person to freedom of association and initiative, including economic freedom, is revealed in experience as a powerful force for change. A project is social not because it "works with the poor"; a project is social because it mobilizes a present reality according to all its dimensions of development: person, family and community. This is what we mean by capacity building.

PARTNERSHIP: Partnership derives from the application of the principle of subsidiarity. It starts from an existing subject, which involves local administrations, social forces and international institutions, according to their respective tasks, in cooperation to respond to the needs it encounters.

3. Emotional intelligence in the management of work stress

Based on the above points, and as a key part in the development of this work, we also believe it is necessary to develop a third point on emotional intelligence and its intimate relationship with stress management in organizations. Nowadays, organizations are in an incessant need to improve their work performance with the sole purpose of achieving high competence in the market. The rapid evolution and changes in society, generated by the development of technology and new learning methods, have caused the work environment to be modified by the emotional structures of the people who provide their services in companies or organizations, and therefore the emotions of workers influence their performance at work (Danvila and Sastre, 2010).

From this perspective there is an interest in developing the capacities, qualities, skills, abilities, attitudes, among others, of each of the members of the organization, taking into consideration aspects such as creativity, logic, flexibility, understanding and others in which

the importance of emotional intelligence is recognized. The effect of emotional intelligence is not limited only to the higher performance obtained, but it could be perceived that its influence extends to the satisfaction of people in their work, and extensively, to a better propensity to change and to the strengthening of commitment to the organization (Carmeli, 2003, Vakola, and Ioannis, 2004).

All organizations are immersed in the advances and changes that are taking place nowadays and for this reason the study of feelings and emotions has gained vital importance in the organizational area.

Garner (1993) defines intelligence as the ability to solve problems or produce products that are valuable in one or more cultures. By defining intelligence as a capacity, it becomes an ability that can be developed, he does not deny the existence of a genetic component within it, but argues that these potentialities will develop in one way or another depending on the environment, experiences, education received, etc. The first scientific article on emotional intelligence is considered to be that of Salovey and Mayer (1990) entitled "Emotional Intelligence".

This article went virtually unnoticed at the time of its publication. We had to wait six years until it was published by Daniel Goleman (1996). The concept of emotional intelligence proposed by Salovey and Mayer (1997) was defined as "the ability to manage feelings and emotions, to discriminate between them and to use this knowledge to direct one's thoughts and actions". Daniel Goleman's famous publication added an unprecedented diffusion of a concept that until then had gone unnoticed. Since the 1990s, emotional intelligence has become a topic of general interest for society.

For Goleman, emotional intelligence consists of:

-    Knowing one's own emotions.

-    Managing emotions.

-    Motivate yourself.

-    Recognize the emotions of others.

-    Establish relationships.

There is a growing interest in the association between emotional intelligence, health and quality of life. Emotional intelligence covers individual differences in emotional capabilities, both intrapersonal (stress management) and interpersonal (perception of emotions). There are several ways in which emotional intelligence can be associated with health and stress-related behaviors.

In this sense, emotional intelligence can help to better manage stressful situations when it materializes in the search for help and advice. The link between emotional intelligence and stress can be found in academic material (Ciarrochi, Dean, & Anderson, 2002; Gohm, Corser, & Dalsky, 2005). Given the importance that emotional intelligence has been taking,

Goleman (2012), describes in his book "The brain and emotional intelligence: new discoveries", the relationship between stress and performance, known as the Yerkes-Dodson law: "The relationship between stress and performance, reflected in the Yerkes-Dodson law, indicates that boredom and disengagement activate an excessively small amount of the stress hormones secreted by the hypothalamic-pituitary-adrenal axis, with the result that performance suffers. When they feel more motivated and bonded, the <> puts them in the optimal zone, where they function at peak condition." To conclude, more and more research on emotional intelligence is directed to the work environment, given the importance that this entails and the benefits it brings in the application.

Concept of stress at work As an initial point in the development of this work, it is important to define the concepts of stress (and more specifically, stress at work) as a preliminary phase of the process that will allow us to define the types of stress existing in the organization; specifically, in CESAL ONG. Lazarus and Folkman (1986) consider stress as a set of particular relationships between the person and the situation, the latter being valued as something that exceeds the person's own resources and capabilities, which endangers his or her personal well-being. As for stress at work, Li and Shani (1991) see it as the interaction between organizational characteristics that become threatening to the human being, as well as the way in which these impact on overall job satisfaction.

According to Williams and Cooper (1998), stress at work is a complex and multivariate process; when measured, it can be confused with psychological health, anxiety and job satisfaction. Taken to the work environment of executives, the presence of stress is capable of drastically affecting personal being and doing, as well as the work community, altering human development from the personal, family and organizational levels (Canals, 2000). Stress can have a dual focus: it can cause positive stimulation and associated development, or it can cause physical and emotional disorder. Stress can also be associated with illness, disability and psychological problems. However, it is not difficult to infer that hectic daily events affect the quality of life at work of those who serve in any organization (Dohrenwend, 1973).

In fact, work stress has not only become a health problem for the people who suffer from it, but also for the companies themselves, resulting in higher absenteeism, poor personal relationships, lack of service quality, reduced creativity and weak concentration, as well as ineffective personnel management and leadership, slow decision making and accident proneness, among other problems (Poelmans, 2002). Up to this point, we have been able to describe in a summarized manner, the nature and consequences of occupational stress at work, based on the previous research work of other authors on the subject. It is a situation that exists today in any type of organization, regardless of its nature or social or economic activity. We will now proceed to identify what could be the causes of occupational stress, in greater detail and depth.

4. Causes of occupational stress

Among the main causes of job stress is generally poor work organization, i.e., the way in which jobs and work systems are defined and the way in which they are managed. Research results show that the type of work that produces the most stress is that in which the demands and pressures exceed the worker's knowledge and abilities, there are few opportunities to make decisions or exercise control, and there is little support from others (Stavroula, L., 2004).

Therefore, we can infer that the more the worker's knowledge and abilities are adjusted to the demands and pressures of the job, the less likely he/she will suffer job stress. Similarly, the more support the worker receives from others in or in relation to his work, the less likely he is to suffer job stress. The more control the worker has over his work and the way he performs it, and the more he participates in the decisions that concern his activity, the less likely he is to suffer job stress (Stavroula, L., 2004). At this point, we should briefly summarize a series of causes classified into 5 categories of different types (Stavroula, L., 2004) that provide a more detailed contextualization of the possible causes of occupational stress at work. Based on them, we can try to identify them within the scope of development of CESAL ONG:

1- Career prospects, status and salary

2- Role in the entity

3- Interpersonal relationships

4- Institutional culture

5- Relationship between family life and work life These five categories will help to identify in CESAL ONG, those causes that are associated with the stress that may exist among the workers of that organization. Our objective is to be able to identify them, to determine the emotional competencies necessary to determine the necessary emotional competencies or emotional intelligence associated with a given position.

5. Effects of occupational stress on the individual

Stress affects everyone differently. Job stress can lead to dysfunctional and unusual behaviors at work, and contribute to an individual's poor physical and mental health.

In extreme cases, prolonged stress or traumatic work events can cause psychological problems and lead to psychiatric disorders that result in work absenteeism and prevent the employee from returning to work. When under stress, it is difficult for the individual to maintain a healthy balance between work and non-work life; at the same time, he or she may indulge in unhealthy activities. Stress can also affect the immune system, reducing the individual's ability to fight infection (Cooper, CL. and Luikkonen, P., 1996). When subjected to occupational stress, the individual may:

- Being increasingly distressed and irritable.

- Being unable to relax or concentrate.

- Having difficulty thinking logically and making decisions.

- Enjoying their work less and less and feeling less and less committed to it.

- Feeling tired, depressed and restless.

- Difficulty sleeping.

- Suffering physical problems.

6. Effects of work stress on the organization

f stress affects a large number of workers or key staff members, work-related stress can threaten the smooth functioning of the organization and its bottom line. An unhealthy organization cannot get the best out of its employees, and this, in an increasingly competitive marketplace, can affect not only the bottom line but ultimately the survival of the organization itself (Cox, T. & Cox, S., 1993).

Job stress can affect entities in the following ways:

- Increased absenteeism

- Less dedication to work.

- Increased staff turnover.

- Deterioration of performance and productivity.

- Increase in user and customer complaints.

- Negative effects on personnel recruitment.

- Increase in legal problems due to lawsuits filed and legal actions taken by workers suffering from stress.

- Deterioration of the institutional image both among its employees and externally.

7. Types of stress

Once the concept of stress at work has been defined, it is important to be able to classify in an orderly manner the different types of stress existing in the organization, so that we can identify what type of symptoms and consequences they may have, as well as the possible options that can be used to solve them. The following types of work stress help us, within the context of the development of this work, to categorize the level of stress and its origin, among CESAL ONG workers.

We can therefore identify between four types of work stress (IOE Business School, 2018):

- Episodic work stress.

- Chronic work stress.

- Positive work stress.

- Negative work stress.

7.1 Episodic work stress

It is a punctual, brief and/or sporadic type of stress. It usually disappears when the cause that motivated it also disappears. The effects are usually moderate and disappear once the cause disappears.

7.2 Chronic work stress

This type of stress is more dangerous because it affects the person for a longer period of time and gradually accumulates. It manifests itself as a consequence of prolonged exposure to different factors that generate stress. Due to its temporary nature, and its prolongation over time, its consequences can be serious in the medium and long term. It is here where the possible intervention of a specialist becomes necessary, as well as a treatment for such stress. In this case, occupational prevention measures are necessary to try to avoid "spreading" to other members of the organization. A therapist or a specialized coach can also be very useful.

7.3 Positive work stress

This type of stress has a positive effect due to the fact that the response it provokes adapts and allows the individual to condition his or her personal or professional character to stressful situations, thus avoiding damage to his or her health (physical or mental).

7.4 Negative work stress

A situation of stress prolonged over time would no longer motivate an adaptation to stress, and would end up affecting the worker's health, thus producing negative effects and requiring measures to be taken to prevent it from becoming chronic.

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