

The effect of leadership, perceived support, idealism, and self esteem on burnout

Nicholas W. Twigg
Coastal Carolina University

Bomi Kang
Coastal Carolina University

Abstract

Much has been written about burnout in organizations over the years, yet there are still misunderstandings of the structure of antecedents and consequences. Certain stressors indigenous to restaurant work lead to burnout, which, in turn, leads to potentially disastrous effects for both the individual and the organization (Hayes & Weathington, 2007). Highly skilled artisans, such as the symphony maestro, professional golfer, executive chefs, pastors, and others are particularly susceptible to burnout due to the additional demand of an artistic dimension of the prospective profession. Environmental factors, temporal demands, and pressure to perform, are some of the causes of burnout for an artisan in the culinary arts. In this study the defined dimensions of burnout (Maslach & Jackson, 1981) are combined with social exchange and social identity theory to test the effect on performance levels and citizenship behaviors. Environmental and structural components of burnout have been well researched and the research has moved towards the social aspects inherent in causing burnout. This paper takes a social exchange and a social identity perspective to causes and mitigation of causes of burnout. Implications for managers, limitations, and future research are discussed.

Keywords: burnout, leadership, perceived support, self-esteem

INTRODUCTION

Burnout is a serious condition that has not been fully considered in a restaurant business setting. Burnout sufferers exhibit self-destructive actions such as drinking and drug use, as well as compulsive over-eating and obsessive behavior (Hayes & Weathington, 2007). The stresses of the job are detrimental to the people, business, and industry. Job burnout and stressors have been studied from the field of psychology for many years (Freudenberger, 1974; Maslach, 1976). There are many burnout studies that rely on various service industries, such as, nurses (Tourangeau & Cranley, 2006; Milliken, Clements, & Tillman, 2007), clergy (Golden, Piedmont, Ciarrocchi, & Rodgeron, 2004; Turton & Francis, 2007), social workers (Boy & Pine, 1980; Hopkins, 2002), teachers (Yong & Yue, 2007; Weiskopf, 1980), and police officers (Maslach & Jackson, 1979). Unfortunately, hardly any studies have been done with the culinary arts. The Certified Executive Chef, CEC® (American Culinary Federation, 2010) is a person in charge of all other kitchen staff members, usually found in fine-dining or upscale restaurants. The executive chef makes all executive decisions in the kitchen, including the direction of the menu, scheduling and payroll of the entire kitchen staff, purchasing decisions, overseeing kitchen preparers, servers, and cleaners, and plating design (Murphy & Smith, 2009). The executive chef also has to deal with the added pressure of creative expression over and above the daily dealings with the public.

This study attempts to determine a model of burnout that can help scholars and practitioners better understand the underlying constructs of burnout over and above the external stressors. Applying social identity, social exchange, and leadership theories, the current study examined the model of burnout, drawn from established fields of sociology, psychology, and organizational behavior. More specifically, authors modeled antecedents and consequences of burnout from a social exchange, social identity, and leadership framework. The following section presents burnout constructs and literature. Relevant constructs include transformational leadership style, perceived support, self-esteem, idealism, and citizenship behavior. Implications for the effects of the artistic and idealistic perspectives of chefs are presented in a social identity framework.

BURNOUT

Burnout is a form of mental distress brought on by prolonged periods of stress (Altun, 2002; Halbesleben & Bowler, 2007; Maslach & Leiter, 2008) and as the gradual loss of motivation and commitment (Freudenberger, 1974; Maslach, 1976). Studies indicate that those in the helping (serving) professions are most at risk for burnout (Cherniss, 1995; Maslach & Jackson, 1981; Maslach, 1976). Service professions are characterized by close daily interactions with people, both employees and clients.

Three dimensions of burnout identified by Maslach and associates (Maslach & Jackson, 1981) are exhaustion, cynicism, and inefficacy. Exhaustion is the dimension that people identify with the most when considering burnout. Exhaustion drains a person of energy and leaves them without any hope of recovery (Wilk & Moynihan, 2005). Some research has indicated that exhaustion is a precursor to cynicism and inefficacy (Maslach, 2001). Cynicism is a coping device used as a method of keeping distance from other people, especially customers and clients. A cynic gives up involvement at work and takes a cold, negative view of his/her surroundings. This coping device develops a person's sense of security, but the resulting negativity can affect

the person's ability to work effectively. Inefficacy results in minimizing self worth. It is usually a function of exhaustion or cynicism or a combination of both. The affected person accomplishes less quality work and feels worse because of it. Burned out people often reduce their own expectations for performance and feel desolate and weak after not meeting the reduced standards (Cherniss, 1995).

Symptoms of physical fatigue, emotional exhaustion, low self-esteem, and an inner uneasiness reflect the dimensions of burnout (Burisch, 1993). The consequences of burnout can vary among different occupational settings. The most pertinent consequences facing the restaurant industry are lowered performance levels and turnover. Because of the constant taxing of emotions, a burned out person will often turn to destructive behavior for temporary relief. Alcohol, drugs and cigarettes are used as medication to ease the symptoms of high stress and burnout. As burnout persists, the frequency of use increases (Watts, 1990). Self-destructive actions beyond drinking and drug use, such as compulsive over-eating and obsessive behavior have been observed in burnout sufferers (Pines & Aronson, 1988).

The restaurant industry has long had a reputation for being a rough business that drives employees to drink (Bourdain, 2000). Drinking is common in restaurants and most restaurant workers are accepting of it (Fine, 1996). Though some research has not found a strong direct connection between stress and heavy drinking in restaurants, there is a significant connection when a mediating variable (i.e. burnout) is present (Kjaerheim, 1997).

Burnout can influence the most innovative and productive employees causing poor performance, carelessness, and ambivalence at work. Eventually, people give up on the situation that caused their condition and they withdraw or quit (Harris, James, & Boonthanom, 2005; Merritt, 1996). Turnover of top quality employees is detrimental to business. Retraining new employees is an added expense not only in training expenses, but also in mending relationships with others in the organization (Leiter & Maslach, 2001).

Leaving the job that caused the stressful condition may be beneficial to the individual as distancing oneself from the situation is a step towards healing. For the organization, loss of an experienced manager due to stressful conditions is a cause for concern. Maintaining an atmosphere that promotes burnout ensures the company will have to devote extra resources to frequent hiring and training sessions. Some burnout sufferers long to quit, but stay on the job for various personal, financial, or geographic reasons (Harris, et al., 2005). Employees who involuntarily stay in position rather than quit, are also bad for the organization; working to minimum standards, coming in late to avoid the situation, and withdrawing from others (Harris, et al., 2005; Hughes, 2001).

Annual turnover in the restaurant industry averages 100 percent, slightly lower for management and slightly higher for non-management (Merritt, 1996). This means most positions have no employees with more than a year tenure. Restaurant employees are increasingly fickle regarding company loyalty. Turnover is the number one concern of restaurants today (National Restaurant Association, 2010). Adding to this problem is the restaurant manager's propensity towards burnout and subsequent turnover.

LEADERSHIP THEORY

Leadership is viewed as central concept to the burnout process. Since early 1990s, scholars examined how subordinates perceive the leadership style of their direct superior (Bass, 1990). The results reflect a stronger preference in organizations towards a more sensitive and

relationally oriented leader (transformational leader) as opposed to traditional hierarchically based leadership (transactional leadership). Transformational leaders emotionally appeal to their subordinates by promoting a strong identification with the leader and workgroup, and commitment to the value of the organization while encouraging them to transcend their self-interests (Shamir, House, & Arthur, 1993). Transformational leadership involves the use of idealized influence, inspirational motivation, individual consideration, and intellectual stimulation (Bass, 1985). An added dimension to this study is an often overlooked fact in the definition of transformational leadership; a leader is only transformational to the extent the transformational behaviors augment transactional behaviors (Bass, 1985).

Transformational leaders empower and support their subordinator emotionally, therefore enhance trust and respect between employees and the organization (Bass, 1985). This effect is often mediated by other factors, most notably perceived support (Twigg, Fuller, & Hester, 2008). In a social exchange, a strong link between commitment and perceived organizational support are noted (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Moreover, the work stress to burnout relationship is moderated by the level of employee's commitment to the organization (Reilly, 1994). The transformational leader is characterized by the ability to influence subordinates' attitudes, assumptions, and building a commitment for the organization's mission (Yukl, 2002). The transactional leader bases leadership on contingent exchanges of valued resources for the subordinates' support (Bass, 1995).

H1: Transformational leadership is positively related to the perceived organizational support.

Transformational leadership has been linked to a variety of outcomes, such as employee commitment to the organization (Barling, Weber, & Kelloway, 1996) and lower levels of job stress (Podsakoff, MacKenzie, & Bommer, 1996). The positive effects of transformational leadership have been found to go beyond those of a more traditional transactional leadership behaviors, in which cooperation is obtained by establishing exchange of rewards (Hater & Bass, 1988; Hetland & Sandal, 2003).

There is abundant empirical evidence that perceived organizational support from the leader is related to less perceived stress and burnout (Lee & Ashforth, 1996; Lewin & Sager, 2008), greater subordinate satisfaction, and tendency to stay on the job longer (Maslach, et al., 2001). An inverse relationship between transformational leadership and burnout has been found in a number of study results (Corrigan, Diwan, Campion, & Rashid, 2002; Leithwood, Menzies, Jantzi, & Leithwood, 1996; Mazur & Lynch, 1989; Seltzer & Numerof, 1988; Stordeur, D'hoore, & Vandenberghe, 2001). The emotional needs of each employee may act to hinder overload and stress of chefs. Perceived support has also been shown to lead to increases in performance (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009; Eisenberger, Mitchell, McDermitt, & Masterson, 1984).

H2: Perceived organizational support will have an inverse relationship to burnout.

Perceived organizational support theory is predicated on the norm of reciprocity (Eisenberger, et al., 1984). Under the norm of reciprocity if an individual perceives that they are being supported they will engage in like behavior towards others and be more likely to be supportive of others. A person's affiliation with an organization is predicated on the prestige

that they associate with the organization and subsequently their self esteem (Ashforth & Mael, 1989). This social identification with an organization is an important factor in the relationship between leadership styles and positive outcomes such as increased commitment and self esteem (Ashforth & Mael, 1989; Gardner & Pierce, 1998; Pierce, Gardner, Cummings, & Dunham, 1993; Smidts, Pruyn, & Van Riel, 2001). The extent that a person feels supported in an organization has a direct effect on their self esteem (Ferris, Brown, & Heller, 2009; Goodwin, Costa, & Adonu, 2004; Twigg, et al., 2008).

H3: Perceived organizational support will be positively related to organization based self esteem.

Idealism is the degree to which an individual believes in a standard of perfection, whether it is a specific goal or a general ideal to which they can aspire (Steven & Chau-kiu, 2009). The support a person perceives depends on a person's sense of affiliation within an organization and people feel more attuned with others who have the same values (Goodwin, et al., 2004). Perceived support in the workplace by chef's who are dedicated to the culinary profession will enhance their commitment to higher order ideals and aspirations due to their high idealistic intentions (Family Systems Management, 1984). Additionally, social identity theory would suggest that support from supervisors would be perceived to a greater extent by workers who believed that the supervisor or organization agreed to the ideals of the worker (Wilk & Moynihan, 2005).

H4: The greater the perceived support a chef feels the greater idealism they will feel.

People who make their careers in the culinary sciences typically do so out of a desire to work with food and people. They enter the profession very idealistically thinking of the perfect meal and the perfect service. Idealism inspires intensity at work providing meaning to the job (Cherniss, 1995). The job is tough and culinary workers are self-motivating by serving the customers an inspired culinary creation (Fine, 1996). The idealism of chefs may carry them through a couple of years, but at some point, if the professionals are not held in esteem by members of the organization and customers, they start to frustrate those efforts of chefs to accomplish anything significant within the limitations imposed by the organization. Loss of idealism contributes employee's burnout among service workers (Cherniss, 1995). Identity theory suggests that the more the employee is committed to the role, the stronger the distress the employee feels when role-relevant goals are blocked (Reilly, 1994). Burnout tends to affect people who enter their professions highly motivated and full of ideals. They expect their work to give their lives a sense of meaning. It is particularly hazardous in jobs that people describe as a kind of calling (Pines & Aronson, 1988). These people do not work hard because of money, incentives, or threat of punishment, rather they expect work to make their life matter and give meaning to existence. They are motivated solely because they identify with their work, art, and profession (Family Systems Management, 1984; Pines & Aronson, 1988; Steven & Chau-kiu, 2009).

H5: Idealistic chefs will be more likely to burnout.

The three dimensions of burnout; emotional exhaustion, cynicism, and inefficacy are related to organizational based self esteem. Self esteem in the workplace is based on an individual's perception that they can perform work related tasks with a high level of confidence. Confident work tasks can be performed, the individual is less susceptible to negative attitudes at work (Reisel, Probst, Swee-Lim, Maloles, & König, 2010). Using a cognitive – emotional model a person that has the tacit knowledge to perform will tend to be more emotionally stable when presented with obstacles (Thomas & Rose, 2010). The individual that has high organization based self esteem will tend to maintain attitudes and behaviors that enhance their feelings of adequacy and consequently be less susceptible to leaving the organization (Sekiguchi, Burton, & Sablynski, 2008).

H6: The higher the organizational self esteem the less will be the intention to burnout.

Burnout has been associated with various forms of job performance (Hetland, Sandal, & Johnsen, 2007), and for people who stay at work, burnout can lead to lower productivity and effectiveness at work (Maslach, Schaufeli, & Leiter, 2001). The burnout condition has severe, costly, and dangerous consequences for managers and organizations (Reynolds, 1995).

H7: Burned out executive chefs will exhibit lowered performance.

METHODS

Survey Instrument

The survey consisted of demographic questions and 55 items measuring the six variables in the study. All scales were adapted from previously published scales. Respondents were asked to rate their degree of agreement on 7-point Likert scale. Four *transformational* and three *transactional leadership* items were adapted from Bass, Avolio, and Jung (1995). The items included “My supervisor displays a sense of power and confidence.” And “My supervisor provides me with assistance in exchange for my efforts.” *Perceived organizational support* was measured by 9 items adapted from Eisenberger, et al. (1986). Items consisted of “My organization strongly considers my goals and values.” and “My organization cares about my opinions.” *Organization-based self-esteem* was composed of 6 items adapted from Pierce, Gardner, Cummings, and Dunham (1989). Items consisted of “I count around here.” and “This organization has faith in me.” *Idealism* was measured by 10 items adapted from Forsyth (1980). Items included “It is never necessary to sacrifice the welfare of others.” and “One should never psychologically or physically harm another person.” *Burnout* in chefs was measured by 11 items, adapted and modified from Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981; Maslach et al., 2001; Schutte, Toppinen, Kalimo, & Schaufeli, 2000). The MBI is designed to measure three dimensions of burnout termed exhaustion (4 items), cynicism (3 items), and inefficacy (4 items). Items included “I feel emotionally drained from my work.” And “I doubt the significance of my work.” *Performance* was a self report measured with 6 items adapted from Moizer and Pratt (1988). Items included were “I am making a real contribution to my organizations success.” and “I am effectively helping my organization to reach its goals.” Finally, demographic information was also collected. This includes gender, age, race, education level, and years in the company.

Data Collection

Sample was selected from the certified chef members of American Culinary Federation (ACF). ACF offers 14 different certification designations which are open to chefs, cooks, bakers, culinary educators and administrators. To be certified, an applicant must meet educational and work requirements and pass written and practical exams. A mail survey was sent to 1,000 certified executive chefs obtained from ACF database. An article describing the research was posted in the ACF monthly newsletter with cash incentives. It was directing readers to online survey, which was exactly same to mail survey but different format. After a month, a reminder was sent. Data was collected over two month period.

A total of 295 responses were collected; 150 from mail and 145 from online surveys. The data were compared using a simple t-test and there were no significant differences noted between the two samples.

Data Analysis

There was minimal missing data in each variable. Any parametric analysis was done after missing values were replaced with the mean. Principal component analysis and confirmatory factor analysis of measurement model were conducted. Structural Equation Modeling (SEM), AMOS 7.0 (Arbuckle, 2006) was used to assess the hypothesized and alternative models.

RESULTS

Descriptive Statistics and Correlations

A typical respondent was a Caucasian (88.5%) male (83%) between 45 and 54 years old (43.7%) with bachelor degree (44.7%). A slight majority of respondents (50.4%) hold an executive chef position in the food service establishment (50.4%). The participants have worked in the industry for 24.8 years (S.D. =4.8 years) and for the current company for 7.4 years (S.D. =5.6 years). Table 1 shows the demographic profile of the 295 respondents. See Table 1 in the Appendix.

The exploratory factor analysis (with direct oblimin) showed adequate differentiation in the factor loadings among the variables suggesting that none were measuring the same construct. A seven factor solution was suggested using an eigenvalue and scree plot. There was no cross loaded item among 7 opinion items. The result of PCA and levels of internal consistency (Cronbach's alpha) are presented in Table 2. See Table 2 in the Appendix.

Model Fit and Hypothesis Test

With the variables showing satisfactory differentiation among them, a measurement model using structural equation modeling (Byrne, 2001) was run. A single factor model was run first to see if there was any common method bias evident (Podsakoff & Organ, 1986). This model suggested that there was little common method bias among the study variables (RMSEA, .21). Next, a 3 factor model was developed by using TL as the first factor, combining the social identity and social exchange intermediate variables as the second factor (PS, SE, ID, & BO), and a combination of the outcome variables (PER & CB) as the third factor. This measurement

model showed significant improvement on the single factor model (RMSEA, .19, significant to $<.001$). A four factor model was developed by separating out the perceived support variable, leaving idealism, self-esteem, and the burnout construct intact. The four factor model showed another significant improvement (RMSEA, .18). A five factor model was run by separating out the burnout dimension and significant improvement in the model was seen (RMSEA, .15). Finally, the full seven factor measurement model was run and a RMSEA of less than .08 resulted. This model was deemed satisfactory according to criteria from Byrne (2001). See Table 1 in the Appendix.

The means, standard deviations, correlation, and Cronbach alpha matrix of study variables are presented in Table 4. The internal validity of the study variables (Cronbach Alpha) is displayed on the diagonal. A typical respondent was a Caucasian (88.5%) male (83%) age between 45 and 54 (43.7%) with bachelor's degree (44.7%). This person is an executive chef position in the food service establishment (50.4%) and worked in the industry for 24.8 years (S.D.=4.8 years) and worked for the current company for 7.4 years (S.D.=5.6 years). No variable showed a strong correlation ($>.70$) to any other variable indicating that multicollinearity may not be a major concern in subsequent analysis. In the demographic variables there is a slight correlation among tenure and age and education. A relationship among a person's age, tenure, and education is not surprising and was not considered a major concern. Transformational Leadership style is significantly correlated with Perceived Support, Burnout, and Self-Esteem that is consistent with the theoretical development of this model. Perceived Support is significantly correlated to Burnout, Self-Esteem, and Performance. The correlations seem to suggest that the hypothesized model is sound. See Table 1 in the Appendix.

Table 5 presents the results of Structural Equation Model (SEM). The hypothesized model (Figure 2) showed adequate fit to the data ($\chi^2_{df} = 300.0, 162$). The standardized beta weights and squared multiple correlations (in parentheses) of hypothesized model are shown in Figure 2. An alternative model suggests deleting the non significant path from perceived support to idealism but this change did not make a significant improvement to the model fit to the data. It has been suggested that the more perceived support by employees will lead to higher performance (Chen, et al., 2009). Therefore, another alternative model was tested which added a path from perceived support to performance to test the mediating effect of burnout. Adding this path suggested that burnout was in fact a partial mediator between perceived support and performance ($\chi^2_{df} = 273.8, 161$) and that perceived support was positively related to performance ($\beta = .39$). See Table 1 and Figure 2 in the Appendix.

DISCUSSION

This paper has identified some of the more prevalent antecedents and consequences of burnout in restaurant managers. The identified stressors are universal within American restaurants and other food service settings. While some of the causal conditions are inherent to the nature of the work and are commonly viewed as just part of the job, it is still important for owners and senior management to recognize the relationships to managerial burnout and subsequent negative effects. A better understanding of the concepts and issues involved with burnout of restaurant managers will help in mitigating the results of burnout.

Our focus on the consequences of burnout was primarily organizational (turnover and lowered performance) and behavioral (self abuse) in nature. Other effects, more focused on the individual, are possible in a burnout situation. Cox (1978) gives five categories of occupational

stress effects: subjective, behavioral, cognitive, physiological, and organizational. The subjective effects such as anxiety, apathy, loneliness, and frustration are often not detected by others and build within the employee. These can occasionally lead to violence (Kop & Euwema, 2001). Cognitive effects such as indecision, a shortened attention span, and frequent mental blocks can, in turn, lower performance levels. Behavioral effects were discussed as self-abuse: drug and alcohol abuse, obsessive eating, and other compulsive behavior. We did not discuss any possible physiological consequences of burnout such as high blood pressure, excessive sweating, and varying blood sugar levels.

Our primary focus is on the effects to the organization: turnover and lowered performance levels. Research has found some other organizational concerns that warrant further study within the restaurant industry: absenteeism (Leiter & Maslach, 1997), job dissatisfaction (Altun, 2002), and reduced commitment (Sethi, Barrier, & King, 1999; Cherniss, 1995).

Company leadership must understand the phenomenon of burnout and develop policies to deal with it at all stages. Screening of people entering the food service profession may identify those most at risk for burnout. Training, orientation, or support may be used to help in the transition to restaurant manager. Monitoring of performance levels may help identify candidates for burnout before the consequences can be manifested. When burnout occurs or is imminent, an understanding of the concept of burnout can help in displacing individuals to positions that can support management without being intimately involved.

While much remains to be examined and addressed, this paper adds to the body of knowledge about the stresses that accompany managers in the hospitality field. Applying the Maslach Burnout Inventory (MBI) with other measures of the dimensions will give empirical evidence of the mechanism of burnout in hospitality managers. Further examinations of possible correlations of burnout to fiscal performance and business growth would also be of interest to restaurant operators.

Limitations

This study focused on the consequences of burnout, specifically, lowered performance and citizenship behaviors. Other effects, such as, pathological behavior, physiological, or subjective effects of stress are probably at play in the hypothesized relationships (Cox, 1978) and subsequently could skew the data. We also left out discussion of possible physiological consequences of burnout such as high blood pressure or excessive pulse rate. Another limitation is that other consequences may affect the perceived performance or citizenship behaviors, such as, absenteeism (Leiter & Maslach, 1997), job dissatisfaction (Altun, 2002), and reduced commitment (Sethi, et al., 1999; Cherniss, 1995).

The cross sectional design and use of self-reports of this study raises issues of common method bias. However, confirmatory factor analysis (Table 3) exhibits little cross relational correlations among variable attributable to common method bias. Common method bias would also tend to inflate the correlations among variables, but this inflation is not evident (Table 4).

REFERENCES

- American Culinary Federation, (2010).
<http://www.acfchefs.org/AM/Template.cfm?Section=Levels&Template=/CM/HTMLDisplay.cfm&ContentID=16329>, retrieved March 24, 2010.

- Altun, I. (2002). Burnout and nurses' personal and professional values. *Nursing Ethics*, 9 (3) 269-278.
- Arbuckle, J. L. (2006). *Amos 7.0 User's Guide*. Amos Development Company: Spring House, PA.
- Ashforth, B., & Mael, F. (1989). Social Identity Theory and the Organization. *Academy of Management Review*, 14(1), 20-39. Retrieved from Business Source Premier database.
- Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. *Journal of Applied Psychology*, 81 (6), 827-832.
- Bass, B. M. (1985). Leadership: Good, better, bets. *Organizational Dynamics*, 13(3), 26-40.
- Bass, B. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications* (3rd ed.). New York: Free Press.
- Bass, B. M. (1995). Theory of transformational leadership redux. *Leadership Quarterly*, 6(4), 463-478.
- Bass, B. M., Avolio, B. J., & Jung, D. I. (1995). *MLQ Multifactor Leadership Questionnaire: Technical Report*. Mind Garden: Redwood City, CA.
- Bourdain, A. (2000). *Kitchen Confidential*. New York, NY: Harper Collins.
- Boy, A., & Pine, G. (1980). Avoiding counselor burnout through role renewal. *Personnel and Guidance Journal*, 59, 161-163.
- Burisch, M. (1993). In search of theory: Some ruminations on the nature and etiology of burnout. In W. Schaufeli, C. Maslach, & Marek, T. (eds.) *Professional burnout: Recent developments in theory and research* (pp. 75-93). Washington, DC: Taylor & Francis, Inc.
- Byrne, B. M. (2001). *Structural Equation modeling with AMOS: Basic concepts, applications, and programming*. Lawrence Erlbaum Associates, Inc., Mahwah, N.J.
- Cherniss, C. (1995). *Beyond burnout*. New York, NY: Routledge.
- Chen, Z., Eisenberger, R., Johnson, K., Sucharski, I., & Aselage, J. (2009). Perceived Organizational Support and Extra-Role Performance: Which Leads to Which? *Journal of Social Psychology*, 149(1), 119-124.
- Corrigan, P. W., Diwan, S., Campion, J., & Rashid, F. (2002). Transformational Leadership and the mental health team. *Administration and Policy in Mental Health*, 30 (2), 97-108.
- Cox, T. (1978). *Stress*. Baltimore: University Park Press.
- Professions*. New York: Human Sciences Press.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology* 71 (3), 500-507.
- Eisenberger, R., Mitchell, M., McDermitt, M., & Masterson, F.A. (1984). Accuracy versus speed in the generalized effort of learning-disabled children. *Journal of Experimental Analysis of Behavior*, 42, 19-36.
- Family Systems Management (1984). Review of "Burnout: Stages of disillusionment in the helping professions; Burnout and health professionals: Manifestations and management;" and "Stress, health and psychological problems in the major professions." *Family Systems Medicine*, 2(4), 444-448. doi:10.1037/h0091836.
- Ferris, D., Brown, D., & Heller, D. (2009). Organizational supports and organizational deviance: The mediating role of organization-based self-esteem. *Organizational Behavior & Human Decision Processes*, 108(2), 279-286. doi:10.1016/j.obhdp.2008.09.001.

- Fine, G. (1996). *Kitchens: The culture of restaurant work*. Berkeley, CA: The University of California Press.
- Forsyth, D. R. (1980). A taxonomy of ethical ideologies. *Journal of Personality and Social Psychology*, 39 (1): 175-184.
- Freudenberger, H. (1974). Staff burnout. *Journal of Social Issues*, 30, 159-165.
- Gardner, D. G., & Pierce, J. L. (1998). Self-esteem and self-efficacy within the organizational context. *Group & Organizational Management*, 23 (1), 48-70.
- Golden, J., Piedmont R. L., Ciarrocchi J. W., & Rodgerson, T. (2004). Spirituality and burnout: An incremental validity study. *Journal of Psychology and Theology*, 32 (2), 115-125.
- Goodwin, R., Costa, P., & Adonu, J. (2004). Social support and its consequences: 'Positive' and 'deficiency' values and their implications for support and self-esteem. *British Journal of Social Psychology*, 43(3), 465-474. Retrieved from Academic Search Premier database.
- Halbesleben, J. R. B., & Bowler, W. M. (2007). Emotional Exhaustion and Job Performance: The Mediating Role of Motivation. *Journal of Applied Psychology*, 92 (1), 93-106.
- Harris, K. J., James, M. & Boonthanom, R. (2005). Perceptions of organizational politics and cooperation as moderators of the relationship between job strains and intent to turnover. *Journal of Managerial Issues*, XVII, (1), 26-42.
- Hater, J., & Bass, B. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73(4), 695-702. doi:10.1037/0021-9010.73.4.695.
- Hayes, C. H., & Weathington, B. L. (2007). Optimism, Stress, Life Satisfaction, and Job Burnout in Restaurant Managers. *Journal of Psychology*, 14(6), 565-579.
- Hetland, H., & Sandal, G. M. (2003). Transformational leadership in Norway: Outcomes and personality correlates. *European Journal of Work and Organizational Psychology*, 12 (2), 147-170.
- Hetland, H., Sandal, G. M., & Johnsen, T. B. (2007). Burnout in the information technology sector: Does leadership matter? *European Journal of Work and Organizational Psychology*, 16 (1): 58-75.
- Hopkins, K. M. (2002) Organizational Citizenship in Social Service Agencies. *Administration in Social Work* 26 (2): 1-15.
- Hughes, E. (2001). Deciding to leave but staying: teacher burnout, precursors and turnover. *International Journal of Human Resource Management*, 12 (2) 288-298.
- Jones, G. (1983). Noise. In R. Hockey (ed.), *Stress and fatigue in human performance* (pp. 61-95). Chichester, England: John Wiley & Sons.
- Kjaerheim, K. (1997). Work-related stress, coping resources, and heavy drinking in the restaurant business. *Work & Stress*, 11 (1) 6-16.
- Kop, N., & Euwema, M. (2001). Occupational stress and the use of force by Dutch police officers. *Criminal Justice and Behavior*, 28 (5) 631-652.
- Lee, R., & Ashforth, B. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81 (2), 123-133.
- Leiter, M., & Maslach, C. (2001). Burnout and quality in a sped-up world. *The Journal for Quality and Participation*, 48-51.
- Leiter, M., & Maslach, C. (1997). *The truth about burnout*. San Francisco, CA: Jossey-Bass, Inc.

- Leithwood, K., Menzies, T., Jantzi, D., & Leithwood, J. (1996). School restructuring, transformational leadership and the amelioration of teacher burnout. *Anxiety, Stress and Coping: An International Journal*, 9 (3), 199-215.
- Lewin, J. E., & Sager, J. K. (2008). Salesperson burnout: A test of the coping-mediational model of social support. *Journal of Personnel Selling & Sales Management XXVIII* (3) 233-246.
- Maslach, C. (1976). Burned-out. *Human Behavior*, 5, 16-22.
- Maslach, C. (2001). Job Burnout. *Annual Review of Psychology*.
- Maslach, C., & Jackson, S. (1979). Burned-out cops and their families. *Psychology Today*, 12 (12) 59-62.
- Maslach, C., & Jackson, S. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2, 99-113.
- Maslach, C., & Leiter, M. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Mazur, P. J., & Lynch, M. D. (1989). Differential impact of administrative, organizational, and personality factors on teacher burnout. *Teaching and Teacher Education*, 5 (4), 337-353.
- Merritt, E. (1996). Hospitality management: A study of burnout in private club management. (Master's thesis, Pepperdine University, 1996). Retrieved June 1, 2002 from <http://www.cmaa.org/publish/burnout/index.htm>.
- Milliken, T. F., Clements, P. T., & Tillman, H. J. (2007). The Impact of Stress Management on Nurse Productivity and Retention. *Nursing Economic\$,* 25 (4): 203-210.
- Moizer, P., & Pratt, J. (1988). The evaluation of performance in firms of chartered accountants. *Accounting and Business Research*, 18 (71): 227-237
- Murphy, J., & Smith, S. (2009). Chefs and suppliers: An exploratory look at supply chain issues in an upscale restaurant alliance. *International Journal of Hospitality Management*, 28, 212-220
- National Restaurant Association (2010). *Industry at a glance*. Retrieved October 4, 2010 from <http://www.restaurant.org/research/facts>
- Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). Organization-based self-esteem: Construct definition, measurement, and validation. *Academy of Management Journal* (32) (3), 622-648.
- Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1993). Moderation by organization-based self-esteem of role condition-employee response relationships. *Academy of Management Journal* (36) (2), 271-288.
- Pines, A., & Aronson, E. (1988). *Career burnout: causes and cures*. New York, NY: The Free Press.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Meta-analysis of the relationships between Kerr and Jermier's substitutes for leadership and employee job attitudes, role perceptions, and performance. *Journal of Applied Psychology*, 81 (4), 380-399.
- Podsakoff, P. M., Niehoff, B. P., Moorman, R. H., & Fetter, R. (1993). Transformational leadership behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1, 107-142.
- Podsakoff, P. M., & Organ, D. W. (1986). Self-Reports in Organizational Research: Problems and Prospects. *Journal of Management* 12: 531-544.

- Reilly, N. P. (1994). Exploring a paradox: Commitment as a moderator of the stressor-burnout relationship. *Journal of Applied Social Psychology, 24* (5), 397-414.
- Reisel, W., Probst, T., Swee-Lim, C., Maloles, C., & König, C. (2010). The Effects of Job Insecurity on Job Satisfaction, Organizational Citizenship Behavior, Deviant Behavior, and Negative Emotions of Employees. *International Studies of Management & Organization, 40*(1), 74-91. doi:10.2753/IMO0020-8825400105.
- Reynolds, D. (1995). Mitigating burnout in foodservice management. *Nations Restaurant News, 29* (9), 32-34.
- Schutte, N., Toppinen, S., Kalimo, R., & Schaufeli, W. (2000). The factorial validity of the Maslach Burnout Inventory-General Survey across occupational groups and nations. *Journal of Occupational and Organizational Psychology, 73*, 53-66.
- Sekiguchi, T., Burton, J., & Sablinski, C. (2008). The role of job embeddedness on employee performance: the interactive effects with leader-member exchange and organization-based self-esteem. *Personnel Psychology, 61*(4), 761-792. doi:10.1111/j.1744-6570.2008.00130.x.
- Seltzer, J., & Numerof, R. E. (1988). Supervisory leadership and subordinate burnout. *Academy of Management Journal, 31* (2), 439-446.
- Sethi, V., Barrier, T., & King, R. (1999). An examination of the correlates of burnout in information systems professionals. *Information Resources Management Journal, 12* (3) 5-13.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept-based theory. *Organization Science, 577-594*.
- Skarlicki, D. P., & Latham, G. P. (1996). Increasing citizenship behavior within a labor union: A test of organizational justice theory. *Journal of Applied Psychology, 81* (2): 161-169.
- Smidts, A., Pruyn, A., & Van Riel, C. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal, 44*(5), 1051-1062. Retrieved from Business Source Premier database.
- Steven Sek-yum, N., & Chau-kiu, C. (2009). Idealism, altruism, career orientation, and emotional exhaustion among social work undergraduates. *Journal of Social Work Education, 45*(1), 105-121. Retrieved from Academic Search Premier database.
- Stordeur, S., D'hoore, W., & Vandenberghe, C. (2001). Leadership, organizational stress, and emotional exhaustion among hospital nursing staff. *Journal of Advanced Nursing, 35* (4), 533-542.
- Thomas, C., & Rose, J. (2010). The Relationship between Reciprocity and the Emotional and Behavioural Responses of Staff. *Journal of Applied Research in Intellectual Disabilities, 23*(2), 167-178. doi:10.1111/j.1468-3148.2009.00524.x.
- Tourangeau, A. E., & Cranley, L. A. (2006) Nurse intention to remain employed: understanding and strengthening determinants. *Journal of Advanced Nursing, 55* (4): 497-509.
- Turton, D. W., & Francis, L. J. (2007). The relationship between attitude toward prayer and professional burnout among Anglican parochial clergy in England: Are praying clergy healthier clergy? *Mental Health, Religion & Culture, 10* (1): 61-74.
- Twigg, N. W., Fuller, J., & Hester, K. (2008). Transformational Leadership in Labor Organizations: The Effects on Union Citizenship Behaviors. *Journal of Labor Research, 29* (1): 27-41 DOI: 10.1007/s12122-007-9039-5.
- Watts, D. (1990). Teacher drug use: A response to occupational stress. *Journal of Drug Education, 20* (1) 47-65.

- Weiskopf, P. (1980). Burnout among teachers of exceptional children. *Exceptional Children*, 47 (1) 18-24.
- Wilk, S. L., & Moynihan, L. M. (2005). Display rules “regulators”: The relationship between supervisors and worker emotional exhaustion. *Journal of Applied Psychology*, 90 (5), 917-927.
- Yong, Z., & Yue, Y. (2007). Causes for Burnout Among Secondary and Elementary School Teachers and Preventive Strategies. *Chinese Education & Society*, 40 (5): 78-85.
- Yukl, G. A. (2002). *Leadership in Organizations* (5th ed.). Upper Saddle River, N.J.: Prentice Hall.

APPENDIX

Table 1. Profile of Respondents

	Frequency	Percent
Gender (N=295)		
Male	245	83.1
Female	50	16.9
Age (N=295)		
Under 18	1	0.3
18 – 24	9	3.1
25 – 34	35	11.9
35 – 44	79	26.8
45 – 54	129	43.7
55 – 64	38	12.9
65 or older	4	1.4
Race (N=295)		
Rather not say	13	4.4
Caucasian/White	261	88.5
African American	8	2.7
Indigenous or Aboriginal	2	0.7
Asian/Pacific islander	6	2
Other	5	1.6
Education (N=291)		
Less than high school	2	0.7
High school graduate	1	0.3
Post secondary non-degree	25	8.6
Technical/culinary art diploma	24	8.2
Associate	38	13.1
Bachelor	132	45.4
Post-graduate	49	16.8
Master	4	1.4
Ph.D.	16	5.5
Certification		
ACF certified	248	84.1
Certified Personal Chef	43	14.6

ServSafe	217	73.6
<hr/>		
Occupation (N=258)		
<hr/>		
Executive chef	130	50.4
Corporate chef	12	4.7
Sous chef	16	6.2
Cook	38	14.7
Culinary Educator	36	14.0
Food & Beverage Manager	26	10.1
<hr/>		
Tenure (in years)	Mean	S.D.
<hr/>		
Industry	24.8	4.8
Company	7.4	5.6
Current position	5.4	3.4
<hr/>		

J B

S B

Table 2. Factor Analysis Results of Study Variables*

	TL	POS	ID	SE	BO	PER	CB
TL1	.90						
TL4	.79						
TL3	.88						
TL2	.88						
PS7		.92					
PS6		.91					
PS8		.89					
PS4		.88					
PS5		.88					
PS2		.84					
ID5			.81				
ID6			.75				
ID4			.74				
ID3			.74				
ID2			.84				
ID1			.62				
SE5				.92			
SE4				.88			
SE6				.85			
SE3				.83			
EX4					.87		
EX3					.84		
EX2					.82		
EX1					.82		
CY1					.74		
CY2					.66		
CY3					.62		
PER3						.89	
PER4						.87	
PER1						.76	

*Extraction Method: Maximum Likelihood. Rotation Method: Varimax with Kaiser Normalization. Goodness-of-fit Test, Chi-Square 941.34, df 428, Sig.000. Values < .6 have been suppressed. TL, *Transformational Leadership*; PS, *Perceived Support*; ID, *Idealism*; SE, *Self-Esteem*; BO, *Burnout*; PER, *Performance*.

Table 3. Confirmatory Factor Analysis of the Measurement Model

Factors	χ^2	df	$\Delta\chi^2$	RMSEA	IFI	TLI	CFI
1.	3211.00	258		.21	.45	.32	.44
3.	2918.07	253	292.93*	.19	.50	.40	.49
4.	2679.24	249	238.83*	.18	.54	.44	.54
5.	1926.97	244	752.29*	.15	.68	.61	.68
7.	611.51	231	1315.46*	.07	.93	.91	.93

Note: *p< .001. RMSEA= root mean square error of the approximation, IFI=incremental fit index, TLI=Tucker-Lewis coefficient, CFI=comparative fit index. 1. 1 Factor; 2. 5 Factor; 3. 6 Factor; 4. 7 Factor; N=295.

Table 4. Means, Standard Deviations, Correlation, and Cronbach Alpha Matrix of Study Variables

	Ave	Sd	Gen	Age	Race	Edu	Ten	TL	PS	ID	SE	BO	PER
Gen	.17	.38											
Age	4.54	1.04	-.02										
Race	2.45	5.70	-.02	.03									
Edu	6.05	11.03	-.03	.06	.00								
Ten	9.19	14.19	-.02	.17*	-.02	.28*							
TL	4.13	1.46	.10	-.05	-.02	-.09	-.02	(.92)					
PS	4.89	1.49	-.08	.11	.04	-.04	.12	.49*	(.96)				
ID	5.75	.94	.10	.09	.38	.09	.14*	.07	.07	(.86)			
SE	5.91	1.23	-.02	.09	-.05	-.04	.06	.29*	.65*	.11	(.93)		
BO	3.18	1.15	-.01	-.02	.01	-.02	-.04	-.27*	-.56*	-.01	-.52*	(.91)	
PER	5.48	1.06	-.13	.08	.05	.05	.17*	.18*	.53*	.17*	.51*	-.49*	(.88)

Notes: * Correlation is significant at the 0.01 level (2-tailed). Coefficient alphas for the individual scales are recorded on the diagonal in parentheses. TL, *Transformational Leadership*; PS, *Perceived Support*; ID, *Idealism*; SE, *Self-Esteem*; BO, *Burnout*; PER, *Performance* N=295.

Table 5. Results from nested Structural Equation Models

Model	χ^2	df	$\Delta\chi^2$	RMSEA	IFI	TLI	CFI
Hypothesized	300.0	162		.05	.96	.97	.96
2. Not Shown.	301.8	163	1.8	.05	.96	.97	.96
3. Final Model	273.8	161	26.1**	.05	.96	.97	.96

Model 2 tested whether the path from PS to ID should be deleted.

Model 3 tested whether BO is a partial mediator between PS and PER

Figure 1 Antecedents and Consequences of Burnout in Restaurant mManagement

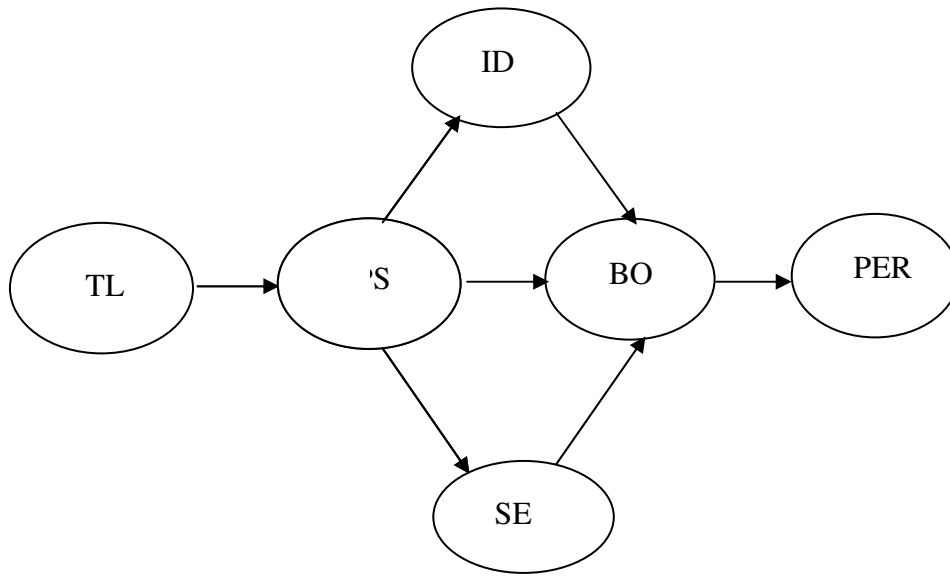


Figure 2 Structural Equations Results of the Hypothesized Model.

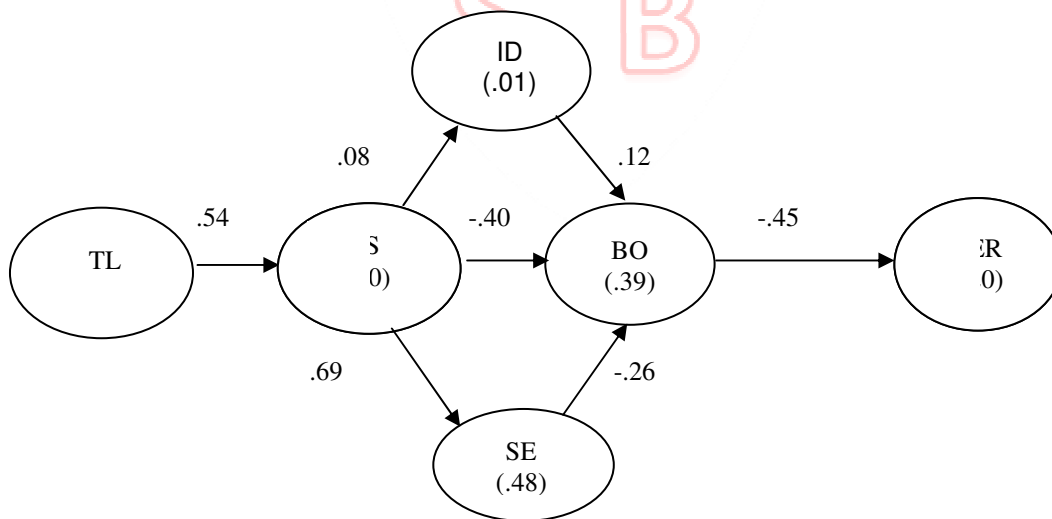
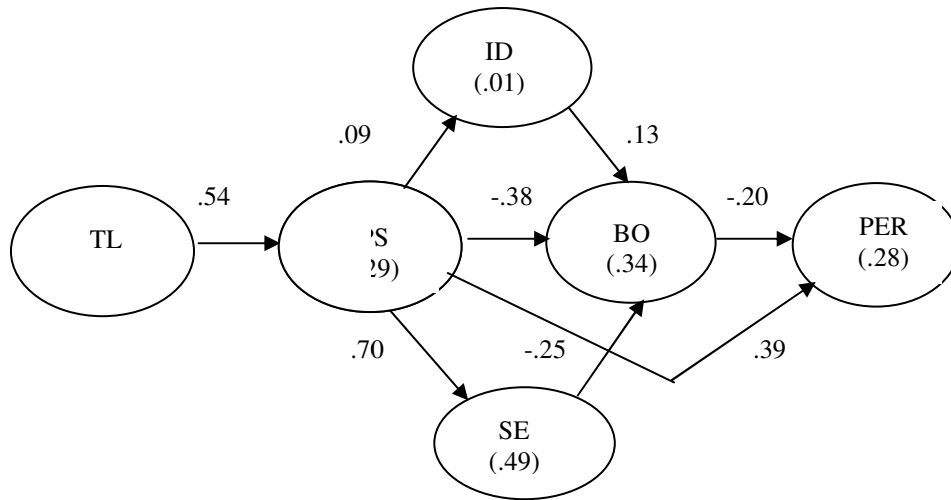


Figure 3 Structural Equations Results of Final Model.



J B

S B